



September 2015

# CORPORATE BUSINESS PLAN

## Integrated Planning Framework

# INTEGRATED PLANNING FRAMEWORK – Corporate Business Plan Shire of Wyalkatchem

## Our Mission

We exist to deliver sustainable quality services that meet the needs of Wyalkatchem today and into the future.

## Our Vision

That the Shire of Wyalkatchem is a local government that has the capacity and capability required to be productive, sustainable and inclusive in meeting the needs of our community.

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INTEGRATED PLANNING FRAMEWORK – Corporate Business Plan  
Shire of Wyalkatchem

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Shire of Wyalkatchem

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## Executive Summary

1. This Plan is made with the following assumptions:
  - This Plan commences in the financial year 2014/15, with reference to the five year period to the year ending 30 June 2019;
  - As included in the financial plans of the Shire, this Plan is formed with the assumption that wage levels (other than the Chief Executive Officer) increase by three per cent in 2014/15 over the previous financial year; and 2.5 per cent in each year thereafter to the year ending 30 June 2019; the remuneration of the Chief Executive Officer is included in the financial plans of the Shire at a budgeted level that is 2.3 per cent less in 2014/15 than 2013/14 and 2.5 per cent increase each year thereafter to the year ending 30 June 2019; the general assumption of 2.5% per year is in line with the long-term average for Western Australia capital city consumer price index (CPI) and is included as a matter of prudence;
  - That amalgamation and/or boundary change does not occur prior to the year ending 30 June 2019;
  - That there is no substantial change in resource sharing or other arrangements with the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC) and other regional partners.
  
2. This Plan is completed in compliance with regulation 19D of the *Local Government Administrative Regulations* 1996 and the 'Advisory Standard of Integrated Planning and Reporting Framework'. To be compliant, a Corporate Business Plan must:
  - (i) Be for a minimum of four years;
  - (ii) Identify and prioritise the principle strategies and activities the Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan;
  - (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method of delivering these and the associated cost;
  - (iv) References resourcing considerations such as asset management plans, finance and workforce plans; and,
  - (v) Is adopted by Council by absolute majority.

Regulations also require that:

- (i) Notice is given when the Corporate Business Plan is adopted or modified; and,
- (ii) The Corporate Business Plan is to be reviewed annually; this is because it is the main driver for the local government's annual budget.

3. The district of the Shire of Wyalkatchem has an average annual decline in population of 1.5 per cent; there is a constrained labour market with low unemployment and limited access to skilled and unskilled labour.
4. The district of the Shire of Wyalkatchem is ageing; the median age has elevated by 2.1 years between 2007 and 2011.
5. The 'Wyalkatchem 2023 Strategic Community Plan' was endorsed by Council in July 2013. There is an emphasis on recreational facilities, roads and related infrastructure, stormwater management and the development of the airport. There was a less than ideal response rate to many engagement mechanisms and this local government wants to gauge community expectations more fully. To achieve this, consultation will take place in the coming year in concert with Council analysis as a mechanism to revise the strategic community plan. All other plans will then be revised so that by 30 June 2016, all planning will be comprehensive, strategic and more fully integrated with community outcomes and service delivery requirements.
6. Until the above consultation, analysis and revision occurs, the current plans will remain in place and will be prioritised on the basis of operational effectiveness, affordability and strategic benefit to the community. This is reflected in the budget and other decisions made by Council.
7. This plan is structured in the following manner: 1) introductory comments about the integrated planning and reporting framework, regulatory requirements in legislation and the relationship of this plan to other plans; 2) situational discussion of this local government and demographics that are influential on council decisions and the delivery of services; 3) a précis of the Wyalkatchem 2023 strategic community plan, its priorities and how it was compiled; 4) a review of the short-term priorities and the status of each of these; 5) reference to the 2015/16 budget; 6) other planning requirements – assets, long-term financial plan, workforce plan; 7) discussion of key performance indicators; 8) an interim strategic community plan for 2014-2016, pending the planned reviews of all plans – this is an attempt to provide some glue in the planning process and is made in contemplation of the above revision process; 9) the asset management policy; 10) the information and communications technology plan; in addition, there are appended support materials to support these various document sections, including the briefing paper for the 2015/16 financial operating plan (the budget).
8. This plan will be revised and re-presented as part of the budget process for the 2016/17 financial year.

## Integrated Planning and Reporting Framework

The Western Australian State Government initiated reform of the local government sector in 2009. The stated aims included reducing the number of councils and providing better services to communities.<sup>1</sup>

Government surveys had revealed that just 36% of councils undertook strategic planning; that 81% undertook asset replacement planning; and, that 77% conducted financial management planning<sup>2</sup>. The government saw these results as incompatible with good governance and the delivery of sustainable services.

The State Government made provision under Section 5.56 of the *Local Government Act 1995* for local governments to make planning for the future. Administrative Regulations under the Act require local governments to make a plan(s) for the future of the district and that these plans are made in accordance with relevant regulations.

The regulatory requirements are for local government to make a strategic community plan (regulation 19C) and that local governments make a corporate business plan (regulation 19D).

Regulation 19DA sets out requirements for the corporate business plan and clause 3 (c) indicates that the plan develop and integrate matters relating to resources, including asset management, workforce planning and long term financial planning.

To be compliant with the 'Advisory Standard of Integrated Planning and Reporting Framework', as published by the Department of Local Government in December 2011, a Corporate Business Plan must:

- (i) Be for a minimum of four years;
- (ii) Identify and prioritise the principle strategies and activities the Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan;
- (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method of delivering these and the associated cost;
- (iv) References resourcing considerations such as asset management plans, finance and workforce plans; and,
- (v) Is adopted by Council by absolute majority.

Regulations also require that:

- (i) Notice is given when the Corporate Business Plan is adopted or modified; and,
- (ii) The Corporate Business Plan is to be reviewed annually; this is because it is the main driver for the local government's annual budget.

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<sup>1</sup> <http://www.dlg.wa.gov.au/Content/LG/LGReform/About.aspx>

<sup>2</sup> 'Integrated Planning and Reporting, Framework and Guidelines' p.4

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This plan contains information for the calendar year 2014 and for the five financial years 2014/15 through to year ending 30 June 2019. It is therefore current. This plan identifies the priorities, strategies and activities that Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan. This plan states the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost. This plan references resourcing considerations such as asset management plans, finances and workforce plans. This plan is fully accounted for in all financial plans.

On adoption by Council and with public notice, this plan will meet all of the above criteria and will therefore be compliant.

### Relationship of this plan to Integrated Planning and Reporting Framework

The corporate business plan activates the strategic community plan, which provides a long term view informed by community aspirations, integrating all other plans. The strategic community plan is prepared for at least a ten year time frame and is reviewed each four years.

The corporate business plan details the resource strategies required for specific outcomes and is reviewed each two years. This is an updated document to the 2014/15 Plan. Planned outcomes, timing and strategies are reviewed annually to deliver the annual budget.

### Situational analysis, local government area

The Wyalkatchem Road Board was established in 1920, becoming the Wyalkatchem Shire Council in July 1961. Located within the Avon sub-region of Western Australia, 194km north-east of Perth and 35km east of Dowerin, the shire has an area of 1,595 square kilometres and is bordered by seven shires: Dowerin, Cunderdin, Tammin, Kellerberrin, Trayning, Mount Marshall and Koorda.

The Avon sub-region economy is export-oriented and founded on agriculture. Wheat and sheep farming are the primary industries of the Wyalkatchem district, directly employing one-third of the labour force. There is a Co-Operative Bulk Handling (CBH Group) receival point in Wyalkatchem and gypsum mining and tourism are the main secondary industries.

Development of the airport and infrastructure investment has been cited as planned economic drivers. Local employment generated by these particular industries is limited. The development of aviation industry at Wyalkatchem is in hiatus; the

## Elements of the Integrated Planning Framework



Source: Department of Local Government

acquisition of freehold title is pending and this will allow the offer of leased sites and the completion of marketing and other plans. These are likely to be consequential to regional development(s); an example of this is the locating of significant air transport assets at Cunderdin airfield, which may provide overflow benefits to Wyalkatchem.

Infrastructure development is largely led by the Shire of Wyalkatchem in partnership with state government grant providers, such as Department of Regional Development. This includes the recently completed community building, 'The Bushel', which will be occupied by the Community Resource Centre and provide library, motor vehicle licensing and visitor centre services. Planned developments in the next triennium may include light industrial units, residential land lots and the building of additional age friendly housing. While providing additional construction activity, there are few locally available trade persons who may be employed on new projects and most economic activity will be beneficial to regional or Perth based corporations. This may be partly addressed by the construction of light industrial units which will facilitate (visiting) trade persons to offer services with little capital investment.

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Unemployment as at Census 2011 was 1.8%, down from 2.2% five years prior. There is significant reliance on grants and government funding with 23% of Shire revenue coming from rates levied. Incomes are comparatively low.

