



murchisonshire

Ancient land under brilliant skies

Corporate Business Plan

Part of Council's Planning for the Future

Latest Update

22 June 2023

Preamble

Pursuant to s 5.56 of the Local Government Act 1995 a local government is required to plan for the future its district through the preparation and adoption of various plans in accordance with Division 3 of the Local Government (*Administration*) Regulations 1996 as shown below.

Reg	Plan
19C	<p>Strategic Community Plan</p> <p>The Community Plan Sets out the vision, aspirations and objectives of the community. It also</p> <ul style="list-style-type: none"> Covers a period of at least 10 years and to be reviewed every 4 years Developed with regard to the capacity of current and anticipated resources, strategic performance indicators and demographic trends
19DA	<p>Corporate Business Plan</p> <p>The Corporate Business Plan</p> <p>Sets out consistently with any relevant priorities as set out in the Strategic Community Plan Council's priorities for dealing with the objectives and aspirations of the community</p> <p>Governs internal business planning by expressing priorities by reference to operations that are within Council's capacity</p> <ul style="list-style-type: none"> Develops and integrate matters relating to resources including <ul style="list-style-type: none"> Asset Management Workforce Planning Long-Term Financial Planning <p>Covers a period at least 4 years and to be reviewed annually</p>

This document covers the Corporate Business Plan Elements as highlighted above

Introduction

The Local Government (*Administration*) Regulations 1996 require the Strategic Community Plan to cover a period of at least 10 Financial Years and be reviewed at least once every 4 years, whilst plans that make up the Corporate Business Plan are to cover a period of at least 4 years and be reviewed annually.

From a practical and operational perspective, Council considers that whilst the period of the Strategic Community Plan and associated priorities within the Corporate Business Plan and Workforce Plan may be appropriate, it is considered that a longer-term 20-year view be taken with respect the actual application of resources through the Asset Management Plan and Long-Term Financial Plan.

In part this will align with more contemporary practice and allows consideration of works that may be required beyond a 10-year period but also recognise as highlighted below under "Background that significant changes have occurred since 2017 when the Strategic Community Plan and Corporate Business were adopted; many of which were previously not on the horizon.

The basis of this approach is also to ensure that mid- and long-term matters are considered annually so that pre-emptive actions can be taken today to mitigate potential future impacts and ensure long-term sustainability, but also importantly and that intergeneration equity matters are considered.

The principle of intergenerational equity holds that, to promote prosperity and quality of life for all, institutions should construct administrative acts that balance the short-term needs of today's generation

with the longer-term needs of future generations. It integral to the operation of society, governments including local government.

In local government this can be highlighted by the way it funds and accounts for the actions that it undertakes.

For instance, in any one year whilst operational cost are paid for by the community of the day some of the costs of replacement of assets should be paid and accounted for in the budget of the time as the residents and ratepayers have enjoyed the benefits of those assets and thereby not overly burden the future local community when assets need to be replaced. Similarly, current residents and ratepayers should not necessarily be required to pay entirely for future works which they have yet to benefit from.

Accordingly, both the Asset Management Plan and Long-Term Financial Plan are to address a period of 20 years each respective plan being prepared on the basis that it will be reviewed each year with year one of the Long-Term Financial Plan, which incorporates asset management aspects, being identical to the actual budget.

As a result, the Long-Term Financial Plan becomes effectively a 20-year budget document and one that can be reviewed and updated as new information comes to light but with the overall aim that it influences and guides the thinking as well as overall operation of the Shire in an integrated manner.

Put simply have regard to “*yesterday*”, look “*today*” but always focus on “*tomorrow*”. This way the future “*today*” will be potentially better than it would have otherwise been, the community grow and develop as a result and the financial costs will be more equitably distributed across the years.

Clearly these aspects require balancing and judgment. The Asset Management Plan and Long-Term Financial Plan aims to improve this balance by highlighting “*yesterday*”, “*today*” and “*tomorrow*”.

As a result, the Corporate Business Plan includes elements based on the above overarching philosophy.

Background

Since 2017 work has continued to develop the scope of works and in deliver a range of Capital Works identified in the Corporate Business Plan. However various significant changes have occurred as outlined below that need to be considered.

