

A Fortunate Place



Shire of Wickepin

Corporate Business Plan

2020 - 2025

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Resolution No

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President and CEO Message

We are pleased to be able to present the Shire of Wickpin's Corporate Business Plan for 2020 to 2025. This plan identifies the projects, services and priorities for the Council in response to what you, the community, identified as important to you when developing the 2018-2028 Strategic Community Plan.

We have been mindful in developing this plan while the community aspirations are broad, and developed with a ten year plus planning horizon. This plan has a shorter five year direction so that the Council can focus on achieving short term priorities, within the Shire's reasonable resource limits and without placing undue financial burden on ratepayers.

The most important aspect of this Corporate Business Plan is that it is underpinned by sufficient finances, council workforce and asset based resources to deliver business as usual, and the additional new projects and services identified.

The Shire has a number of roles in the delivery of the Strategic Community Plan, not all of which impacts on rates, and in this Corporate Business Plan we have identified the different roles of Council and whether this is accommodated within the current budget or if new funding is required from either Council or external grants.

While we would like to respond to everything you aspire to, some will take longer, requiring more planning, strong partnerships and careful funding for both Council and other agencies. After consideration of your priorities in the Strategic Community Plan and consideration of our Workforce Plan, Asset Management Plan and Long Term Financial Plan, this plan includes actions to progress or address many of your priorities.

Some of the key priorities in this Corporate Business Plan include:

- The investigation, grant funding and construction of independent living units
- Investigations into the replacement of the Community Resource Centre
- The potential rationalisation of underutilised Councils assets
- The construction of a new Shire house and the disposal of older housing stock

While the Shire's response to your priorities is identified in this document, we know the community we live in is constantly changing and evolving and as such we will review this plan annually as we set out our budget. We will also review our strategic direction every two years and this will provide an opportunity for you to help confirm or reshape your priorities.

The Council and staff look forward to working together to progressing your goals and aspirations over the next four years and making as many as we can a reality.

President: Councillor Julie Russell JP

Chief Executive Officer: Mark Hook



Introduction

All councils are required to prepare a Corporate Business Plan under the *Local Government Act 1995* provisions that introduced the Integrated Planning and Reporting Framework in 2012.

The diagram below summarises this framework which requires the adoption of six key documents:

1. A Strategic Community Plan
2. An Asset Management Plan(s)
3. A Workforce Plan
4. A Long Term Financial Plan
5. A four-year Corporate Business Plan
6. The Annual Budget



The most important aspect of these plans is that they are integrated. The Strategic Community Plan sets the long term vision (10+ years) and priorities of the community while the Asset Management Plan, Workforce Plan and Long Term Financial Plan (the informing strategies) determine the physical, human and financial resources required to deliver the Shire's contribution to achieving this vision. The Corporate Business Plan then contains Council's **affordable** priorities, actions and responsibilities over the next five years to progress the community's priorities that can be accommodated within the informing strategies.

Not all of the Shire's actions will require additional resources. This Corporate Business Plan provides for the 'business as usual' model for the core services currently delivered by the Shire and includes additional priorities from the Strategic Community Plan. This plan identifies the roles of the Shire and if any additional resources will be required.

The Council's roles include:

- Provider – The action, service or project is directly provided and funded by Council
- Partner – The Council will work in partnership with another provider(s) to deliver the action, service or project



- Facilitator – The Council will facilitate another provider to deliver the priority, sometimes using seed funding, providing facilities or other tools
- Advocate – Some priorities are not a core business of Council but are essential to the continued sustainability and growth of the Shire. In these cases the Council will advocate and lobby for the priority or action to appropriate body(s)

This plan indicates which of those roles the Council needs to undertake in relation to the identified priorities.

Council Visions and Values

Our Vision

A collaborative Council, dedicated to maintaining and developing our community assets for the benefit of our residents whilst supporting a strong community, a vibrant economy, successful businesses and a sound environment

Our Values

As the representatives of the Wickepin community, the Shire Council and staff are guided by PRIDE:

PROFESSIONALISM - in the standards and ethics of our actions.

RESPECT - through courtesy and honesty in our dealings with all people.

INTEGRITY - that builds community trust.

DEDICATION - of a committed team that works together to provide leadership for the community.

EXCELLENCE - in the service that we provide for the community.