The shire population as at the 2011 ABS Census was 523. The shire population was 564 at the 2006 census, representing a decrease of 41 persons or 7.3% in five years. The population was 664 at the 2001 census, indicating a decline of 141 persons or 21.2% in ten years<sup>3</sup>. The number of persons in the shire is declining.

Approximately 51% of the population is aged 45 years or greater (the proportion was 47% in 2007) and the median age has elevated from 43.3 years in 2007 to 45.4 years in 2011. The population of the shire is ageing.

The average annual population decline in the period between each census is 1.5%. Extrapolating the census results would provide an indicative population in 2013 of 507<sup>4</sup>.

The 'Wyalkatchem 2023 Strategic Community Plan' puts the shire's 2013 population at 535.<sup>5</sup> This aligns with the ABS estimate for 2009 and may be a significant variance to the actual population of the community. For example, the 'Wyalkatchem 2023 Strategic Community Plan' estimates the 2027 population to be 496<sup>6</sup> - in the absence of strategic and economic change, modelling based on ABS census and ABS estimates would see a continuing decline in population in the shire's population to 437 by 2023<sup>7</sup>. It should be noted that modelling based on ABS data is preferred to WA Planning Commission projections as the latter varies by up to 200%.

### Wyalkatchem 2023 – The Strategic Community Plan

In compliance with regulation, the Strategic Community Plan was compiled over a two year period, involving Councillors, administration and community members. A combination of survey, workshops and forums were conducted in the period September 2010 to June 2012 to assess the aspirations of the community and integrate them with the plans of Council as they stood at that time.

Among the service priorities identified by the contributing members of the community and the administration of the Shire were:

- Multipurpose recreation (facilities);
- Rural roads (assumption is emphasising safety, raising standards);
- Footpaths (assumption is expanding network, emphasis on safe and high standard);

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<sup>3</sup>

[http://www.censusdata.abs.gov.au/census\\_services/getproduct/census/2011/quickstat/LGA59330?op=endocument&navpos=220](http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/LGA59330?op=endocument&navpos=220)

<sup>4</sup> Appendix 1 Population modelling and references.

<sup>5</sup> p. 9 Wyalkatchem 2023 Strategic Community Plan.

<sup>6</sup> p. 40 Wyalkatchem 2023 Strategic Community Plan; the plan is for the period 2013 to 2023; the reference to 2027 may be an error.

<sup>7</sup> Appendix 1 Population modelling and references.

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- Stormwater management (assumption is that this is an area of concern and that risk needs mitigation strategies);
- Airport development (assumption is return on investment and contribution to economic activity);

Lower priority activities included urban roads, townscape, community resources and Town Hall refurbishment.

The administration of the Shire compiled investment priorities for a ten year timeframe. In terms of quantum, these were prioritised as follows:

- Rural Roads \$8.4m (million), even-split over each year;
- Construction of aged accommodation \$2.0m, evenly split in years one and two;
- Multi-purpose Community and Recreation Facility \$1.5m, all in year ten;
- Construction of Executive Housing \$1.2m, evenly allocated in years two, five and eight;
- Re-location of Shire depot, \$1.0m in year four;
- Development of Wyalkatchem Aerodrome, \$1.0m in year five.

The swimming pool refurbishment, estimated to cost \$0.250m was listed for year seven.

There was an average response rate of 4.6% across all forums with just 19 persons attending the session for ‘prioritisation of services’ (3.6% of the estimated population of 535). Low participation may mean community aspirations are not accurately reflected in decision making. Moreover, outcomes achieved by the local government may be divergent to the community’s expectations. This means scarce resources will have been misdirected and opportunities foregone.

The Wyalkatchem 2023 vision encapsulated in the Strategic Community Plan was expressed as follows:

***‘In 2023 Wyalkatchem will be sustainable with growth in population supporting businesses, services and infrastructure; residents will be healthy, safe and caring, surrounded by welcoming public places and a valued natural and built environment.’***

The values providing strategic focus were listed as:

- Healthy Community;
- Safe Community;
- Caring and Inclusive Community;
- Valued Natural and Built Environment;
- Vibrant and Activated Public Places; and,
- Sustainable Community.

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Each of the above themes provided the key objective, under which strategic focus, actions, timeline and stakeholders were identified.

For example, 'Healthy Community' is identified with objective one, 'health service initiatives are enhanced to ensure residents are cared for throughout their lifespan in familiar surroundings and in close proximity to family and friends.' Four strategic focuses underpin this objective: support for GP services; enhance hospital services; create and aged friendly environment; and promote public health initiatives. Twenty-two actions are required to achieve the objective.

Time frames are identified as short (within two years); medium (three to four years) and long (five to ten years).

Shire responsibility is identified as accountable, contributory and facilitating, in descending order of accountability.

Stakeholders are listed. There is some issue with the listing of stakeholders as presented in the first Strategic Community Plan as it is not always clear why particular stakeholders are identified. Additionally, there is a general absence of detail, so it is unclear what contribution stakeholders will make or what expectations might be of the local government; there is generally an absence of timeline, budget, key performance indicators or other strategic markers to determine progress or success.

### Short-term accountable actions

The purpose of the Corporate Business Plan is to activate the Strategic Community Plan; that is, this plan demonstrates how this local government plans to deliver on the planned outcomes of the strategic community plan, providing details as to resource requirements, timing and financing of planned outcomes, linking to all other plans.

It is planned to review the Strategic Community Plan following consultation with the community and Council. All other plans will be reviewed subsequent to that review. In the interim, this plan anticipates change and provides a status report for identifiable short-term actions that the Shire is accountable for, as well as providing an interim strategy setting for assets, finance and corporate actions. Subject to funding, operational constraints and government policy, the current plan is retained and subject to review.

The short-term accountable actions (that is, those planned actions that the Shire is responsible for, that are to occur within two years (and therefore by 30 June 2015) were identified within the Strategic Community Plan 'Wyalkatchem 2023' and listed as follows:

Theme: Healthy Community

Objective One: Health service initiatives are enhanced to ensure residents are cared for throughout their lifespan, in familiar surroundings and in close proximity to family and friends.

Short-term accountable actions:

There are none identified in the Strategic Community Plan document.

Status:

Dr Emmanuel Awogun commenced at the Larry Elsegood Medical Centre in February 2015 and has an independent contractor agreement with the Shire for a period of three years. The agreement governs the financial and operational management of the practice, as well as contractor compensation and other support provided by the Shire.

The origins of the agreement came from a desire to retain GP services in this community, build upon the long-term relationship with the Koorda Shire in supporting health services and complement long-term strategic outcomes such as building an aged –friendly environment. The Koorda Shire contributes 25% of medical centre operational costs and 50% of vehicle costs; medical centre maintenance and costs associated with the doctor's residence are borne by the Shire of Wyalkatchem. Representatives of the Shires meet periodically to agree on community objectives, financial management and selection process, and review any strategic issues.

There have been identified viability issues associated with the practice due to a declining and ageing population, as well as past business practises adopted within the medical practice. A complicating issue with a previous GP was the employment status of the doctor who is retained on a 457 employer sponsored visa; this prevented the independent contractor from employing staff. This is no longer the case as Dr Awogun is an Australian resident and qualified GP with regional and professional experience.

As at year to date April 2014, patient numbers are averaging 320 per month. This had declined to 284 per month for the period February to June 2014. Patient numbers for the period February to June 2015 averaged 441 per month; this is an increase of 55.3% over the same period in the previous year.

Theme: Safe Community

Objective Two: Roads and roads infrastructure are managed to ensure community satisfaction and asset preservation.

Short-term accountable actions:

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2.1.1 'Improve the understanding and management of pavements, surfaces and structures through research and development of a Roads Asset Plan'; stakeholders: Shire of Wyalkatchem, Main Roads WA;

### Status:

Romans II is the repository for roads data and this tool is being utilised to create a long term, plan for roads and related infrastructure. Romans II is a database used by stakeholders to accurately track and assess funding and other planning needs. Plans for the period 2015 to 2024 are complete.

2.1.2 'Identify the minimum level of maintenance and minimum standard of construction required for each classification to create a safe and efficient road network (Road Hierarchy = Primary Distributor (MRWA), Regional Distributor, District, (sic) Distributor, Local Distributor Level 1, Local Distributor Level 2, Local Access Roads); stakeholders: Shire of Wyalkatchem, Main Roads WA;

### Status:

The roads hierarchy is complete. This and the roads plan (above) will create a holistic approach to roads management.

2.1.3 'Implement the Roads Asset Plan incorporating key partnerships that identify funding opportunities resulting in economic sustainability'; stakeholders: Shire of Wyalkatchem, Main Roads WA;

### Status:

There is an opportunity to engage with Main Roads WA more completely; in the coming year, this shire will seek to engage Main Roads WA as a partner in improving the main road to Merredin and in accessing the disused Main Roads depot.

