



A Fortunate Place



Shire of Wickepin

# Corporate Business Plan

## 2015 - 2020

Adopted by Council

Resolution No 161215-13

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## President and CEO Message

We are pleased to be able to present the Shire of Wickepin's Corporate Business Plan for 2015 to 2020. 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 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

The Shire of Wickepin comprises a diverse range of people, communities and landscapes. It is imperative that the vision captures the diversity of the area and is inclusive of all as the Shire moves forward. The community's vision has been developed with a range of input received through the community engagement process. It reflects clear community aspirations for the ten-year period of the Strategic Community Plan.

*A Fortunate Place.*

*"Wickepin offers a safe, pleasant healthy lifestyle, with a community that has strong sporting and social networks".*

The Shire's vision statement is reflective of community sentiments following community consultations conducted, supporting the Shire's envisaged strategic direction.

### Our Values

The Shire, Council and its workforce listens to its community and provides services in a responsive and consultative manner. Our workforce is well equipped to meet community needs and Councillors show leadership in development of regional and higher levels. We are dedicated to working together to provide quality services to the community which is identified by the following statement of 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"



## Community Priorities

Through the Strategic Community planning process, the community identified a number of goals and priorities. The goals captured as themes in the Strategic Community Plan are:

- Theme One: To Develop and Maintain Quality Services and Infrastructure - A sustainable and extensive transport system that allows for efficient travel within the local government and to other rural and metropolitan areas.
- Theme Two: To Ensure the Protection and Improvement of the Environment - A protected and enhanced environment that is aesthetically beautiful and provides benefits for generations to come.
- Theme Three: To Promote the Development of a Viable and Diversified Local Economy - A strong, diversified economic and industrial base that provides new and varied employment opportunities for all age groups.
- Theme Four: To Provide and Encourage the use of a Variety of Recreational, Educational and Cultural Facilities - A healthy, strong and connected community that is actively engaged and involved.
- Theme Five: To Provide Efficient, Effective and Accountable Governance - Availability of council services, personal development opportunities, and adequate resident and staff accommodation to attract and retain quality resources.
- Theme Six: To promote the Shire as a Focal Point in the Development of the Greater Region – A council actively involved in promoting regional facilities and activities to its community and neighbouring regions.

These themes capture a number of goals that respond to regional and local challenges and local priorities. Some of the current challenges facing Wickepin include:

### ***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.



## 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.

Theme 1 – To Develop and Maintain Quality Services and Infrastructure						
Outcome: A sustainable and extensive transport system that allows for efficient travel within the local government and to other rural and metropolitan areas						
Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 1 Develop effective assets replacement and maintenance programs	<ul style="list-style-type: none"><li>Develop and fund a five year program for the provision of footpaths.</li><li>Develop and fund a ten year plan that will ensure the timely maintenance of Council assets.</li><li>Provide for the replacement of existing and provision for new community assets as the need arises.</li></ul>	<ul style="list-style-type: none"><li>Continue to maintain Council assets at current service levels</li><li>Establish and engage the community on an asset consolidation and replacement program</li><li>Lake Yealering living lakes project</li><li>Investigation into the replacement of Community Resource Centre</li></ul>	2015-2020 2015-2020 2015-2020 2016-2018	Nil Nil Nil Nil	Existing Existing Existing Grants	Provider Provider Partner Partner/ Provider
Goal - 1.2 Creation of new community assets	<ul style="list-style-type: none"><li>Progressively implement the Townscape plans.</li><li>Provide strategically placed Public Conveniences.</li><li>Provide housing for low-income earners, young singles and aged persons in conjunction with other authorities.</li></ul>	<ul style="list-style-type: none"><li>Continue to implement Townscape plans and maintain Public Conveniences</li><li>Seek funding for construction of Independent Living Units</li><li>Construction of Independent Living Units</li></ul>	2015-2020 2015-2016 2016-2018	Nil Nil \$	Existing Grants Grants	Provider Partner/ Provider Provider
Goal - 1.3 Actively pursue funding from external Sources	<ul style="list-style-type: none"><li>Employment of grants officer responsible for securing funding for the community of Wickepin.</li></ul>	<ul style="list-style-type: none"><li>The Shire has employed a Grants Officer and will continue to actively pursue all grant funding opportunities.</li></ul>	2015-2020	Nil	Existing	Provider