Murchison Settlement Redevelopment

Murchison Settlement Masterplan

The adopted in August 2021 the Settlement Masterplan took around 18 months to be finalised and provides a detailed layout of the way the settlement is to be developed. Importantly the Masterplan includes the following “Project Vision” statement which encapsulates the relationship of the Settlement within the context of the broader Shire.

“To ensure that Murchison Settlement is an attractive focal point that enables the Shire to function successfully and deliver a range of services that will underpin community, cultural and economic development within the Settlement and broader Shire”

Design principles have been developed to help guide the development of the Murchison Settlement Masterplan.

- ~ To create an attractive activity hub for the community and visitors to Murchison that maintains the existing character, cultural and built qualities of the Settlement.
- ~ Provide functional pedestrian connectivity, improved access, and sight lines throughout the precinct.

- ~ Design a unified landscape character that maximises shade.
- ~ Create a consolidated sequence of spaces and activities for locals and tourists.
- ~ Allow space in design for Geo/Astro tourism and convey the idea of 'The Oasis'.

A range of projects identified (in no priority order) included Community Swimming Pool / Splash Pad, New -Caravan Park Ablution Block, New -Caravan Park 2 Ensuite Units, General Settlement Amenity Improvements, and Playground Upgrade. An Interpretive Centre was also identified but required further scoping and development

Murchison Settlement Roadhouse Precinct Detailed Concept Design

In 2020/21 it was realised that Roadhouse and Caravan Park layout needed a supplementary review to further develop desired expansion that would dovetail into the wider Settlement Masterplan. Work was undertaken to also review the overall operation of the roadhouse, with Council assuming operational control in March 2021. This included considering the need to provide suitable long-term accommodation for the Roadhouse Management, to improve the functionality of the Roadhouse Business and to explore opportunities for a potential Interpretive Centre.

Murchison Vast Sky Experience Business Case

Adopted in February 2023 this Business Case evaluated opportunities from the emerging Mid-West space economy, with particular focus on the SKA and Mingenew Space Precinct. In many ways the development with potential transformative effect. It ticks an abundance of boxes such as strategically linking Vast Sky tourism, showcasing SKA / CSIRO, providing an accessible outback feel without camping out, increased GeoTourism and broader tourism within a regional context, purveying local history and pastoral influence, inclusion of local Wadjarli aboriginal development opportunities, improved discovery walking trails as well as enhancing recruitment and retention opportunities for the Shire in an improved visually attractive environment.

The entire business case should be seen as being complimentary to the Murchison Settlement Masterplan and Roadhouse development plans that have already been undertaken. Stage 1 spend is around \$10.4m with further stages foreshadowed totalling \$11.5m over around a 10-year period. Business Case shows a profitable operation after 2 years. Significant levels of external funding will be required with any delivery will likely be very long term without significant external investment.

Murchison Settlement Infrastructure

Works previously identified to provide a Chlorinator for the Water Supply have been reassessed to include a major upgrade of the supply itself and provision of a new ring main unit to also separate drinking water from parks and gardens irrigation. A significant upgrade of the power supply on top of a planned solar microgrid upgrade also need to be considered.

Local Roads and Community Infrastructure Funds

Commonwealth Funding from the Local Roads and Community Infrastructure Program is available in 2023/24 and potentially in 2024/25 which is applicable to Settlement Community related projects.

Significant Road Considerations

Carnarvon-Mullewa Road Strategic Upgrade

In February 2020 Council reviewed its strategic approach in the construction and sealing of the Carnarvon-Mullewa Road and varying from a 4.0m seal to a 7.2m seal.

In November 2022 the Shire finally completed sealing to 7.2m width the remaining 9.0km gravel section on the Carnarvon-Mullewa Road between the Murchison Settlement and the southern Shire boundary. Overall, the Shire has constructed and sealed to a 7.2m width 35.42km since 2021. In part this accelerated program was aided by additional road grants but also by a \$2.0m roadworks loan taken out in 2020/21 as part of a COVID19 Stimulus approach.

Construction and sealing of the remaining 27.6km within the City of Geraldton is still to be done an element that Council is encouraging the City to do. Rehabilitation and widening of existing 4.0m sealed sections is planned. Further strategic work involving potential construction of some passing lanes in

sections north of the Murchison Settlement in accordance with Main Roads WA Roads 2040 Strategy is also possible.