Additionally, there is an opportunity to leverage the expertise of the supplier of Romans II in creating templates and reporting that will improve our asset management.

2.1.4 'Enforce the Heavy Vehicle Access Policy to ensure longevity of road surfaces'; stakeholders: Shire of Wyalkatchem, Main Roads WA;

### Status:

This is currently a low priority, which reflects actual traffic encountered on roads within the shire.

2.1.5 'Consult with the community to establish economically viable gravel reserves'; stakeholders: Shire of Wyalkatchem;

### Status:

The Manager of Works has done extensive relationship building which has alleviated to a great degree the risk to supply; all known supplies have been mapped; a strategy to address the medium to long term is being developed.

2.1.6 'Establish a Roadside Conservation Policy that captures the community's ideals whilst promoting safety'; stakeholders: Shire of Wyalkatchem;

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### Status:

The Natural Resource Management Officer, the Manager of Works and the Chief Executive Officer of the Shire of Wyalkatchem developed a draft Roadside Conservation Policy. This was presented to Council for endorsement in June 2014. Complete.

2.2.1 'Conduct an audit of the Town's drainage network'; stakeholders: Shire of Wyalkatchem;

### Status:

This is complete.

2.2.2 'Prioritise urgent drainage works, including cleaning out, repairs and new culverts'; stakeholders: Shire of Wyalkatchem;

### Status:

This is operational in nature and subject to funding constraints; however, there is an extensive refurbishment of drainage works being undertaken.

2.3.1 'Footpaths are maintained to decrease hazards and risk of injury to the general public'; stakeholders: Shire of Wyalkatchem;

### Status:

This is operational but is a high priority.

2.3.2 'Recreational facilities, tourist attractions, town services and walk trails are linked to dual footpath/cycle ways to encourage physical activity'; stakeholders: Shire of Wyalkatchem;

### Status:

Cycling has a low profile but it is thought this and related issues will be addressed in the review of the Strategic Community Plan.

2.4.1 'Conduct an audit of street lighting quarterly to determine improvements required'; stakeholders: Shire of Wyalkatchem, Main Roads WA; Western Power

### Status:

This is operational but all street lighting is monitored for function with reports made to the relevant authority.

2.4.2 'Report faults, problems and recommendations within predetermined timeframe'; stakeholders: Shire of Wyalkatchem, Main Roads WA; Western Power;

### Status:

This is operational but all street lighting is monitored for function with reports made to the relevant authority.

2.4.3 'Install solar lighting throughout pathway linking caravan park and town centre'; stakeholders: Shire of Wyalkatchem, Office of Energy Efficiency;

Status:

On a cost benefit basis this was not proceeded with but reviewed in the 2015/16 budget process and is now being developed for quotation and programming.

Objective Three: Community safety and crime prevention is effectively managed so the community continues to enjoy a high level of safety.

Short-term accountable actions:

3.2.1 'Prepare an emergency management plan in collaboration with all stakeholders and the approval of the Local Emergency Management Committee (LEMC); stakeholders: Shire of Wyalkatchem, (local) Police; (local) Bush Fire Brigades; Wyalkatchem St John Ambulance; Wyalkatchem District High School;

Status:

The Emergency Management Arrangements were completed in March 2014 and approved by LEMC the same month. The Arrangements were tabled at the ordinary meeting of Council later the same month and were endorsed by Council resolution.

The District Emergency Management Committee advised the Shire in May 2014 that the Arrangements had been reviewed and were deemed compliant and effective.

This action has been achieved. The plans are considered living documents and are subject to periodic review.

3.5.1 'Produce material for inclusion in the Shire's Wylie Watch publication'; stakeholders: Shire of Wyalkatchem'

Status:

The incoming CEO made a re-assessment as to the content of the Wylie Watch. Much of this material was not local government oriented (recipes, puzzles) and it was decided to leave such publishing to the existing private entity (The Wylie Weekly). To further support the private entity, a decision was made to direct all future advertising and relevant material to that entity. This would increase their advertising revenue and the Shire's advertising costs but would bolster community institutions while contributing to decreased Shire costs (labour, paper, consumables, and printer charges).

3.5.2 'Update and educate residents on relevant issues utilising the Wylie Weekly publication each fortnight'; stakeholders: Shire of Wyalkatchem;

Status:

Refer status report 3.5.1; published efforts diverted to private entity, 'Wylie Weekly'. Additionally, where necessary, the Shire will utilise direct mail and develop the website to deliver information. A comprehensive communications strategy to identify the communication needs of the Shire, to whom, when, why and how is needed prior to deciding on channel.

3.5.3 'Develop e-media to distribute information throughout the community';  
stakeholders: Shire of Wyalkatchem;

Status:

This action has no underpinning strategy and there is no business case to support development of the proposal. A developed communication strategy that considers use of email, internet and other media in a more integrated manner that relates to the identified needs of the community will result in a more targeted solution.

Investigation will be made into creating an e-newsletter to facilitate raised engagement with the community.

Theme: Valued Natural and Built Environment

Objective Four: Heritage, environmental and cultural assets are effectively developed to ensure enjoyment for the present and future generations.

Short-term accountable actions:

4.1.1. 'Create a Heritage Strategy in consultation with key stakeholders that will protect and maintain assets to ensure continued enjoyment for future generations';  
stakeholders: Shire of Wyalkatchem, LotteryWest (sic), Heritage Council of Australia;

Status:

A restoration and preservation plan has been prepared by Laura Grey for the Lady Novar; stage one complete; stage two to commence August 2014; other sites have been preliminary assessed – Railway Barracks and heritage rail – but no strategy as yet.

Heritage assets review: a review of the shire's heritage assets commenced February 2014 with submissions called for by local advertising. A review was conducted by the Principle Environmental Health Officer / Building Surveyor in June 2014 with an agenda item to be presented to Council in June 2014. It is planned to do a further review over a 12 month period to consider a wider range of built and natural heritage.

4.1.2 'Develop and implement a conservation plan for our priority listed heritage assets, such as: Lady Novar, Railway Station/Barracks, Heritage Rail; stakeholders: Shire of Wyalkatchem, LotteryWest (sic), Heritage Council of Australia;

Status:

Refer comments at 4.1.1. There is a philosophy that values the return of sites to their original built state as much as is practicable. For example, this would involve removing antennae and modern signage and restoring the building to a representative state close to the date of construction. There are several sites which would benefit from such a restoration and this will be explored as part of a more

complete strategy development for heritage sites. This is likely to involve a significant period of time.

4.3.2 'Assess current roadside clearing policies and develop a plan supported by the community that satisfies both safety and environmental principles'; stakeholders: Shire of Wyalkatchem, Department of Environment and Conservation, WDC, Main Roads, Wyalkatchem Community;

Status:

It should be noted that this is a duplication of 2.1.6. Presented for endorsement by Council June 2014.

4.3.3 'Maintain and renew all infrastructure utilising environmentally friendly and economically viable practises'; stakeholders: Shire of Wyalkatchem, Department of Environment and Conservation, WDC, Main Roads;

Status:

This action item was composed in the absence of an asset management policy, an asset management strategy and asset management plans. An assessment of appropriate maintenance and renewal methodologies needs to be included in asset management planning. A consideration of support for local suppliers and requirements will need to be balanced with economic considerations.

4.6.2 'Provide recycling opportunities for residents to reduce the amount of waste delivered to land fill sites'; stakeholders: Shire of Wyalkatchem, Department of Environment and Conservation, WDC, Wyalkatchem Business Community Inc.;

Status:

Residents who live within the town boundaries have access to bulk recycle facilities. Budget preparations at Council have settled on more examination of usage patterns and further consideration of options to maximise availability of recycling while minimising costs.

4.6.3 'Monitor the land fill site and protect it from arson'; stakeholders: Shire of Wyalkatchem, Department of Environment and Conservation;

Status:

This is an operational task. However, a greater risk is the illegal dumping of asbestos and it is in this regard that active measures will be undertaken to secure the site.

Theme: Caring and Inclusive Community:

Objective Five: The whole community is engaged in social activities, volunteering and community planning to achieve a highly liveable community.

Short-term accountable actions:

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5.1.2 ‘New residents are welcomed and opportunities created to meet people’;  
stakeholders: Shire of Wyalkatchem, Community Resource Centre, Wyalkatchem  
and Districts High School, Sporting Groups, Community Clubs, Volunteer  
Organisations;

### Status:

It is hoped that new residents will take some responsibility for meeting people;  
similarly, it is in the interests of the various stakeholders to build memberships and  
create relationships and this creates the opportunities for people to meet. The Shire  
is open to creating events and opportunities for all residents. In this regard, the shire  
will engage with the community to promote a personalised approach to welcoming  
new residents that emphasises inclusion.