Council priorities

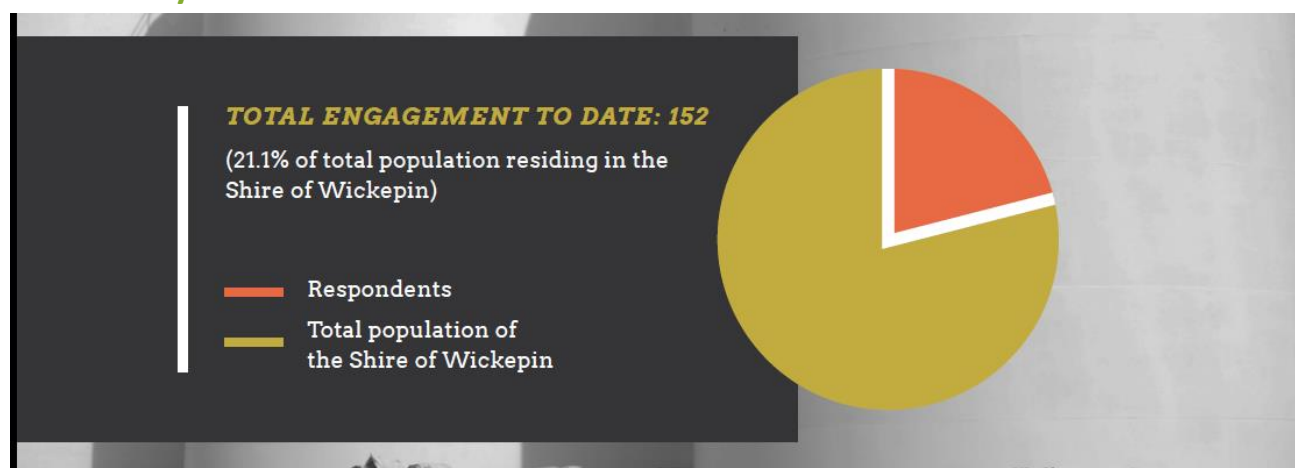
Adding value and impact of Council owned infrastructure and services by:

- Attracting new populations and retaining our current population
- Growing our local economy and providing opportunities that benefit local businesses across the Shire
- Protecting, enhancing and receiving value from our natural environment

Ensure positive financial positions in Council's Budget



Community Priorities



The key priorities (based upon survey results and number of discussions in which these arose) that the community identified during the process included:

High Priority

- Maintenance and improvement of road infrastructure
- Maintenance and continual improvement of parks and gardens, creating a reason to visit and stop in the Shire
- Growing the economic impact of Lake Yealering
- Lifestyle and amenity development
- Supporting the agricultural industry, agricultural innovation and business diversification

Medium Priority

- Tourism product development
- Opportunity to work closely with community organisations to achieve mutual goals
- Improved partnerships to address youth attraction and retention, drug and alcohol education and awareness

These priorities have all been reflected in the goals and strategies of our plan.

Regional Challenges

The implications of regional challenges facing the community's priorities include:

- Water availability
- Agricultural
- Infrastructure
- Population trends
- Providing diverse economic and employment options



Climate scientists have reported a decline in annual rainfall of approximately 10% across the south west of Western Australia due to climate change factors. These factors have the ability to increase temperatures and the possibility of severe weather events leading to bushfire, wind erosion and a decline in land capability. Increasingly, these adverse weather conditions have the potential to affect the region's water availability, agricultural production and damage its infrastructure. To spread the risk Councils should engage with their community to encourage local producers to adjust their farming and business practices to suit the climate variability whilst conserving the region's natural resources. Population trends have also declined in the regional areas of the south west of Western Australia which makes it unrealistic for regional areas to expect a dramatic increase in resident population. Regional trends indicate that there is an increase in ageing resident population whilst young persons are leaving regional areas for higher education and employment opportunities. These trends impact the region's economic development, the priorities and goals of councils and communities, and the ability of councils to rely on projected income from rate collection monies. More and more regional councils are required to investigate and implement housing strategies, tourism opportunities, industry, and business development to promote their community as an ideal location in which to live, work, conduct business, and visit as a tourist attraction.

Local Challenges

The Wickepin Shire also faces its own challenges with the most relevant being:

- the loss of grants
- a declining population
- encouraging and supporting economic development
- growing business and employment
- staff costs are 95% of rates income against overall expenditure
- lack of diversity and the reliance on agriculture
- an ageing population
- loss of young people
- providing services for aged care
- loss of funding for road construction and maintenance
- loss of government services (police, health and schools)
- retaining and attracting a quality workforce
- an ageing workforce
- increased level of governance (planning and compliance)
- responsibility placed upon councillors is increasing
- workload increase for example work place health and safety compliance
- an ageing infrastructure (funded to replace not maintain)
- structural reform
- difficulty in maintaining working partnerships.