Service Levels	Success Measures
The transport network is well maintained	Percentage of maintenance activities completed annually Number of road accidents Community satisfaction with roads and footpaths
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

## Theme 2 – To ensure the protection and improvement of the Environment

**Outcome: A protected and enhanced environment that is aesthetically beautiful and provides benefits for generations to come**

Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 2.1 Continue to support and encourage actions taken in relation to environmental problems.	<ul style="list-style-type: none"> <li>Support to the Facey Group relevant to retention of remnant vegetation, salinity control, etc. sustainability, downstream processing, re-vegetation other functions.</li> <li>Continue support for the control of pest plants and vermin.</li> <li>Monitor, review and adhere to the principles of the Roadside Vegetation Conservation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Continue support to Facey Group;</li> <li>Living Lakes Project; and</li> <li>Vegetation retention, salinity measures and re-vegetation strategies on an ongoing basis.</li> <li>Control invasive (pest) plants and vermin as required.</li> <li>Manage road vegetation in accordance with legislative requirements.</li> </ul>	2015-2020 2015-2020 2015-2020	Nil Nil Nil	Existing Existing Existing	Partner Provider Provider
Goal - 2.2 Investigate and foster actions to deal with waste disposal and recycling issues.	<ul style="list-style-type: none"> <li>Take action to ensure the successful implementation of waste disposal.</li> <li>Investigate the options for Waste Rubbish Disposal and establish and support recycling and implement proposals.</li> <li>Maintain and improve the Wickepin Effluent Disposal system.</li> <li>Recycle wastewater for use on recreational areas.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to collect kerbside waste weekly.</li> <li>Continue to collect recyclables on a fortnightly basis.</li> <li>Maintain current service levels for the wastewater network serving residents of Wickepin.</li> <li>Support Regional Waste facility</li> </ul>	2015-2020 2015-2020 2015-2020 2015	Nil Nil Nil Nil	Existing Existing Existing Existing	Provider Provider Provider Partner

Service Levels	Success Measures
Environmental programs are maintained	Number of environmental programs
Waste management services are maintained at current frequencies and service coverage	Number of waste collections Number of recycling collections Percentage of Shire properties covered by waste collection Amount of waste diverted from landfill



### Theme 3 – To promote the development of a viable and diversified local economy.

**Outcome:** A strong diversified economic and industrial base that provides new and varied employment opportunities for age groups.

Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 3.1 To actively support the development of tourism opportunities in the Shire.	<ul style="list-style-type: none"> <li>Investigate and implement methods for improving the promotion of tourism in the district.</li> <li>Liaise with local and regional tourist promotion groups with the aim of promoting the development of tourism in the Shire.</li> <li>Seek advice from the WA Tourism Commission with regard to promoting the district.</li> <li>Publicise the availability of the information and encourage local and external entrepreneurs to become actively involved in the Shire of Wickepin.</li> </ul>	<ul style="list-style-type: none"> <li>Promote tourism and events (expansion of community development function to include tourism and promotion).</li> <li>Upgrade, improve and promote walking trails.</li> <li>Support and promote local community events.</li> </ul>	2015-2020 2015-2020 2015-2020	\$ Nil Ni	New Existing Existing	Provider Provider Provider
Goal - 3.2 Support activities that lead to diversification and sustainability of the rural industry.	<ul style="list-style-type: none"> <li>Support the efforts of the Facey Group towards diversification and sustainability of rural industry.</li> <li>Investigate and support where possible the actions being taken towards the development of industry in the district.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to advocate for and support the Facey Group.</li> <li>Support and advocate for new industry and employment initiatives as required.</li> </ul>	2015-2020 2015-2020	Nil Nil	Existing Existing	Advocate/ Partner Advocate/ Partner
Goal - 3.3 Actively support extractive industries - not to the detriment of the environment.	<ul style="list-style-type: none"> <li>Support the development of mining, particularly the proposed Kaolin mine, while ensuring that it is not developed to the detriment of the environment and the community.</li> </ul>	<ul style="list-style-type: none"> <li>Support the development of mining ventures in accordance with environmental legislation.</li> </ul>	2015-2020	Nil	Existing	Advocate
Goal - 3.4 Through planning and development ensure availability of land for residential and industrial purposes.	<ul style="list-style-type: none"> <li>Investigate the availability of land presently available, for various uses, including industrial and plan to meet the expected future requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to ensure sufficient land is available for future industrial or commercial development.</li> </ul>	2015-2020	Nil	Existing	Provider



Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal 3.5 Encourage the retention of existing and the introduction of new businesses.	<ul style="list-style-type: none"> <li>Assist with the provision of resources for housing and other infrastructure for local businesses, in conjunction with other authorities.</li> <li>Investigate the initiatives adopted by other communities for the expansion of the local community.</li> </ul>	<ul style="list-style-type: none"> <li>Work with local business to improve sustainability and provide support through advocacy and partnering programs where necessary.</li> <li>Ensure town infrastructure has sufficient capacity to enable business expansion.</li> </ul>	2015-2020 2015-2020	Nil Nil	Existing Existing	Advocate/ Partner Provider

Service Levels	Success Measures
Tourism activities and events are supported	Number of activities and events Number of visitor enquiries
Walking trails maintained to be fit for purpose	Length of walking trails upgraded per annum Length of walking trails maintained
Land and infrastructure is available for growth	Number of forward years capacity of land supply Number of forward years capacity of infrastructure
Support sustainable new and existing local businesses	Change in number of local businesses per annum

#### Theme 4 – To Provide and Encourage the use of a Variety of Recreational, Educational, and Cultural facilities

##### Outcome: A healthy, strong connected community that is actively engaged and involved

Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 4.1 Support the development and maintenance of recreational facilities and organisations in the district.	<ul style="list-style-type: none"> <li>Provide regular maintenance and development of recreation facilities.</li> <li>Provide and maintain walk trails for recreation and tourism purposes.</li> </ul>	<ul style="list-style-type: none"> <li>Community educational and facilities plan upgrades are planned and prioritised through the forward capital works program and LTFP.</li> </ul>	2015-2020	Nil	Existing	Provider
Goal - 4.2 Give support to the retention and expansion of educational facilities in the community.	<ul style="list-style-type: none"> <li>We progressively upgrade and provide community amenities and facilities that cater to the needs of all age groups. This includes recognising particular community group needs that may include adequate medical facilities for local health issues.</li> </ul>	<ul style="list-style-type: none"> <li>Review current and future usage of Council buildings to assess current and future usage. Establish and engage the community on an asset consolidation and replacement program in response to community needs.</li> </ul>	2015-2020	Nil	Existing	Provider



Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 4.3 Community engagement.	<ul style="list-style-type: none"> <li>Council proactively engages with all elements of its community in order to make decisions that reflect positively on the future of the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage the Wickepin community through regular focus groups, annual community surveys as well as providing opportunities for local residents to attend their Council meetings.</li> </ul>	2015-2020	Nil	Existing	Provider
4.4 Give support to Arts, Crafts and Cultural activities and Special Events.	<ul style="list-style-type: none"> <li>Maintain the present level of support to Arts &amp; Crafts and Cultural Groups.</li> <li>Encourage the conduct of "Special Events" by community and other groups</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide Council staff support for social and cultural groups and events.</li> <li>Support special community events.</li> </ul>	2015-2020	Nil	Existing	Provider
			2015-2020	Nil	Existing	Provider

Service Levels	Success Measures
Council managed recreational, cultural and educational facilities are fit for purpose	Percentage of programmed asset renewal completed per annum Number of bookings
Essential assets are retained and non-essential assets disposed	Asset rationalisation strategy completed Community engaged on strategy
Council provides opportunities to engage with residents	Number of opportunities for public participation Number of residents engaging with Council