5.1.3 ‘A ‘Welcome to Wylie’ social event is held once every year and a ‘Welcome’  
pack is given to every new resident which includes information on all community  
groups; stakeholders: Shire of Wyalkatchem, Community Resource Centre,  
Wyalkatchem and Districts High School, Sporting Groups, Community Clubs,  
Volunteer Organisations;

### Status:

The ‘Welcome to Wylie’ event was organised by the Shire of Wyalkatchem and  
usually held early in the new school year, being targeted at new teaching staff. At the  
commencement of the 2014 and 2015 school years, this was organised  
independently by the P and C of the Wyalkatchem District High School. An event  
was organised and held at the Wyalkatchem and Districts Club.

The intent to identify and welcome each and every new resident with a specific  
contact is unrealistic and it is planned to re-target the funding and effort to a family  
day for all residents.

**Theme: Vibrant and Activated Public Places.**

**Objective Six: Public places are attractive, welcoming and provide a vibrant social  
hub for the community.**

Short-term accountable actions:

6.1.3 ‘Identify (a) location to display ‘Banners in the Terrace’ banners to create a  
vibrant main street’; stakeholders: Shire of Wyalkatchem, Wyalkatchem Business  
Community Inc., Wyalkatchem and Districts High School;

### Status:

Banners have previously been displayed within the CBH Museum and the Town Hall.  
There has been no change from this position.

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6.1.6 'Maintain gardens throughout the town utilising water wise species where available'; stakeholders: Shire of Wyalkatchem, Wyalkatchem Business Community Inc.;

### Status:

There has been ongoing work done to identify appropriate species which have been actively planted by the Shire. This integrates with the water project and the efforts to beautify the built environment.

6.4.1 'Determine activities that can be conducted in Korrelocking Hall'; stakeholders: Shire of Wyalkatchem, Community Groups;

### Status:

The hall is being increasingly used for youth activities and groups using it have acquired insurance, which indicates acceptance and familiarity. This facility and its future will be a focus of future strategic planning.

6.4.2 'Improve the external appeal of the building and garden' (of the Korrelocking Hall); stakeholders: Shire of Wyalkatchem, Community Groups;

### Status:

Refer 6.4.1; this is tied to some other projects being contemplated and is related to land use in a general sense - will require sensitive consideration and development of a business plan.

6.5.2 'Ascertain any improvements required to increase usage (of the swimming pool) and source innovative funding solutions'; stakeholders: Shire of Wyalkatchem, Sporting Groups, Department of sport and Recreation, Wyalkatchem Medical Centre, Wyalkatchem Business Community Inc., RDA Wheatbelt, WDC;

### Status:

This is a major undertaking. The swimming pool is a potentially a contentious issue as it is the main sports facility in the community and provides recreation and fitness to many – especially the young. It is also an expensive facility to maintain with a management contract, persistent leaks and an ageing asset profile. This item requires a fully developed business case that examines all related issues.

## Theme: Sustainable Community

Objective Seven: Community resources, services and assets are developed to ensure they are sustainable for future generations.

### Short-term accountable actions:

7.1.1 'Compile a detailed report on the condition of all assets'; stakeholders: Shire of Wyalkatchem, Wyalkatchem Business Community Inc., Wyalkatchem Community Resource Centre, AVP Property Valuers, Main Roads WA;

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### Status:

This is a major undertaking and very important to ensuring viability of the local government and sustainability of services. There have been ad-hoc reports in the absence of an asset management policy, strategy and plans which is unsatisfactory; asset management requires a comprehensive approach that is supportive of other plans with an asset register as its output. A more complete asset register has been prepared and is being progressively populated with updated valuations.

7.2.1 'A multi-purpose facility is built to incorporate the Community Resource Centre, Visitor Centre and Museum'; stakeholders: Shire of Wyalkatchem, Community Resource Centre, Wyalkatchem CBH Museum Committee;

### Status:

This facility was completed and occupied March 2014. The Official Opening will be conducted by the Minister for Regional Development and the Minister for Water; Forestry on 22 July 2014. Library and Transport operations commenced shortly after occupancy and have proved successful.

7.2.2 'Facilities are designed based on future needs and participation rates with a view to reduce whole of life costings (sic)'; stakeholders: Shire of Wyalkatchem, Wyalkatchem and Districts' Club, Sporting Groups, RDA Wheatbelt, Department of Sport and Recreation;

### Status:

Investigative meetings were held with the Department of Sports and Recreation and community representatives in December 2013; the purpose of the meetings was to get a preliminary appreciation of what degree of asset consolidation might be possible; what quantum of funding would be required from own source funds; what support there might be for co-operation among local entities. An environmental scan and these meetings proved informative: own source funding, community funding and departmental grant could each be expected to be one-third of the amount required. The scope of projects is potentially great: the tennis courts will require some restorative works in the medium term (<5 years); there is a level of support for co-location with the Districts' Club; there is a level of resistance to financially supporting grass courts; participation rates are questionable (membership may be higher than playing numbers); there is some lifting of playing surfaces; the basketball courts are badly damaged and in some areas dangerous; the recreation centre is decrepit in some areas (for example, the showers need work) and there is termite damage; it is unclear whether there is a strategy in place to resurface the bowls playing area; the turf cricket wickets are in good condition but require a greater rate of utilisation to justify the expense of maintenance – currently there are two league teams playing regularly and there is also the annual hosting of a weekend tournament, which is growing in regional significance, the Aglime Cup (sponsored by Aglime of Australia).

The 2015/16 budget included a provision to make remedial works at the Community Recreation Centre and a grant has been applied for as part of the Federal Government's National Stronger Regions Fund to modernise the kitchen.

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The importance of sport and recreation to this community means that every possible engagement will be taken to ensure good decision making and achieve good outcomes. This will be an outcome of the planned consultation and review of the strategic community plan.

7.2.1 'Foster stronger relationships with community groups to ensure we provide the level of service required to achieve the desired outcomes'; 'stakeholders: Mens Shed, Senior Citizens, Wallambin Lodge, Craft Clubs, Sporting Groups, Pioneer Park, Returned Soldiers League' (sic);

### Status:

There are community groups not listed in the above item; on one hand, to be selective may be ill-advised; an alternative view requires that the key strengths of groups be identified and these be associated with outcomes beneficial for the entire community; 'the desired outcomes' need to be identified; the shire has a responsibility to build good relations across the whole community – however, there is an equally important role for community groups to be pro-active in building connections, particularly given the fact that the shire is operationally engaged and has a low level of resourcing; the shire has made significant efforts to engage with community groups and deliver real outcomes: there is a reinvigorated approach to the Pioneer Park / ANZAC and Remembrance Day and contact or participation by the shire in many groups has occurred; the challenge is to integrate effort toward specific outcomes by all parties.

This will be an outcome of the planned community consultation and review of the strategic community plan.

7.5.1 'Implement a marketing strategy to attract a range of service industries'; Shire of Wyalkatchem, Wyalkatchem Business Community Inc., RDA Wheatbelt, WDC

### Status:

This is a noble proposal and will require an integrated approach to ensure some success. Business will be attracted to markets so the goal will be to create need and opportunity. If the right conditions are available to business, they will be attracted to the opportunity. Again, this will require the development of plans to facilitate the development and then implementation of an appropriate strategy.

This is a planned outcome of medium to long term planning; it will benefit from the planned community consultation and review of the community strategic plan.

7.5.2 'Develop fully serviced lots at the Airport facility and offer to the public for lease'; Shire of Wyalkatchem, Wyalkatchem Business Community Inc., RDA Wheatbelt, WDC

### Status:

There is a great need to develop a stand-alone strategic plan for the aerodrome that clearly identifies strengths, weaknesses, opportunities and threats. It is possible that fully serviced lots and leasing are the best combination to achieve the goal of maximising return on the investment. There is no assurance that the identified stakeholders have a role or would partake in active development of the proposed

## INTEGRATED PLANNING FRAMEWORK – Corporate Business Plan Shire of Wyalkatchem

sites. There is no associated business plan, no timeframe and potential clients are not identified by virtue of strategic value. A hastily composed 'marketing strategy' for the aerodrome was held out as a plan but is clearly speculative.

The plans for the aerodrome will benefit from the planned community consultation and review of the community strategic plan. Planned work with neighbouring councils and further council workshops will support this effort.

As at September 2015, an offer has been received from the Department of Lands to purchase the aerodrome land freehold and this will allow for leaseholds to be settled and formal plans to be made.

### The 2015/16 Financial Year

The budget briefing paper details initiatives for the current financial year is attached at Appendix 6.

### Strategic Assets Management Plan

An asset management policy was tabled to Council and endorsed in June 2014. This creates the philosophy for acquiring, managing, maintaining and disposing of assets. A strategic assets management plan has been prepared that includes the policy, a strategy and asset management plans for all classes of assets.

Buildings are being revalued June 2014 to fair value. This will inform the relevant asset management plans. This will continue with recreational grounds and roads in 2015. Council has been advised of the intention to create a model housing standard; this will identify the gap between what is required and what is currently the case for each property. Required works will then be programmed and a full maintenance and refurbishment schedule will be created for each property.