Local Roads and Community Infrastructure Funds

Significant increases in Commonwealth Road Funding from the Local Roads and Community Infrastructure Program have been received and applied upgrade works on the Carnarvon-Mullewa Road. This is programmed to continue for 2025/26 for rural, regional and outer suburban roads.

Main Roads WA Regional Road Funds

The Carnarvon- Mullewa Road is the only road within the Shire classified of such strategic importance to potentially attract funds Main Roads Regional Road Group Funds on a 2 for 1 basis for more than one road funding project per annum. Changes in scoring criteria provide increased scope to construct and or rehabilitate sections moving forward.

SKA Route Works

The Shire has been assigned the responsibility to undertaker works on the SKA Road Route to assist in the establishment of the SKA Project on Boolardy Station for a five-year period commencing 2022/23. Almost all of the roads affected are the responsibility of Council meaning that external funds are being provided on roads that would have otherwise had to be funded from Councils own revenue sources.

Strategic Community Plan Linkages

Corporate Business Plan sets out consistently with any relevant priorities as set out in the Strategic Community Plan Council’s priorities for dealing with the objectives and aspirations of the community and Governs internal business planning by expressing priorities by reference to operations that are within Council’s capacity

The Structure of the Plan aligns within the framework of Council’s Community Strategic Plan as a means t deliver the Shires Vision of

“Working together to preserve the unique character of the Shire, supporting diverse and sustainable lifestyle and economic priorities.”

This vision is proposed to be achieved through the following four well-being priorities.



Economic

To develop the region’s economic potential to encourage families and businesses to stay in the area



Environmental

To improve the sustainability of land use and improve the condition of the environment



Social

To develop, co-ordinate, provide and support services and facilities which enhance the quality of life in the Shire



Civic Leadership

To provide good governance to the Murchison Shire

Risks

It is important to consider the external and internal context in which the Shire of Murchison operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Strategic Community Plan are set out in the following Table.

External Factors	Internal Factors
Increasing community expectations in relation to service levels and service delivery	The objectives and strategies contained in the Council's current Community Strategic Plan
Rapid changes in information technology changing the service delivery environment	The timing and actions contained in the Council's Corporate Business Plan
Increased compliance requirements due to Government Policy and Legislation	Organisational size, structure, activities and location
Cost shifting by Federal and State Governments	Human resourcing levels and staff retention
Reducing external funding for infrastructure and operations	The financial capacity of the Shire
Changes in mining and pastoral practices and the associated social impacts	Allocation of resources to achieve strategic outcomes
Climate change and subsequent response	Maintenance of corporate records

Strategies Actions and Alignment

Details of Strategies and Actions with comments in relation to achievement of outcomes under the Community Strategic Plan are attached

Also included is the alignment with the various services and facilities that are delivered by Council

Financial Implications


Financial implications associated with delivering the Corporate Business Plan are outlined in the Asset Management Plan, Long Term Financial Plan and Annual Budget which also includes projections for a 4-year period.

Previous

28 September 2017

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027
 Economic well-being To develop the region's economic potential to encourage families and businesses to stay in the area	Outcome 1.1 Maintenance and upgrade of road network			<i>Aim for improved road safety and increased seal widening on the Carnarvon-Mullewa Road</i>				
	1.1.1	To develop, maintain and improve an efficient road system to support the transport requirements associated with the pastoral and mining industries and tourism						
	1.1.1.1	current Lobbying State and Federal Governments to adequately fund roads	Ongoing	•	•	•	•	•
	1.1.1.2	current Maintaining an effective working relationship with Main Roads WA	Ongoing	•	•	•	•	•
	1.1.1.3	current Continue road improvement program	Ongoing. Member of Main Roads Mid West Regional Roads Group and Murchison Sub Group	•	•	•	•	•
	1.1.1.4	current Install safety signage at entry points to the Shire, including 'drive to conditions', UHF frequencies, 'no mobile service', carry enough water	New Entrance Signs installed. Safety signs part you Roadside bay installation		•	•		
Outcome 1.2 Tourism Development			<i>Increase visitor numbers and longer duration of stay</i>					
1.2.1	To promote and support a sustainable tourism industry in the Shire of Murchison							
	1.2.1.1	current Construction / development of an Interpretive Centre in the Murchison Settlement	Part of Murchison Vast Sky Business Case which requires substantial funding for it to proceed					
	1.2.1.2	current Expansion of Murchison Settlement Caravan Park's accommodation facilities and construction of a camp kitchen			•			
	1.2.1.3	new Construction of Facilities as identified in the Murchison Settlement Masterplan			•		•	
	1.2.1.4	new Upgrade of Roadhouse Accommodation and Facilities as identified in the Murchison Roadhouse Development Plan				•	•	
	1.2.1.5	new Construction of Facilities as identified in the Murchison VAST Sky Business Case	Inclusion subject to additional new external funding					