## Theme 5 – To Provide Efficient, Effective and Accountable Governance

**Outcome: Availability of council services, personal development opportunities adequate resident and staff accommodation to attract and retain quality resources**

Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 5.1 Promote the availability of Council services.	<ul style="list-style-type: none"> <li>Continue dissemination of information via the "Watershed News".</li> <li>Regular release of information through various media outlets and by Council publications.</li> </ul>	<ul style="list-style-type: none"> <li>Publish quarterly newsletter updates on its website.</li> <li>Provide additional ad-hoc informal engagement opportunities to all ratepayers as necessary.</li> <li>Conduct annual community satisfaction survey workshops to stimulate engagement and involvement in the Shire's activities.</li> </ul>	2015-2020	Nil	Existing	Provider
			2015-2020	Nil	Existing	Provider
			2015-2020	Nil	Existing	Provider



Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
Goal - 5.2 Provide personal development opportunities for elected members and staff.	<ul style="list-style-type: none"> <li>Identify the need and provide training opportunities for all staff.</li> <li>Provide necessary resources annually and offer the opportunity for elected members to take part in development programmes.</li> <li>Ensure that efficient use of Elected Members time by the regular review of the meeting process.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Elected Members have access training and development opportunities.</li> <li>Implement Councils workforce plan to ensure staff are attracted to fill essential positions and retained within the organisation.</li> <li>Monitor and report performance against the Integrated Planning and Reporting framework and Strategic Community Plan.</li> </ul>	2015-2020 2015-2020 2015-2020	Nil Nil Nil	Existing Existing Existing	Provider Provider Provider
Goal - 5.3 Provide for adequate office accommodation and equipment for the Council and its staff.	<ul style="list-style-type: none"> <li>Provide a regular allocation of funds for the purpose of replacing office furniture and equipment as required.</li> <li>Investigate the requirement for improvements and modifications to the Administrative Centre and plan for such works when they are shown to be necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the LTFP provides for ongoing operations of Council including all assets and equipment.</li> </ul>	2015-2020	Nil	Existing	Provider
5.4 Provide and maintain adequate residential accommodation to attract and retain quality staff.	<ul style="list-style-type: none"> <li>Prepare a schedule, which would include timelines, to ensure the timely maintenance of staff housing and improvements as they become necessary.</li> <li>Provide funding for additional staff housing.</li> <li>Investigate the possible sale and replacement of aging housing stock.</li> </ul>	<ul style="list-style-type: none"> <li>Construct new staff houses.</li> <li>Review current housing portfolio and dispose of old housing stock.</li> </ul>	2015-2016 2016-2017	Nil Nil	Existing Existing	Provider Provider
5.5 Provide sound governance of council operations.	<ul style="list-style-type: none"> <li>Develop IPR framework.</li> </ul>	<ul style="list-style-type: none"> <li>Update the Council's Integrated Planning and Reporting documents as required by legislation.</li> </ul>	2015-2020	Nil	Existing	Provider

Service Levels	Success Measures
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
Internal operational assets are maintained	Staff housing unit constructed Operational asset renewals are fully funded in the LTFP



## Theme 6 - To promote the Shire as the Focal Point in the Development of the Greater Region

**Outcome:** A council actively involved in promoting regional facilities and activities to its community and neighbouring regions