All existing asset plans will be reviewed in the light of a revised Strategic Community Plan.

### Long Term Financial Plan

An interim long-term financial plan is predicated on achieving balanced financial results or a surplus in the forthcoming period to 2025. This will require a disciplined and focussed approach to strategy and a willingness to prioritise to ensure the required results.

A comprehensive long-term financial plan reflecting the revised strategic community plan and other plans will form part of the budget presentation in June 2016.

## Workforce Plan

The Shire of Wyalkatchem's Workforce Plan was endorsed by Council at the ordinary meeting, 17 April 2014. The plan was compiled to support the Strategic Community Plan while change as a result of a review was contemplated. Additionally, the plan is mindful of the requirement for resilience as operational requirements as a response to business and social change do require a response.

It is a business setting of this Shire that the Workforce Plan is reviewed as part of the budget review and budget preparation each year and as a result of reviewing the Strategic Community Plan. Any changes will be included in the workforce plan for the budget 2016/17.

## Key Performance Indicators and Reporting

One of the key components of planning is to identify the measures of success.

Financial KPI's and reporting will include performance against budget indicators. There is a desire to improve the clarity of financial reporting and include reference to ratios as reported in the annual report.

## The Path Forward

There are many benefits in implementing a comprehensive planning and reporting framework. The greatest is reduced uncertainty – risk is removed from decision making because plans are completed in a methodical and transparent manner that considers those things that will influence outcomes. By creating a comprehensive framework, financial management will be improved which will contribute to an increased level of planned outcomes being achieved. This will see a raised level of community aspirations being met which indicates Council is meeting its promise to those who elect and support council activities. The proposed planning programme will see the Integrated Planning and Reporting Framework fully integrated with the activities of the local government.

## References

<http://www.humanrights.gov.au/publications/national-inquiry-employment-and-disability-issues-paper-1>

<http://www.dlg.wa.gov.au/Content/LG/LGReform/About.aspx>

Integrated Planning and Reporting, Framework and Guidelines  
Department of Local Government  
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Integrated Planning and Reporting, Advisory Standard  
Department of Local Government  
December 2011

[http://www.censusdata.abs.gov.au/census\\_services/getproduct/census/2011/quickstat/LGA59330?opendocument&navpos=220](http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/LGA59330?opendocument&navpos=220)

Western Australia Tomorrow. Population Report No.7, 2006 to 2026. Western Australian Planning Commission. February 2012.

[http://www.planning.wa.gov.au/dop\\_pub\\_pdf/LGASummary.pdf](http://www.planning.wa.gov.au/dop_pub_pdf/LGASummary.pdf)

Avon Sub-Regional Economic Strategy. Wheatbelt Development Commission.  
February 2013.

APPENDIX 1 Population Modelling

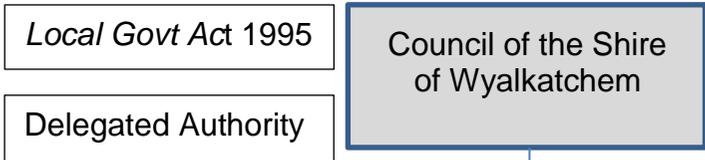
	Year	WA Planning Commission	ABS	Change in year on year ABS estimate	WAPC Estimate adjusted by ABS rate
	2006	600	564		
	2007	580	578	2.5%	
	2008	560	559	-3.3%	
	2009	540	535	-4.3%	
	2010	520	526	-1.7%	
	2011	500	523	-0.6%	
	2012	490	515	-1.5%	483
	2013	470	507	-1.5%	463
	2014	450	500	-1.5%	443
	2015	430	493	-1.5%	424
	2016	420	486	-1.5%	414
	2017	400	479	-1.5%	394
	2018	390	472	-1.5%	384
	2019	380	465	-1.5%	374
	2020	370	458	-1.5%	365
	2021	350	451	-1.5%	345
	2022	340	444	-1.5%	335
	2023	330	437	-1.5%	325

Note:

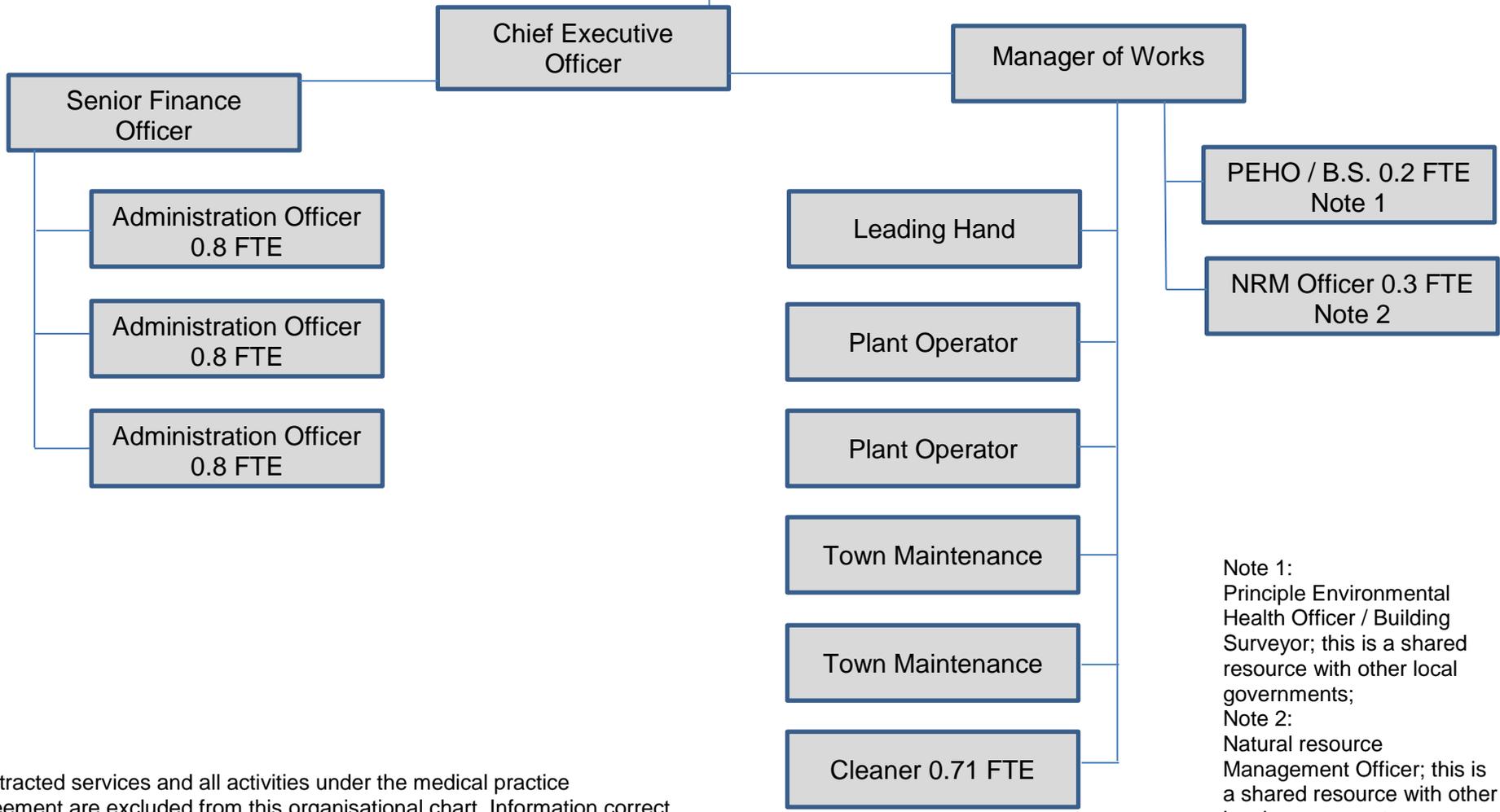
WA Planning Commission data is from the document 'Western Australia Tomorrow' (2012); ABS data is from census and ABS modelling; projections based on ABS data assumes the average rate in population decline continues.

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**Corporate Services**



**Technical Services**



Note 1:  
Principle Environmental Health Officer / Building Surveyor; this is a shared resource with other local governments;  
Note 2:  
Natural resource Management Officer; this is a shared resource with other local governments.

Contracted services and all activities under the medical practice agreement are excluded from this organisational chart. Information correct as at 1 July 2015.  
Unless otherwise indicated, all positions are one full time equivalent.

## APPENDIX 3 Interim Strategic Plan 2014 - 2016

### Re-Writing the Strategic Community Plan

The above factors combined mean that the requirement to be strategic and make a long-term plan is unattainable, based on the current Strategic Community Plan. The Strategic Community Plan will therefore be revised.

There are many planning and information needs that will require addressing prior to any reassessment of the Strategic Community Plan and completing the Integrated Planning process. Currently, there is a preliminary Workforce Plan, as well as a draft Information and Communications Technology Plan. The Corporate Business Plan and Assets Management Plans are in draft form and will be presented based on the information available and each of these will inform the Long Term Financial Plan.