Each of these challenges place limitations on the Shire's ability to respond to local priorities and as such this Corporate Business Plan focuses on the most important that can be achieved within the resources available.



While the Shire has no or limited influence over these challenges it will continue to advocate at regional, state and federal levels for policy and resources to address these challenges.

Considered Risks

Throughout the Strategic Planning process a number of internal and external risks have been discussed and presented to Council for consideration, additionally Council conducted an analysis of the organisations strengths, weaknesses, opportunities and threats. The risks identified and being considered in the development of this Strategic Community Plan include:

INTERNAL RISKS	EXTERNAL RISKS
<ul style="list-style-type: none"> Resources are split across multiple town sites Participation in regional groupings Shire is a major employer Competitive nature of external funding 	<ul style="list-style-type: none"> Ageing population Demographic profile of the community Loss of rail transport for grain Lack of business diversity Loss of essential services No bank in the Shire Lack of available, quality accommodation Telecommunications – internet and mobile Volunteer burnout Government red tape Close proximity to a regional centre (Narrogin) Loss of young people

Going forward we will manage our risks by:

- Adhering to our risk management policies
- Conducting an annual audit and implementing the recommendations
- Adhering to the Integrated Planning Reporting guidelines
- Annually review our risk management processes
- Continually monitor risk at a Council level

OUR STRENGTHS	OUR OPPORTUNITIES
<p>INTERNAL</p> <ul style="list-style-type: none"> Positive financial position of the Shire Council demographics and leadership skills Plant equipment is in good standard Waste management Sport and recreation facilities We are open to new ideas 	<p>INTERNAL</p> <ul style="list-style-type: none"> Industrial and residential land development Caravan Parks



<ul style="list-style-type: none"> • We can react quickly <p>EXTERNAL</p> <ul style="list-style-type: none"> • Strength of agribusiness • Access to fuel • Facey Group • Health services 	<p>EXTERNAL</p> <ul style="list-style-type: none"> • Regional Organisation of Council / collaboration • Community Resource Centre • CBH in Wickepin • Drive in and drive out of Narrogin (Wickepin offers a lifestyle choice) • Lake Yealering, Toolibin Lake • Facey House • Wildflowers • Heritage trails • Kaolin Mine • Facey Group
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Creating Our Strategic Community Plan

<p>INFORM</p> <p>Project Plan publicised for the Strategic Community Plan</p> <p>Community Engagement Plan publicised for the process</p> <p>Media releases regarding the process – online and print</p> <p>Council introductory workshop</p> <p>Summary of all community feedback provided to Council</p>	<p>CONSULT</p> <p>Online and hard copy survey</p> <p>One on one phone interviews (random and structured with community leaders)</p> <p>One on one conversations with business owners</p> <p>One on one conversations with advisors to the district</p> <p>One on one conversations with key service organisations in the Shire</p>
<p>INVOLVE</p> <p>Councillor workshops</p>	<p>COLLABORATE</p> <p>Strategic Community Plan feedback period</p>



Corporate Business Plan Five Year Actions

The Corporate Business Plan is structured to align to the Strategic Community Plan themes, goals and strategies. While Council cannot respond to every strategy over the life of this plan, actions that contribute to the delivery the community's priorities are outlined for the next five years including maintaining business as usual. This plan also identifies the intended timeframes, the implications for Councils informing strategies, the source of funding and the type of role the Shire plays in delivery of the action.

The proposed service levels and performance expectations are also listed for each action.

Infrastructure					
Goal 1 - Outcome: Road Infrastructure meets the freight task and is sustainable in the Long Term					
Goal 1	Strategies	Action(s)	When	Funding	Council Role
Roads are a key economic driver across the Shire	<ul style="list-style-type: none"> Annual review of the performance and structure of Shire owned roads Plant and equipment maintenance and replacement is planned for Identification of road maintenance and improvements in the Asset Management Plan Engagement of neighbouring Shires and key stakeholders in the Secondary Freight Route Project 	<ul style="list-style-type: none"> Continue to maintain Council assets at current service levels Establish and engage the community on an asset consolidation and replacement program 	2020-2025	Council Grants	Provider Partner

Service Levels	Success Measures
The transport network is well maintained	RRAV ratings Number of positive and negative complaints received Traffic count data reflects usage and investment required Number of accidents attributed to road condition Retention of works staff is higher than industry average Roads can handle weather conditions Level of funding secured and % spent in the Shire