Goal	Strategies	Action(s)	When	Implications for Informing strategies	Funding	Council Role
6.1 Promote the expansion of regional facilities and activities already established and targeted within the Shire.	<ul style="list-style-type: none"> <li>• Actively lobby for the expedient Support for expansion of grain handling facilities and the provision of infrastructure relating to expansion of the CBH Strategic Grain Receiver Bin.</li> <li>• Support efforts to achieve additional funding from sponsorship and other sources for the regional concept of the Facey Group.</li> <li>• Maintain support for the continued development of the Albert Facey Homestead and precincts as a regionally significant tourist attraction</li> <li>• Develop a plan that recognises that there may be opportunities to provide housing to attract people who work in the Narrogin Region and who may be encouraged to become residents in the Wickepin Shire and for employees in industry at the Kaolin Mine, should it be established</li> <li>• Maintain support for the Living Lake initiative at Lake Yealering and the development of Lake surrounds as a regionally significant tourist attraction.</li> </ul>	<ul style="list-style-type: none"> <li>• Work collaboratively with other Shires within the region on regional projects as required.</li> <li>• Continue to advocate for sufficient funding to maintain the regional transport network to connect communities and support the local economy.</li> <li>• Work with regional tourism agencies to ensure Wickepin tourism attractions form part of a regional destination package.</li> <li>• Support regional initiatives to improve grain handling facilities.</li> </ul>	2015-2020 2015-2020 2015-2020 2015-2020	Nil Nil Nil Nil	Existing Existing Existing Existing	Partner Advocate Partner Partner

### Service Levels

### Success Measures

Council works collaboratively to secure and retain essential regional facilities

New regional funding secured

Number of regional projects



## 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

Statement of Income by Nature or Type	2016	2017	2018	2019	2020
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>INCOME</b>					
<b>Rates</b>	1,359	1,413	1,470	1,529	1,590
<b>Operating Grants, Subsidies &amp; Contributions</b>	942	1,200	1,300	1,300	1,400
<b>Fees &amp; Charges</b>	363	379	396	414	433
Service Charges	-	-	-	-	-
<b>Interest Earnings</b>	47	48	49	51	52
<b>Other Revenue</b>	-	-	-	-	-
<b>Total Revenue</b>	<b>2,711</b>	<b>3,041</b>	<b>3,216</b>	<b>3,294</b>	<b>3,475</b>
<b>EXPENDITURE</b>					
<b>Employee Costs</b>	986	1,040	1,097	1,158	1,227
<b>Materials &amp; Contracts</b>	1,490	1,557	1,627	1,700	1,777
<b>Utilities</b>	153	168	185	204	224
<b>Depreciation</b>	1,909	2,809	2,869	2,958	2,964
<b>Interest Expenses</b>	10	7	5	3	2
<b>Insurance</b>	173	182	191	200	210
<b>Other Expenditure</b>	-	-	-	-	-
<b>Total Expenditure</b>	<b>4,721</b>	<b>5,763</b>	<b>5,974</b>	<b>6,223</b>	<b>6,404</b>
<b>Surplus (deficit) before capital funding</b>	<b>(2,010)</b>	<b>(2,722)</b>	<b>(2,758)</b>	<b>(2,929)</b>	<b>(2,929)</b>
<b>Non-Operating Grants, Subsidies &amp; Contributions</b>	2,173	3,819	5,005	1,896	2,529
<b>Profit on Asset Disposals</b>	-	-	-	-	-
<b>Loss on Asset Disposals</b>	(41)	-	-	-	-
<b>NET RESULT</b>	<b>122</b>	<b>1,097</b>	<b>2,247</b>	<b>(1,033)</b>	<b>(400)</b>
Other Comprehensive Income					
<b>Changes in Valuation of non-current assets</b>	-	-	3,074	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>122</b>	<b>1,097</b>	<b>5,320</b>	<b>(1,033)</b>	<b>(400)</b>