As all of these plans are intended to activate and support the Strategic Community Plan, it is a necessary step to revise each of them in turn, following any revision of the primary document. This process is continuing.

Accordingly, this document is an interim plan that anticipates the re-writing of all other plans. Given that premise, the goal of this document is to express succinctly the main areas of strategic need and propose connections to current thinking and activities.

This plan contains information from the calendar year 2014, the proposed 2015/16 financial plan and considers the short term thereafter.

### Strategy Workshops February 2014

Two strategy workshops were held in February 2014.

The first workshop was primarily in response to neighbouring local governments pressing for movement on the question of amalgamation. The NEWROC Executive met in late January and led by the acting CEO, Mt Marshall were actively pressing for an amalgamation proposal to be tabled to NEWROC Council. The short timeframe and lack of consultation with residents and councillors made this proposal unacceptable to good governance and it was in time rejected. However, the questions around working co-operatively or indeed amalgamating will not subside until the state government has a position on the matter.

What informed the discussion at the workshop was the recent rejection of the SEARTG amalgamation proposal by the Local Government Advisory Board. The failure of York, Quairading, Cunderdin and Tammin to amalgamate highlighted the complexity of such proposals and the likelihood that they would fail without a compelling business case.

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It was decided at this first workshop to maintain an objection to active moves toward amalgamation without such a compelling business case – indeed, without knowing what the state government proposes. Further, it was decided that the position of this Council is that NEWROC members should position themselves best for future government directives by ‘getting their house in order.’

Subsequent NEWROC meetings have seen some discussion of ‘working together more closely’ but this is without knowing what NEWROC is trying to achieve, while member councils have not aligned other objectives, systems and planning. A suggestion by this CEO to give purpose to the August 2014 meeting of NEWROC by conducting a strategic planning workshop may see agreement on the objects of NEWROC and identification of common goals for the forthcoming period.

The second workshop was to identify and discuss issues affecting Wyalkatchem. As indicated in the current vision of the Strategic Community Plan, population is the main driver of economic activity. A falling population leads to withdrawal of government services, diminished levels of commerce, lower enrolments at schools and less local government transactions. A rising population is the inverse of the above and will demand growth in all economic areas.

Sixty-seven ideas were generated to address this major problem and deep discussion was held about many of the ideas. Seven commitments were given by the CEO in response to the workshop; these were (with status):

1. Contact will be made with local governments who host renewable energy facilities to assess social and industrial issues and brief Council at a future time;
  - Contact made with Shires of Albany, Merredin, Dandaragan, Geraldton and Esperance with discussions held with CEO’s and planning staff to collect information about issues and benefits; contact made with five companies and a meeting with major infrastructure developer APA occurred in June 2014; Federal Government policy and the economic outlook means such infrastructure is largely not being planned;
2. Planning will commence for a community survey: this may be one of the more important initiatives the Shire can make; Council need to know more about their community to make decisions and feedback is required about shire services; additionally, there is a lot of social data that is currently unknown and yet assumptions are being made about the needs and opinions of our constituents; this will provide useful information in planning for the sporting, cultural and service requirements of our community; my early thinking is for this to occur during August 2014 as this aligns with the timing of previous ABS census and will allow comparison to census results;
  - The Shire’s community survey occurred in November 2014 with 119 respondents (more than 30% of the adult population); this is a useful input to the revision of the Strategic Community Plan;
3. The Shire will host a workshop in the short term for all interested parties to discuss and agree on an accommodation strategy for visitors;

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- To be advertised shortly with the proposed workshop to be held in July 2014; advertised with no community interest – this is a strategic issue, particularly for visitors and in planning for jobs and population growth – this will require revisiting the issue;
4. Contact will be made with the school and Department of Education to explore options for a specialist College or trades centre within the existing school with a view to developing implementation options for 2016 school year;
- CEO met with the Education Department in March 2014 and was advised that the use of the school assets is at the discretion of the school principal; several meetings with the school principal has not met with a favourable response; as at September 2015, there is no change at this time;
5. Past re-development or concept plans for the main street will be reviewed for a future workshop; I am very keen to improve the presentation of our town as it showcases 'us' - this community needs to create an appropriate perception of a place to invest, a place to live and a place with a future (part of this will be a serious reassessment of who we are and what we want others to think of us);
- CEO has contacted the architect engaged in 1987 to prepare a concept for the main street but no response received;
  - Beautification incentive included in 2014/15 and 2015/16 budget, whereby the Shire will reimburse up to 50% of materials expenditure of up to \$300 (i.e. up to \$150) for shop fronts and business frontages to be materially improved;
  - The 2014/15 programme had two recipients of the incentive; it was included in the 2015/16 budget with no recipients at this time;
6. An assessment will be made of Shire accommodation needs with a view to consolidating assets (timing unknown);
- This has been accelerated by the vacating by WA Country Health Services of two Shire owned houses; this has led to rationalising assets by one house (sale of 22 Johnston St, settlement July 2015) and further, more complete review of assets, replacement requirements and sustainability is required;
7. An exploration of how the town will secure retail food outlets for the long term; Councillors will be briefed as to how this will proceed.
- A discussion was held in March 2014 with the owners of the main grocery store to ascertain their perspective on ownership, likelihood of sale and related matters; there was some reluctance to have this discussion with the Shire but the point was made that this is an issue of public interest and that the Shire was framing a strategy of an age-friendly environment - the lack of a grocery store does not make for such an environment, hence the interest of the local government. The owners assured this local government that there is no short term risk. Since that meeting, there has been speculation at the Wyalkatchem Business Community Inc. that there may be a change in circumstances

- related to the grocery store and that a co-operative or other model may need investigation;
- (September 2015): new owners acquired the town's supermarket in 2014 and a pharmacy opened late 2014 but the butcher is likely to close in the short-term; the roadhouse sold to new owners and a tax accountant has commenced trade at The Bushel; businesses generally will have to cope with a nationally recessed economy as well as difficult local trading conditions; given these factors, the 2015/16 budget included \$16,000 in support for commerce by funding a part-time project officer to develop business performance in Wyalkatchem.

### Mission, Vision and Values

The current Strategic Community Plan includes a Vision for the community in 2023:

'In 2023 Wyalkatchem will be sustainable with growth in population supporting businesses, services and infrastructure; residents will be healthy, safe and caring, surrounded by welcoming public places and a valued natural and built environment.'

This vision statement says what will be the ideal for this community – the population will have grown and that this growth will support commerce and a good life for residents. What is necessary in the plan that follows it is to answer the questions that arise from the statement:

- How will population grow?
- How will services be provided?
- What will the environment be like and how do we achieve it?

It is difficult to be specific when answering such questions and many other local governments have avoided giving the answer. Rather than be specific, giving dollars and timelines and the like, strategy is about providing direction and facilitating the process – it isn't always about having the answer or providing the funding. The Vision statement has been discussed at Council and re-published for public comment with no submissions received.

It is accepted practice to include a mission statement, as well as a vision and values, in business planning documents. In essence, planners identify some sense of why do we exist, where are we going and what will drive us to achieve these things. Statements like the mission and vision statements provide a framework and direction for enterprises such as a local government.

Shire of Wyalkatchem publications such as the annual report have not included such statements in the past (but will do in the future).

To enable the planning process to be internalised (rather than be the domain of consultants), the CEO developed the following mission and vision statements and discussed them with staff:

### ***Our Mission***

We exist to deliver sustainable quality services that meet the needs of Wyalkatchem today and into the future.

### ***Our Vision***

That the Shire of Wyalkatchem is a local government that has the capacity and capability required to be productive, sustainable and inclusive in meeting the needs of our community.

They are meant to be simple and direct. Our mission is why we are here, what we do and who do we do this for. The vision says what we will become in meeting those needs – capable, productive, sustainable and inclusive – we do these things for all.

Values are those things which drive and guide us in delivering on the above promises. Values are deceptively simple and seem to make immediate sense but are just as easily discarded or ignored. There will be ongoing discussions about values within the Shire but initially we have identified ‘Respect’ as an important value to abide by. With ‘Respect’ we are able to work cohesively, respecting differences in opinion, ability, background, position in life and so on.

### **Short Term Imperatives**

To deliver on our mission and vision will require positioning the Shire to be sustainable, to develop the capacity to deliver quality services and to measure our ability to deliver on our promise to meet the needs of the community.

This requires assessing, making decisions and re-aligning behaviours in respect of:

- Our Finances
- Our People
- Our Business
- Our Customers

This is requiring some operational adjustment, particularly in regard to finances and our business.