Assets are renewed as planned	Percentage of Capital Works Program completed annually Townscape plans are implemented Asset sustainability ratio Asset renewal funding ratio
Grant funding levels are maintained or improved	Amount of grant funding received



Infrastructure

GOAL 2: Improve the amenities and aesthetics along the main street of townsites

Goal 2	Strategies	Action(s)	When	Funding	Council Role
Improve the amenities and aesthetics along the main street of townsites	<ul style="list-style-type: none"> Annual stocktake of existing parks and gardens across the Shire Established local groups are engaged in redesigning the current park and garden at the western end of the main street of Wickepin Develop a Wickepin Playground Plan Council continues to try to engage to improve the agricultural display along the main street of Wickepin Playgrounds are updated Parks and gardens across the Shire are maintained and continually enhanced Garden staff are informed, equipped and resourced 	<ul style="list-style-type: none"> Continue to implement Townscape plans and maintain Public Conveniences Annual stocktake of existing parks and gardens across the Shire Playgrounds are inspected annually Provide ten year replacement program for plant and equipment 	2020-2021	Council Grants	Provider



Service Levels	Success Measures
Playgrounds are updated and maintained	Annual Parks and Gardens Audit is completed and discussed at Council Increase in number of visitors who stop and use playground



Infrastructure

Goal 3 : The Shire of Wickepin Caravan Park amenities are of a high standard

Goal 3	Strategies	Action(s)	When	Funding	Council Role
Caravan Parks are enhanced	<ul style="list-style-type: none"> Caravan Parks are Updated 	<ul style="list-style-type: none"> Update Caravan Parks 	2020 - 2021	Council Grants CBH	Provider Partner

Service Levels

Success Measures

Caravan Parks upgraded

Increase in the number of overnight visitors
Increase in the length of stay at Caravan Parks



Infrastructure

Goal 4 : Maintain Shire owned facilities in a strategic manner and also to meet community needs

Goal	Strategies	Action(s)	When	Funding	Council Role
Asset Management Plan is developed and adopted	<ul style="list-style-type: none"> Asset Management Plan is reviewed 	<ul style="list-style-type: none"> Review Asset Management Plans 	2020-2022	Council	Provider
Encourage greater usage of current Shire owned facilities	<ul style="list-style-type: none"> Support the improvement and maintenance of assets in a strategic manner 	<ul style="list-style-type: none"> Maintain Assets 	2020-2025	Council Grants	Provider Partner

Service Levels

Success Measures

Facility Use age	Level of facility usage is maintained and increases
Assets are renewed as planned	Level of community investment into facilities and equipment Asset maintenance and preservation is in line with community needs and Shire financial resources



Economy

GOAL 5: We are an agricultural hub, that innovates and leverages opportunities

Goal 5	Strategies	Action(s)	When	Funding	Council Role
Review the RAV ratings across the Shire	<ul style="list-style-type: none"> Continue close links with grain handlers and commodity transporters including rail 	<ul style="list-style-type: none"> Review RAV Ratings of all roads 	2020-2025	Council	Provider
Where appropriate support the Facey Group to continue its close links with local growers and key stakeholders	<ul style="list-style-type: none"> Collaborate with the Facey Group on strategic projects 	<ul style="list-style-type: none"> Collaborate with the Facey Group 	2020-2025	Council	Provider

Service Levels

Success Measures

RAV Rating changed to allow access	RAV rating review and necessary changes made Rail network is utilised Grain Receiving sites are utilised The transport network across the Shire benefits both producers and suppliers with improved efficiencies
Council provides opportunities to engage with Facey Group	Annual report / presentation from the Facey Group to Council which details strategic priorities Amount of external funding attracted by the Facey Group



Economy

GOAL 6: New businesses are attracted and existing businesses grow

Goal	Strategies	Action(s)	When	Funding	Council Role
Improve our communication with local businesses regarding our future procurement needs	<ul style="list-style-type: none"> Identify the knowledge and services gap in current business offering by holding a workshop with progress associations and key stakeholders Investigate a digital or physical incubation space Investigate worker accommodation needs for businesses 	<ul style="list-style-type: none"> Hold a workshop with progress associations and key stakeholders Continue close links with Kaolin Mine 	2020-2025	Council	Provider
Review industrial land zoning in collaboration with business and the progress association	<ul style="list-style-type: none"> Town Planning Scheme is reviewed Investigate for industrial land lots in the Town Planning Scheme Future land developments have a thorough cost benefit analysis 	<ul style="list-style-type: none"> Town Planning Scheme is updated Develop required lots Reduce 'out of town' expenditure for products and services Budget for future head works 	2020-2025	Council	Provider