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027	
Outcome 1.3 Economic development			<i>Water and Electricity Supply upgraded</i>						
1.3.1 Retain existing industries and encourage the establishment of new industries to broaden the region's economic base through the provision of residential and industrial land / buildings in Murchison Settlement	1.3.1.1	current Explore options for the provision of land for residential and industrial development options in the Murchison Settlement	To be reviewed at a later date						
	1.3.1.2	current Dissemination of information on employment and training opportunities within Shire and other organisations to the community	To be reviewed at a later date						
	1.3.1.3	current Provide training and employment opportunities for the local community	Ongoing	•	•	•	•	•	
1.3.2 The water supply to the Murchison Settlement is currently non-potable. Provision of a safe water supply is important to there ongoing amenity and development of the Settlement	1.3.2.1	complan Provision of a safe water supply to the Murchison Settlement		•	•				
1.3.3 Update of the Settlement electricity supply network including use of renewable sources	1.3.3.1	new Upgrade supply at Powerhouse to achieve a quieter and more reliable operation		•	•				
	1.3.3.2	complan Provision of power from renewable sources at the Murchison Settlement					•		
1.3.4 Murchison Oasis Roadhouse and Caravan Park to be an attractive focal point that enables the Shire to function successfully and deliver a range of services that will underpin the community, cultural and economic development of the Settlement and broader Shire	1.3.4.1	new Manage and operate the Murchison Oasis Roadhouse and Caravan Park to fulfill strategic aims	Ongoing operation and management	•	•	•	•	•	
	1.3.4.2	new Introduce and implement a point of sale management system		•	•	•	•	•	
	1.3.4.3	new Introduce a local incentive scheme			•				

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027
 Environmental well-being To improve the sustainability of land use and improve the condition of the environment								
Outcome 2.1 Waste Management				<i>Reduction in waste going to landfill</i>				
2.1.1 Develop and implement programs to reduce and control littering Develop and implement programs to encourage community ownership of the road side litter issue	2.1.1.1	current Develop and implement programs to encourage community ownership of the road side litter issue		•	•	•	•	•
	2.1.1.2	current Better community engagement, signage encouraging 'respect for country' and encouraging people to take litter with them or leave it at rubbish facilities within the settlement.	Ongoing	•	•	•	•	•
	2.1.1.3	current Provision of more bins at the roadhouse and caravan park to deal with this	Ongoing Review on an as required basis	•	•	•	•	•
Outcome 2.2 Energy efficiency				<i>Policy developed. Application incorporated into operational practices</i>				
2.2.1 Develop a policy to assess energy efficiency of appliances and other assets as part of the acquisition process	2.2.1.1	current Develop a policy for assessing energy efficiency as part of the acquisition process for appliances and other assets	Reviewed and updated on an ongoing basis			•		
	2.2.1.2	current Replacement of existing appliances and other assets with more energy efficient models as part of the infrastructure maintenance and upgrade program	Ongoing brief with budgeted purchases	•	•	•	•	•


Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027
Outcome 2.3 Environmental initiatives			<i>As below</i>					
2.3.1 To protect and rehabilitate the Shires natural environment and support the pastoral industry	2.3.1.1	Continued support for community groups	Ongoing					
	2.3.1.2	Develop a strategy for managing drainage in relation to flood and storm water on roads with other stakeholders	Policy developed. Incorporated into road design and road maintenance practices	•	•	•	•	•
	2.3.1.3	Pursue funding opportunities for control of noxious weeds and declared animals	Ongoing	•	•	•	•	•
	2.3.1.4	Continued support for community groups controlling noxious weeds and declared animals	Ongoing	•	•	•	•	•
	2.3.1.5	Continuation of Bunding and Remediation of Old Roads and Borrow Pits	Ongoing	•	•	•	•	•
	2.3.1.6	Prepare an evidence based report to support off reserve remediation work including downstream dispersal						
	2.3.1.7	Small Scale support for Vermin Control	Provision of vermin control bounty scheme	•	•	•	•	•

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027	
 Social well-being To develop, co-ordinate, provide and support services and facilities which enhance the quality of community life in the Shire	Outcome 3.1 Infrastructure upgrade and improvement								
	<i>As below</i>								
3.1.1 Maintain and improve infrastructure within the Shire to support social and economic activities (buildings and other infrastructure)	3.1.1.1	current Explore and pursue funding opportunities to support the Shire’s capital works and maintenance programs	Ongoing	•	•	•	•	•	
	3.1.1.2	current Follow up plans and ideas of disbanded cemetery committee	Ongoing	•	•	•	•	•	
	3.1.1.3	current Complete development of the cemetery	Ongoing	•	•	•	•	•	
	3.1.1.4	complan Refurbishment of Community Centre	Part of Murchison Settlement Redevelopment Works	•	•	•	•	•	
Outcome 3.2 Emergency services		<i>As below</i>							
3.2.1 Supply resources for, and co-ordinate delivery of, emergency services within the Shire	3.2.2.1	current Bush fire brigade training	Ongoing	•	•	•	•	•	
	3.2.2.2	current St John Ambulance First Aid training to be held at Murchison Settlement	Ongoing	•	•	•	•	•	
	3.2.2.3	new Further development of the Local Emergency Management arrangements	Ongoing	•	•	•	•	•	
	3.2.2.4	complan Bushfire Brigade Fast Attack purchase	Subject to successful funding application	•	•				

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027
Outcome 3.3 Provision of health service information			<i>As below</i>					
3.3.1 Shire to act as a reference point for the provision of health and well-being information for local residents	3.3.1.1	current Gather information on health services provided in neighbouring communities and develop methodologies for communicating to the local community	Ongoing	•	•	•	•	•
	3.3.1.2	current Establish a central information hub advising contact details and resources for services available in surrounding districts	Ongoing maintenance of Community mailing list	•	•	•	•	•
Outcome 3.4 Provision of Education Support			<i>As below</i>					
3.4.1 Provide support for access to Educational opportunities	3.4.1.1	new Continue support of School of the Air and ICPA	Ongoing	•	•	•	•	•
	3.4.1.2	new Explore options for inclusion of educational facilities in any upgrade of the Community Centre	Part of Murchison Settlement Redevelopment Works					

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027
 Civic Leadership well-being To provide good governance to the Murchison Shire								
Outcome 4.1 Workforce planning			<i>As below</i>					
4.1.1 Development of a Workforce Plan to ensure human resources can be optimised to achieve the Shire’s strategic objectives	4.1.1.1	current Seek funding for development of a Community Development Officer position to implement actions to achieve Council’s strategic objectives	Position incorporated into Shire Staff	•	•	•	•	•
	4.1.1.2	new Update and review Workforce Plan	Workforce Plan updated reviewed and implemented operationally	•	•	•	•	•
Outcome 4.2 Regional collaboration			<i>As below</i>					
4.2.1 Work collaboratively with neighbouring shires, state and federal government and private enterprise to ensure the efficient and effective use of the Shire’s scarce resources	4.2.1.1	current Identify opportunities where collaboration can achieve greater outcomes for the local community than the Shire could achieve acting in isolation	Ongoing. Includes councillor representation on the WALGA Murchison Country Zone and CEO representation on the Murchison Economic Group	•	•	•	•	•
Outcome 4.3 Financial planning and management			<i>As below</i>					
4.3.1 To responsibly manage Council’s financial resources to ensure optimum value for money and sustainable asset management	4.3.1.1	current Identify opportunities where collaboration can achieve greater outcomes for the local community than the Shire could achieve acting in isolation	Ongoing	•	•	•	•	•
	4.3.1.2	current Adopt an asset management and replacement strategy that minimises the net cost of replacing assets	Major review in 2023. Ongoing updates each year thereafter	•	•	•	•	•
	4.3.1.3	current Assess all potential funding sources, particularly grants to enable the maximisation of community benefit from	Ongoing	•	•	•	•	•
Outcome 4.4 Strategic planning			<i>Full review of Community Strategic Plan completed</i>					
4.4.1 Ongoing reviews of the Community Strategic Plan	4.4.1.1	current A full review of the Strategic Community Plan will be scheduled for four years from when it is adopted			•	•		