The approved budget for 2013/14 financial year projected a shortfall of \$0.016m (million). In November 2013, the incoming CEO gave a commitment to the Shire President and Deputy President that the Shire would deliver a balanced financial result and that this would be done by reviewing expenditure. The financial year delivered surplus funds and it is projected that 2015/16 will do so also, boosting financial reserves from \$0.217m as at 30 June 2014 to \$0.573m 30 June 2015 and \$0.724m 30 June 2016. All of these numbers exclude amounts associated with the joint housing project with the Wyalkatchem Senior Citizen’s Homes Trust Inc. or the Larry Elsegood medical services benevolence.

The following priorities remain:

- Making savings by identifying and reducing unnecessary expenditure;
- Making savings by improving productivity;
- Making savings by eliminating waste;
- Becoming compliant with Department of Local Government requirements for the Integrated Planning and Reporting Framework; this is a major undertaking and a great deal of progress has been made; the completion of the revision of the Strategic Community Plan will facilitate all other plans by 30 June 2016;
- Addressing sustainability of programmes: while this will require ongoing attention, the provision of staff housing, building assets generally and sporting facilities all need further examination;
- The use of information technology to provide greater productivity, better service and reduce costs; paper-use has been reduced by 80% in the past year.

#### Priorities for 2015/16

- Complete revision of the Strategic Community Plan by continuing to engage the community; all items within the existing Strategic Community remain until tested by community consultation or validation against other plans for viability and sustainability (for example, asset management plans);
- Review all other plans based on what is learned from the above process (Asset Management, Workforce Plan, Corporate Business Plan); this process to be completed by June 2016;
- Develop a 'Housing Standard' to inform planners what improvements are required to properties to make the properties liveable, be sustainable and to assess the whole of life costs;
- Review the short term capital and operational costs of all Shire assets and programmes; this will inform retention decisions and facilitate budget considerations such as financing for 2016/17 (and later);
- Complete the plans in partnership with the Wyalkatchem Senior Citizens Homes Trust Inc. for further development of the Wilson Street site for the purposes of aged accommodation; this will be done with a long-term vision in mind so as further development can occur at least cost while maximising utility and amenity;

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- Develop stage two of water plans with a view to expanding the recycling and recharge of water sources to maximise emergency supplies and beautify the townscape; pursue accreditation of Water-Wise Council status;
- Develop staff competencies and improve the capabilities of the Shire to deliver services: implement project management principles; commence succession planning; compile development plans;
- Maximise return on investment from information technology;
- Consolidate health services at an acceptable level and cost;
- Continue to improve reporting to Council (particularly in respect of ratios);
- Review waste services to contain cost of service, meet regulatory requirements and meet future community needs;
- Develop a communications strategy and plan to communicate our messages in a consistent manner that supports the long term strategies of the local government;
- Commence beautifying the streetscape of Railway Terrace;
- Continue the Cemetery beautification and develop a long-term strategy and plan for this important site;
- Re-visit planning for the Pioneer Park beautification and develop a long-term strategy for this important site;
- Continue work in respect of the Wyalkatchem school centenary in 2016;
- Develop strategies for utilising the aerodrome and improve the return on investment by this community;

### 2016/17 and beyond

This period will be informed the Strategic Community Plan and other inputs. While the main emphasis for 2013/14 was to correct some financial issues and improve compliance, 2014/15 was about learning what needs to be done (being better, doing it faster and doing it cheaper) and 2015/16 is about implementing and seeking results. The years ahead will be about pursuing a strategy, while continuing work to raise standards of facilities and address community quality of life.

## APPENDIX 4 Asset Management Policy

### Strategic Asset Management Policy (June 2014)

The Council of the Shire of Wyalkatchem is committed to ensuring that:

The assets of the Council are well maintained for their current purpose and for future generations. This will enable the Shire of Wyalkatchem to deliver on its promise to the community as expressed in the Mission and Vision statements.

#### *Our Mission*

*We exist to deliver sustainable quality services that meet the needs of Wyalkatchem today and into the future.*

#### *Our Vision*

*That the Shire of Wyalkatchem is a local government that has the capacity and capability required to be productive, sustainable and inclusive in meeting the needs of our community.*

Council will strive within an Integrated Planning and Reporting framework to provide sound:

- Leadership,
- Strategic planning,
- Systems, processes and knowledge,
- Human resources, and
- Financial resources

In doing these things, we will achieve business excellence in the management of our Council controlled assets. These assets will be maintained to a standard sufficient to maximise the opportunity for the community of Wyalkatchem to achieve sustainable outcomes and an enhanced quality of life.

Our objectives for achieving sustainable asset management are:

#### **Stewardship**

To ensure the protection of assets for current and future generations.

#### **Optimisation**

To ensure the asset portfolio maximises desired social, environmental and economic outcomes for the community at least cost, risk and impact in a sound governance and open decision making framework.

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***Relevance***

To continuously improve the contribution of assets to enhanced service delivery and maintain the relevance of assets as service demands change.

**Accountability:**

The staff of the Shire of Wyalkatchem are accountable for implementing Asset Management Policies, Strategies and Plans as follows:

*Chief Executive Officer:*

Responsible for ensuring the development and resourcing of Council's strategic asset management plans and processes and for their integration with Council's Integrated Planning and Reporting framework under the *Local Government Act 1995*.

*Manager of Works and other officers, as delegated:*

Responsible for implementation of Council's strategic asset management plans, processes and activities; and, for reporting on performance in delivery.

Through this process, we aim to achieve our specified best practice targets for asset management.

## APPENDIX 5 Information and Communications Technology Plan

### Purpose of the Information and Communications Technology Plan

Information and Communications Technology will contribute in a positive way to achieving the aspirations of the community as expressed in the Strategic Community Plan and other documents.

In particular, the Mission and Vision of the Shire of Wyalkatchem inform the intent of ITC planning: sustainable, quality services meeting the needs of the community. To achieve this, capacity and capability in ICT need to be developed. This will assist in productivity improvements, reduced transactional costs and improved knowledge about our community and our ability to deliver on their expectations.

The goal of this document is to express succinctly the aims of the Shire of Wyalkatchem for the acquisition and management of ICT for the period to 30 June 2016 (subject to any revisions required under the 2015/16 budget review).

#### ***Our Mission***

We exist to deliver sustainable quality services that meet the needs of Wyalkatchem today and into the future.

#### ***Our Vision***

That the Shire of Wyalkatchem is a local government that has the capacity and capability required to be productive, sustainable and inclusive in meeting the needs of our community.

### Why ICT is required in this local government

Investment and utilisation of ICT is necessary to effectively communicate internally and externally. This includes the collection, collation and filtering of information for decision making. Local government is a complex business with high levels of compliance and service delivery requirements. Indeed, ratepayers and residents have high expectations about what local government (or any business) ought to be able to deliver in ever-shortening timeframes. Diverse compliance and service delivery requires highly developed and effective information management, in order to make timely decisions, manage risk and deliver on community aspirations.

The use of ICT is common, relatively inexpensive and an expected component of the modern workplace. Almost all indoor employees have access to a computer and use them in everyday work. Email is the usual method of communication and the internet is increasingly the usual method of service delivery. Employing ICT effectively will

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lower costs, aid productivity and speed service delivery. Moreover, should widespread amalgamation of local governments take place, there will be a necessity to provide a range of online service delivery over an increased geographic area.

This local government is delivering a greater number of services and meeting an increased level of compliance. It is achieving this with a small team within tight timeframes while addressing cost pressures. This is only possible by utilising technology to accumulate and distribute financial and other information in an effective and efficient way.



*Four activities to focus on to keep IT working.*

*Source: CPA Australia, 'IT checklist for small business.'*

### What ICT is utilised and how does it support the business

Incoming and outgoing communications can be in person, by telephone, in writing by post, in writing by facsimile or, increasingly, in writing by electronic mail (email).

In person communication is generally transactional and can be as agent of the Department of Transport (vehicle registrations, drivers' licenses, transfers) or may relate to Shire business, such as rates and charges, emergency services or health

and property enquiries. Much of this traffic is manual in nature and increasingly possible to conduct over the internet.

The incidence of in-person transactions reduced with the transfer of Department of Transport functions to the Community Resource Centre (CRC) from June 2014. With the progressive transfer of business to the internet, this is expected to further reduce in-person transactions. Examples will include the download of forms on demand, access to a public calendar for booking facilities, the upload of forms and documents, access to all public council information and the payment of rates and charges.

Telephone contact tends to be in seeking information, often in relation to the above mentioned transactions. Facsimile is rarely used. Field operations utilise mobile phones and two way radio. Business communications is by both fixed and mobile phones.

Email is the prevalent form of conducting communication, allowing immediacy, a permanent record and rapid, written exchange.

Other technologies may be used in the business (for example, in road maintenance and other services) but these are not examined in this document.

The primary tool for capturing, storing and retrieving information is the computer. The Shire of Wyalkatchem uses a number of laptops and desktop computers in a combination of domain networks (this will be addressed by the network configuration mentioned above).