Service Levels

Success Measures

Town Planning Scheme is reviewed	Town Planning Scheme is updated
Investigate for industrial land lots in the Town Planning Scheme	Develop Required Lots
Future Head Works	Budget for future Head Works



Economy

GOAL 7: Residents and visitors can access reliable telecommunication services

Goal	Strategies	Action(s)	When	Funding	Council Role
Advocate for improved telecommunications solutions	<ul style="list-style-type: none"> Work collaboratively to Improve Telecommunications 	<ul style="list-style-type: none"> Work with Telstra for improved telecommunications 	2020-2025	Council	Provider

Service Levels	Success Measures
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Council works collaboratively to Improve telecommunications	Reduction in mobile phone blackspots Level and type of feedback from the community Our community has reliable tele-communication coverage across the whole Shire
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Economy

GOAL 8: Tourism opportunities create value to our communities

Goal 8	Strategies	Action(s)	When	Funding	Council Role
<p>Continue to actively participate in the Living Lakes project</p> <p>Develop and improve the foreshore amenities at Lake Yealering</p> <p>Investigate camping grounds at Lake Yealering (cost v benefit analysis)</p> <p>Partner with our neighbouring Shires on tourism promotion and initiatives</p> <p>Review our engagement with the Dryandra Visitor Centre</p> <p>Further develop rest stops across the Shire</p>	<ul style="list-style-type: none"> Develop a branding strategy for Lake Yealering in collaboration with residents and businesses Develop Self Drive route across the Shire which includes Lake Yealering, Harrismith and Wickepin attractions Increase our online profile 	<ul style="list-style-type: none"> Develop a branding strategy for Lake Yealering in Develop Self Drive Route across the Shire Increase online Profile CDO to hold discussions with Dryandra Visitor Centre Provide rest stops across the Shire road network 	2020-2020	Council	Provider



Service Levels	Success Measures
Participate in the Living Lakes project	<p>Lake Yealering has enough water in it for water based activities for the majority of the year</p> <p>Number of positive and negative reviews regarding the Lake Yealering experience – online and verbal</p>
Camping Grounds at Lake Yealering	<p>Yealering caravan park occupancy and length of stay increases</p> <p>Number and length of overnight stays increases</p>
Develop Rest Stops across the Shire	<p>Toolibin rest stop is improved</p> <p>Facilities used by locals and visitors are improved based on online and verbal feedback</p>



Community

GOAL 9: Our communities are engaged, have a healthy lifestyle and are safe

Goal 9	Strategies	Action(s)	When	Funding	Council Role
<p>Facilitate a meeting in the Shire of Wickepin of the local and regional health, social and crime prevention agencies to raise drug and alcohol issues</p> <p>Meet with the Wickepin Community Resource Centre to identify common community priorities including but not limited to youth activities as well as forward plan events</p> <p>With the Wickepin Community Resource Centre target activities at early years, primary and secondary students particularly during the school holiday period</p>	<ul style="list-style-type: none"> Advocate for the continuation of State Government support for the Wickepin Community Resource Centre With the Community Resource Centre, help to communicate and action progress association / organising committee priorities and projects 	<ul style="list-style-type: none"> Meet with Wickepin Community Resource Centre Meet with regional health, social and crime prevention agencies CDO to liaise with Police and Youth Groups 	2020-2025	Council	Provider
<p>Continue to advocate and prepare for the Wheatbelt South Aged Housing Alliance (WSAHA) project</p>	<ul style="list-style-type: none"> Seniors are encouraged and able to age in place 	<ul style="list-style-type: none"> Continue with the Wheatbelt South Aged Housing Alliance Project 	2020-2021	Council Grant	Provider Partner
<p>Continue to provide a high standard waste management service. Continue to educate the community about recycling</p>	<ul style="list-style-type: none"> Take action to ensure the successful implementation of waste disposal. Investigate the options for Waste Rubbish Disposal and establish and support recycling and implement proposals. 	<ul style="list-style-type: none"> Continue to collect kerbside waste weekly. Continue to collect recyclables on a fortnightly basis. Support Regional Waste facility 	2020-2025	Council	Provider
<p>Continue to help facilitate the best possible health and emergency services</p>	<ul style="list-style-type: none"> Emergency service planning is coordinated and articulated Recruiting volunteers is a partnership approach 	<ul style="list-style-type: none"> Attend and manage LEMC Meetings 	2020-2025	Council	Provider