Corporate Business Plan - Strategies & Actions Outline - June 2023

Alignment with Strategic Community Plan 2016/17 - 2026/27

Strategy	Action No	Actions	Desired Trends & Comments	2023	2024	2025	2026	2027		
Outcome 4.5 Asset management			<i>As below</i>							
4.5.1	Meet the required level of service in the most cost-effective manner for present and future Residents	4.5.1.1	current	Maintain an Asset Management Plan	Major review for a 20 year period in 2023. Ongoing updates each year thereafter					
Outcome 4.6 Communication Strategies with the Community including more involvement with Pia Wadjarri & CSIRO			<i>As below</i>							
4.6.1	Increase communication between the Council and all sectors of the Community (both ways)	4.6.1.1	complan	Publication and distribution of the Shire's bi-monthly newsletter (the Monologue)	Ongoing	•	•	•	•	•
		4.6.1.2	complan	Hosting Community Meetings and Forums	Ongoing	•	•	•	•	•
		4.6.1.3	complan	Email communication on developing issues	Ongoing	•	•	•	•	•
		4.6.1.4	complan	Shire councillors and staff to attend CSIRO Stakeholder meetings	Regular representation and reports back to Council	•	•	•	•	•
		4.6.1.5	new	CSIRO & SKAO representatives to be provided with opportunities to address Council at Council Meetings	Ongoing	•	•	•	•	•
		4.6.1.6	new	Shire representatives regular attend PIA functions	Ongoing	•	•	•	•	•
4.6.2	Assist and support the PIA Wadjarri Community with cultural development opportunities	4.6.2.1	new	Support local workshops and cultural development opportunities where there is alignment with local community development actions	Ongoing. Increased participation	•	•	•	•	•

Corporate Business Plan - Services & Facilities Alignment with Strategic Actions

Services

Outcomes



Economic



Environmental



Social



Civic Leadership

Services	Economic	Environmental	Social	Civic Leadership
Aged Care		2.3.1		
Airport	1.2.1		3.1.1	4.3.1
Animal Control		2.3.1		
Building Control	1.2.1			
Building Maintenance	1.1.1	2.2.1	3.1.1	4.3.1, 4.5.1
Bush Fire Control			3.2.1	
Cemetery			3.1.1	
Community Cultural Development	1.2.1, 1.3.1			4.6.1, 4.6.2
Community Information Services			3.3.1,	4.6.1
Economic Development	1.2.1, 1.3.1			
Elected Member Support				4.2.1
Environmental Health			2.1.1, 3.3.1	
Financial Management				4.3.1
Food Inspections			3.3.1	
General Administration				4.5.1
Human Resource Management				4.1.1
IT systems				4.3.1
Library			3.1.1	
Parks Gardens & Reserves	1.2.1	2.3.1	3.1.1	4.5.1
Public Buildings for Hire			3.1.1	4.3.1
Ranger Services		2.3.1		
Recreation & Sporting Services	1.3.1	2.3.1		
Recreation Facilities		3.1.1		4.3.1, 4.4.1
Roadhouse & Caravan Park	1.2.1, 1.3.4	2.1.1, 2.3.1	3.1.1	4.3.1, 4.5.1
Roads Infrastructure	1.1.1			
Town Planning	1.2.1			4.4.1
Transport Registration				4.3.1
Verges and Footpaths	1.1.1			
Vermin & Weed Control		2.3.1		
Visitors / tourist centre	1.2.1		3.1.1	
Waste Management		2.1.1		



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