## Projected Rate Setting Statement

Rate Setting Statement	2016	2017	2018	2019	2020
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>REVENUES</b>					
<b>Revenue from Activities</b>	3,484	5,446	6,751	3,662	4,415
<b>EXPENSES</b>					
<b>Expenses from Activities</b>	(4,721)	(5,763)	(5,974)	(6,223)	(6,404)
<b>Net Operating Profit/(Loss)</b>	<b>(1,237)</b>	<b>(317)</b>	<b>777</b>	<b>(2,561)</b>	<b>(1,990)</b>
<b>NON CASH ITEMS</b>					
<b>(Profit)/Loss on Asset Disposals</b>	41	-	-	-	-
<b>Movements in Provisions and Accruals</b>	-	-	-	-	-
<b>Movement in Debtors and Inventories</b>	-	-	-	-	-
<b>Movement in Specified Area Rate Loan</b>	-	-	-	-	-
<b>Depreciation on Assets</b>	1,909	2,809	2,869	2,958	2,964
<b>Sub-total</b>	<b>1,950</b>	<b>2,809</b>	<b>2,869</b>	<b>2,958</b>	<b>2,964</b>
<b>CAPITAL EXPENDITURE AND REVENUE</b>					
<b>Development of Land Held for Resale</b>	(50)	-	-	-	-
<b>Purchase Land and Buildings</b>	(1,562)	(1,428)	(3,591)	(414)	(1,003)
<b>Infrastructure Assets - Roads</b>	(1,222)	(2,391)	(1,414)	(1,482)	(1,527)
<b>Infrastructure Assets - Footpaths</b>	(19)	-	-	-	-
<b>Infrastructure Assets - Parks and Reserves</b>	-	-	-	-	-
<b>Infrastructure Assets - Other</b>	(169)	-	-	-	-
<b>Purchase Plant and Equipment</b>	(644)	-	-	-	-
<b>Purchase Furniture and Equipment</b>	(10)	-	-	-	-
<b>Proceeds Disposal of Assets</b>	259	-	-	-	-
<b>Repayment of Debentures</b>	(50)	(28)	(28)	(29)	(31)
<b>Proceeds from New Debentures</b>	-	-	-	-	-
<b>Self-supporting Loan Principal</b>	7	7	6	6	7
<b>Advances to Community Groups</b>	-	-	-	-	-
<b>Transfers to Reserves</b>	(152)	-	-	-	-
<b>Transfers from Reserves</b>	125	-	-	-	-



Rate Setting Statement	2016	2017	2018	2019	2020
Transfers from restricted cash	104				
Net Cash From Investing Activities	(3,384)	(3,840)	(5,027)	(1,920)	(2,554)
ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD	1,316	4	70	158	163
ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD	4	70	158	163	174
Amount required from Rates	1,359	1,413	1,470	1,529	1,590

## Projected Statement of Financial Position

Statement of Financial Position	2016	2017	2018	2019	2020
	\$000s	\$000s	\$000s	\$000s	\$000s
ASSETS					
CURRENT ASSETS					
Cash and Cash Equivalents	1,215	1,281	1,369	1,375	1,385
Receivables	130	130	130	130	130
Total Current Assets	1,345	1,411	1,499	1,505	1,515
NON-CURRENT ASSETS					
Receivables	47	40	34	28	21
Property, Plant and Equipment	20,301	20,972	24,269	23,814	23,930
Infrastructure	101,428	101,767	103,680	103,074	102,524
Total Non-Current Assets	121,776	122,779	127,983	126,916	126,475
TOTAL ASSETS	123,121	124,190	129,482	128,420	127,990
LIABILITIES					
CURRENT LIABILITIES					
Payables	110	110	110	110	110
Current Portion of Long Term Borrowings	28	28	29	31	7
Provisions	145	145	145	145	145
Total Current Liabilities	283	283	284	286	262



<b>Statement of Financial Position</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>NON-CURRENT LIABILITIES</b>					
<b>Long Term Borrowings</b>	109	81	52	21	14
<b>Provisions</b>	90	90	90	90	90
<b>Total Non-Current Liabilities</b>	<b>199</b>	<b>171</b>	<b>142</b>	<b>111</b>	<b>104</b>
<b>TOTAL LIABILITIES</b>	<b>482</b>	<b>454</b>	<b>426</b>	<b>397</b>	<b>366</b>
<b>NET ASSETS</b>	<b>122,639</b>	<b>123,735</b>	<b>129,056</b>	<b>128,023</b>	<b>127,623</b>
<b>Retained Surplus</b>	21,478	22,574	24,821	23,788	23,388
<b>Reserves - Cash Backed</b>	1,086	1,086	1,086	1,086	1,086
<b>Reserves - Asset Revaluation</b>	100,075	100,075	103,149	103,149	103,149
<b>TOTAL EQUITY</b>	<b>122,639</b>	<b>123,735</b>	<b>129,056</b>	<b>128,023</b>	<b>127,623</b>