	between the Shire and emergency services				
Continue to work with RoadWise and the Office of Road Safety on road safety awareness initiatives	<ul style="list-style-type: none"> Partner with RoadWise 	<ul style="list-style-type: none"> Hold regular discussion with RoadWise 	2020-2025	Council	Provider
Connect with local and regional Natural Resource Management organisations to determine how their priorities can benefit our communities and businesses	<ul style="list-style-type: none"> Partner with external bodies to protect natural flora and fauna Continue to provide weed and pest management 	<ul style="list-style-type: none"> Provide weed and pest management Partner with Natural Resource Management Organisations 	2020-2025	Council	Provider



Service Levels	Success Measures
Shire of Wickepin of the local and regional health, social and crime prevention agencies to raise drug and alcohol issues	Positive social behaviour in our communities Improved offering and frequency of youth activities
Tourism activities and events are supported	Number of activities and events
Meet with the Wickepin Community Resource Centre to identify common community priorities	Wickepin Community Resource Centre is retained
Environmental programs are maintained	Number of environmental programs
Waste management services are maintained at current frequencies and service coverage	Number of waste collections
prepare for the Wheatbelt South Aged Housing Alliance (WSAHA) project	Units are constructed on Johnston Street
Emergency service planning is coordinated and articulated	Number of emergency service volunteers are retained and increase Number of Local Emergency Management Committee meetings held annually
Protect natural flora and fauna	natural flora and fauna is protected
Continue to work with RoadWise and the Office of Road Safety on road safety awareness initiatives	Achievement of emergency service strategies Reduction in drink driving offences No fatal road accidents in the Shire



Governance

GOAL 10: Our organisation is well positioned and has capacity for the future

Goal 10	Strategies	Action(s)	When	Funding	Council Role
Continually review our organisational structure to be in line with community service expectations (infrastructure and services)	<ul style="list-style-type: none"> Council staff are multi skilled to understand the business of local government, can provide a seamless service to the community and are compliant Review the number of Councillors required for our Shire context 	<ul style="list-style-type: none"> Educate and encourage Councillors to attend governance training which highlights their roles, responsibilities and being accountable 	2020-2025	Council	Provider

Service Levels

Success Measures

Educate and encourage Councillors to attend governance training which highlights their roles, responsibilities and being accountable

Amount of professional development attended by Councillors and staff

The Shire is well governed and managed

Number of Shire communications
 Website is maintained
 Number of statutory and non-statutory meetings
 Attendance at council meetings
 Statutory reporting requirements are met
 IPR plans are current
 Council reports performance annually
 Residents are satisfied with councils performance



Governance

GOAL 11: We are proactive about collaboration and forward planning our future success

Goal 11	Strategies	Action(s)	When	Funding	Council Role
Continually review our role in regional groupings Long Term Financial Plan is reviewed on a regular basis Asset Management Plan is reviewed on a regular basis	<ul style="list-style-type: none"> Continue to build our voice and strategic projects within our regional groupings Review integrated planning documents as required 	<ul style="list-style-type: none"> Review integrated planning documents as required Review our role in regional groupings Work collaboratively with other Shires within the region on regional projects as required. Continue to advocate for sufficient funding to maintain the regional transport network to connect communities and support the local economy. 	2020-2025	Council	Provider

Service Levels Success Measures

Council works collaboratively to secure and retain essential regional facilities	New regional funding secured Number of regional projects
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Governance

GOAL 12: Our communities are informed via multiple channels at regular intervals

Goal 12	Strategies	Action(s)	When	Funding	Council Role
Provide meaningful communications, that deliver information regularly and succinctly Promote Council Services and achievements	<ul style="list-style-type: none"> ● Continue to review our service standards by reviewing community feedback 	<ul style="list-style-type: none"> ● Undertake Customer Surveys 	2020-2025	Council	Provider

Service Levels	Success Measures
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Communicate with ratepayers and residents	Customer survey results demonstrate a high level of knowledge of Council operations Community understands the role of Council and the allocation of resources
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Reporting and Monitoring

The Shire will report on the Corporate Business Plan's progress as part of its Integrated Planning and Reporting process. Council will use one or more of the following methods, techniques and engagement opportunities:

- Major review and minor review of the Strategic Community Plan (conducted every two and four years)
- Councils Annual Report
- The Shire will provide an annual summary of progress towards achievement of the Strategic Community Plan and Corporate Business Plan's goals during its annual review and budget cycle for the annual report
- Annual community satisfaction surveys are regularly conducted by the Shire
- Council hosted meetings where local residents and the wider community are invited to attend to discuss community issues
- Quarterly newsletter updates on Shire website
- Other ad-hoc informal engagement opportunities throughout the year as part of the Shire's day-to-day activities

Five Year Budgets

A long term financial plan has been prepared as an informing strategy underpinning the Corporate Business Plan. The long-term financial plan is for ten years and includes:

- The planning assumptions used to develop the plan
- Projected income and expenditure, balance sheet and cash flow statement
- Sensitivity analysis and testing
- Major capital works schedules
- Risk assessment of major projects



Projected Income Statement

	2020	2021	2020	2023	2024
CURRENT ASSETS					
Cash and cash equivalents	3,704,011	3,852,171	4,006,258	4,166,509	4,333,169
Trade receivables	94,772	98,563	102,505	106,606	110,870
Financial Assets	6,326	6,579	6,842	7,116	7,401
TOTAL CURRENT ASSETS	3,805,109	3,957,313	4,115,606	4,280,230	4,451,439
NON-CURRENT ASSETS					
Financial assets	73,105	76,029	79,070	82,233	85,523
Other loans and receivables	0	-	-	-	-
Property, plant and equipment	17,161,179	17,847,626	18,561,531	19,303,992	20,076,152
Infrastructure	100,900,425	104,936,442	109,133,900	113,499,256	118,039,226
TOTAL NON-CURRENT ASSETS	118,134,709	122,860,097	127,774,501	132,885,481	138,200,901
TOTAL ASSETS	121,939,818	126,817,411	131,890,107	137,165,711	142,652,340
CURRENT LIABILITIES					
Trade and other payables	189,481	197,060	204,943	213,140	221,666
Borrowings	31,014	32,255	33,545	34,887	36,282
Employee related provisions	186,855	194,329	202,102	210,186	218,594
TOTAL CURRENT LIABILITIES	407,350	423,644	440,590	458,213	476,542
NON-CURRENT LIABILITIES					
Borrowings	20,554	21,376	22,231	23,120	24,045
Employee related provisions	31,436	32,693	34,001	35,361	36,776
TOTAL NON-CURRENT LIABILITIES	51,990	54,070	56,232	58,482	60,821
TOTAL LIABILITIES	459,340	477,714	496,822	516,695	537,363
NET ASSETS	121,480,478	126,339,697	131,393,285	136,649,016	142,114,977
EQUITY					
Retained surplus	9,667,265	10,053,956	10,456,114	10,874,358	11,309,333
Reserves - cash backed	2,102,638	2,102,638	2,102,638	2,102,638	2,102,638
Revaluation surplus	109,710,576	109,710,576	109,710,576	109,710,576	109,710,576
TOTAL EQUITY	121,480,479	121,867,170	122,269,328	122,687,572	123,122,547



Projected Rate Setting Statement

	2020	2021	2022	2023	2024
OPERATING ACTIVITIES					
Net current assets at start of financial year - surplus/(deficit)	1,144,645	1,190,431	1,238,048	1,287,570	1,339,073
Revenue from operating activities (excluding rates)					
Governance	16,265	16,916	17,592	18,296	19,028
General purpose funding	1,721,628	1,790,493	1,862,113	1,936,597	2,014,061
Law, order, public safety	95,918	99,755	103,745	107,895	112,210
Health	100	104	108	112	117
Education and welfare	214	223	231	241	250
Housing	96,051	99,893	103,889	108,044	112,366
Community amenities	171,309	178,161	185,288	192,699	200,407
Recreation and culture	34,468	35,847	37,281	38,772	40,323
Transport	133,242	138,572	144,115	149,879	155,874
Economic services	74,003	76,963	80,042	83,243	86,573
Other property and services	72,693	75,601	78,625	81,770	85,041
	2,415,891	2,512,527	2,613,028	2,717,549	2,826,251
Expenditure from operating activities					
Governance	(429,406)	(446,582)	(464,446)	(483,023)	(502,344)
General purpose funding	(84,513)	(87,894)	(91,409)	(95,066)	(98,868)
Law, order, public safety	(234,343)	(243,717)	(253,465)	(263,604)	(274,148)
Health	(20,075)	(20,878)	(21,713)	(22,582)	(23,485)
Education and welfare	(11,693)	(12,161)	(12,647)	(13,153)	(13,679)
Housing	(141,361)	(147,015)	(152,896)	(159,012)	(165,372)
Community amenities	(386,285)	(401,736)	(417,806)	(434,518)	(451,899)
Recreation and culture	(1,077,481)	(1,120,580)	(1,165,403)	(1,212,020)	(1,260,500)
Transport	(4,750,451)	(4,940,469)	(5,138,088)	(5,343,611)	(5,557,356)
Economic services	(263,895)	(274,451)	(285,429)	(296,846)	(308,720)
Other property and services	(116,186)	(120,833)	(125,667)	(130,693)	(135,921)
	(7,515,689)	(7,816,317)	(8,128,969)	(8,454,128)	(8,792,293)
Non-cash amounts excluded from operating activities	4,877,804	5,072,916	5,275,833	5,486,866	5,706,341
Amount attributable to operating activities	922,651	959,557	997,939	1,037,857	1,079,371
INVESTING ACTIVITIES					
Non-operating grants, subsidies and contributions	552,461	574,559	597,542	621,443	646,301
Proceeds from disposal of assets	150,674	156,701	162,969	169,488	176,267
Repayments of self supporting loans	6,081	6,324	6,577	6,840	7,114
Purchase of property, plant and equipment	(523,833)	(544,786)	(566,578)	(589,241)	(612,811)
Purchase and construction of infrastructure	(756,371)	(786,626)	(818,091)	(850,815)	(884,847)
Amount attributable to investing activities	(570,988)	(593,828)	(617,581)	(642,284)	(667,975)
FINANCING ACTIVITIES					
Repayment of borrowings	(29,365)	(30,540)	(31,761)	(33,032)	(34,353)
Transfers to reserves (restricted assets)	(330,783)	(344,014)	(357,775)	(372,086)	(386,969)
Transfers from reserves (restricted assets)	33,000	34,320	35,693	37,121	38,605
Amount attributable to financing activities	(327,148)	(340,234)	(353,843)	(367,997)	(382,717)
Surplus/(deficit) before imposition of general rates	24,515	25,496	26,515	27,576	28,679
Total amount raised from general rates	1,347,846	1,401,760	1,457,830	1,516,143	1,576,789
Surplus/(deficit) after imposition of general rates	1,372,361	1,427,255	1,484,346	1,543,719	1,605,468



Projected Statement of Financial Position

	2020	2021	2020	2023	2024
CURRENT ASSETS					
Cash and cash equivalents	3,704,011	3,852,171	4,006,258	4,166,509	4,333,169
Trade receivables	94,772	98,563	102,505	106,606	110,870
Financial Assets	6,326	6,579	6,842	7,116	7,401
TOTAL CURRENT ASSETS	3,805,109	3,957,313	4,115,606	4,280,230	4,451,439
NON-CURRENT ASSETS					
Financial assets	73,105	76,029	79,070	82,233	85,523
Other loans and receivables	0	-	-	-	-
Property, plant and equipment	17,161,179	17,847,626	18,561,531	19,303,992	20,076,152
Infrastructure	100,900,425	104,936,442	109,133,900	113,499,256	118,039,226
TOTAL NON-CURRENT ASSETS	118,134,709	122,860,097	127,774,501	132,885,481	138,200,901
TOTAL ASSETS	121,939,818	126,817,411	131,890,107	137,165,711	142,652,340
CURRENT LIABILITIES					
Trade and other payables	189,481	197,060	204,943	213,140	221,666
Borrowings	31,014	32,255	33,545	34,887	36,282
Employee related provisions	186,855	194,329	202,102	210,186	218,594
TOTAL CURRENT LIABILITIES	407,350	423,644	440,590	458,213	476,542
NON-CURRENT LIABILITIES					
Borrowings	20,554	21,376	22,231	23,120	24,045
Employee related provisions	31,436	32,693	34,001	35,361	36,776
TOTAL NON-CURRENT LIABILITIES	51,990	54,070	56,232	58,482	60,821
TOTAL LIABILITIES	459,340	477,714	496,822	516,695	537,363
NET ASSETS	121,480,478	126,339,697	131,393,285	136,649,016	142,114,977
EQUITY					
Retained surplus	9,667,265	10,053,956	10,456,114	10,874,358	11,309,333
Reserves - cash backed	2,102,638	2,102,638	2,102,638	2,102,638	2,102,638
Revaluation surplus	109,710,576	109,710,576	109,710,576	109,710,576	109,710,576
TOTAL EQUITY	121,480,479	121,867,170	122,269,328	122,687,572	123,122,547