Information is stored in a number of formats with Microsoft Office (Word, Excel, Outlook, Power point, Publisher) the primary text, calculating and database tool. The accounting function is performed using QuickBooks and licensed solutions Rate Book Online and Fixed Assets Online. In general terms, software used by the Shire is satisfactory for the required tasks. There will be an assessment of all licenses - in particular, the options for the accounting package.

The utilisation of ICT aids this local government by lowering the cost of servicing, raising productivity and improving the level of service to the community.

#### ICT needs – short term

ICT provides a range of tools that enable the Shire of Wyalkatchem to deliver services, identified as priorities in community plans. Accordingly, it is important to identify priorities for investment and implementation.

A number of external enterprises have been engaged to deliver services related to ICT in a relatively short period of time. This has resulted in a poorly integrated approach to (in particular) the acquisition and implementation of computer hardware and software. There has been a low level of network integration, differences in operating systems, an absence of training and a lack of strategic approach to the management of information and information systems.

Several priorities have been identified for the period to 30 June 2016:

- Continue to modernise the website to present a professional front end for the local government; this will provide a portal for the accessing of public documents, forms and payment services; progressive addition of content and functionality; benefits: improved service delivery, reduced administration costs and increased productivity, enabling of self service;
- Internal email addresses to Councillors was implemented June 2015 with all elected members having a Shire email address; confidential attachments will remain on our server and Councillors will not need to record email provided they follow policy; benefits: this will improve security and record-keeping; the use of Shire email addresses presents a more professional image to the public, other Councils and government; this allows elected members to more easily separate council from personal matters; all Shire email is backed-up for long term record keeping;
- Networking of all computers; this will allow users to work from any workstation within the administration building; this will be facilitated by personal passwords with period re-set (currently passwords are not fully secure and are not required to be changed); benefits: improved productivity; improved security; network redundancy will allow a computer to lose functionality but users will still be able to work and access email at other stations;
- Continuation of staged replacement of unsupported or obsolete equipment; most workstations and laptops are of moderate age; benefits: uniformity in network, greater level of stability, reliability and ability to run modern software, thereby raising performance and productivity;
- Provision of tablet computers for Councillor use was implemented June 2015; benefits: supports secure provision of documents to Council; productivity benefit in administering council materials; reduced production of paper materials.

#### ICT needs – medium term

It is intended to further assess medium term ICT requirements by budget review period, early in calendar year 2016.

The review of the Strategic Community Plan in early 2016 will inform the compilation of the 2016/17 financial operating budget and all other supplementary plans (for example, assets and corporate business plan).

These plans will include any revisions to the ICT plan determined to be a priority. This would comprise version two (2) of the ICT Plan.

### ICT needs – longer term

A comprehensive ICT is anticipated under a future Corporate Business Plan – that is, to 30 June 2019.

This would constitute version three (3) of the ICT Plan.

### Management of Risk

Risk is defined as ‘the effect of uncertainty on business objectives<sup>8</sup>.’

The risk of a negative outcome is that possibility there will be an adverse event; in uncertain circumstances, there is also a possibility that there may be a positive outcome. This means that in order to maintain focus on the Council’s purpose and planned objectives, it is the responsibility of Council and managers to consider the possibility of events that may occur and to apply risk treatment options to ensure the risk is avoided, reduced, modified or retained.

The embedding of a risk management strategy will ensure:

- Effective management of events that divert from the planned purpose and objectives of Council;
- The ability to make informed decisions regarding the management of adverse events or potential opportunities;
- Improved planning and performance management;
- The ability to direct resources where they will have the greatest beneficial impact;
- Greater organisational efficiencies through greater certainty;
- Creation of a more positive organisational culture through improved understanding of purpose and objectives.

Risk may be internal or external to the organisation. Internal risk in relation to workforce planning is those events related to capacity or capability that are internal to the organisation. Internal risk may include the impact of:

- Insufficient resources;
- Excess resources;

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<sup>8</sup> ‘AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines’;  
[http://www.finance.gov.au/sites/default/files/COV\\_216905\\_Risk\\_Management\\_Fact\\_Sheet\\_FA3\\_23082010\\_0.pdf](http://www.finance.gov.au/sites/default/files/COV_216905_Risk_Management_Fact_Sheet_FA3_23082010_0.pdf)

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- Inadequate direction / lack of clarity in expectation;
- Lack of opportunity;
- Absence of feedback and support;
- Inadequate or incorrect training and development;
- Not contemplating succession planning;
- Culture incompatible with organisational purpose or community standards;
- Hierarchy, governance, policy, systems, compliance, etc.;
- Not providing the tools required to do the job.

External risk may include:

- Political, economic, social, technological, legal (external environment);
  - In relation to information and communications technology planning, events in many areas of the external environment may impact on the organisation's ability to access and implement appropriate technologies and strategies; for example, changes in the economy may result in an increased prices, reduced affordability and restricted access to capacity and capability; technological changes may result in computer software being unaffordable; change in government policy or the law related to local government may increase compliance and therefore the cost of administration.

The Shire of Wyalkatchem adopted a Management of Risk Policy in 2014. There are substantial governance mechanisms to contain risk, such as the Record Keeping Plan and Compliance Audit Return. There are also policy references to risk and operational procedures which will assist in managing risk. The completion of a Business Continuity Plan will be supported by a commitment to the Risk Management Policy. The requirement under the regulation 17, *Local Government (Administration) Regulations* 1996 to review compliance with legislation, assess risk and assess internal control was completed in February 2015; the review of these arrangements was reported to the Council's audit committee.

Secondly, the regular budget review will make an assessment of need and capacity to address requirements in respect of ICT. Thirdly, the assessment of service level agreement and service provider and acquiring that service will contribute to identifying short term risk as it relates to ICT.

The above processes will mitigate short term risk as it relates to ICT. The subsequent revisions of ICT planning will identify medium to long term. The

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comprehensive compilation of risk policy, business continuity plans and development of ICT asset replacement plans will mitigate risk attached to this area of the business.

(An example of the relationship between managing risk and ICT is assessing how long the business could operate in the event of major business disruption without a functional IT system, ranking risks in order of likelihood and by order of magnitude should they occur).

### Project Delivery

Delivery of ICT projects will be a combination of staff delivery (Chief Executive Officer and Senior Finance Officer) and commercial enterprises engaged under the service agreement or other contractual arrangements (such as Telstra, for example).

All projects will be identified within business plans and support the Strategic Community Plan and the Corporate Business Plan. To this end, projects will be planned, conducted and delivered to satisfy identified business goals.

## ICT Appendix One - Considerations for plan implementation

### Build

- Suitable equipment;
- Warranty;
- Consider vendor installation;
- Limit complexity: for example: few brands and single operating system;
- Update drivers;
- Consider customisation carefully – increases risk;
- Ensure proper software licensing;
- Consult professionals;
- Plan software deployment;
- Develop strong relationships with professionals for ongoing support;
- Have firm policies and procedures to guide staff;
- Develop a policy for installing and checking security updates;
- Software deployment, licensing and updating is administered;
- Hosting and Domain registration and renewal is recorded and administered;
- All service contracts are recorded and only one person contacts vendors.

### Manage

- Regularly review ICT for out of warranty equipment and replace such equipment where technology is a key business consideration;
- Access to independent IT expertise;
- Test the market regularly;
- Ensure all staff know how to raise concerns when expectations are not met;
- Review and meet legal privacy obligations;
- Review and meet record-keeping obligations (Record Keeping Plan, taxation requirements, etc.).

### Run

- Email alerts protocols for anti-virus;
- Consider protocols for out of hours;
- Consider all possible risk and develop appropriate policy;
- Act to prevent disaster – surge protectors, power conditioning, uninterrupted power supplies, software controlled shutdown;
- Business Continuity Plan;
- Business Recovery Plan;
- Train staff;
- Have a 'help' process, elevating how issues are addressed;
- Practice business recovery and disaster management;
- Have written business rules about security and who is allowed to access what;
- Business rules address safety;
- Develop a communications strategy and nominate an officer to ensure this is known to all;
- Keep business rules up to date;
- Have rules for adding or removing persons from the network;

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- Have procedures developed to maximise productivity – initiate accounts, remove access, as required;
- Central registry for secure material;
- Limit password protected documents and have a process for accessing;
- Have a process for locking out incorrect password users;
- Have a process for password re-set;
- Set up network so change of password is required regularly;
- Have password rules;
- Change the default password on routers, hubs etc.;
- Have appropriate rules for securing data;
- Manage shared folders;
- Manage quotas on share drives;
- Develop business rules to manage business data and back-up;
- Limit access to cloud data services such as Dropbox;
- Train staff appropriately in use of software and review regularly;
- Develop an acceptable use policy for the use of IT equipment and software;
- Be clear on expectations relating to personal use of equipment and software;
- Make clear the business position in relation to social media (this has special consideration in respect of security and projected image of this business and will be the subject of additional review);
- Be clear on ownership and use of business data;
- Have a policy approach to isolating infected machines and organising clean-up;
- Identify responsibility for consumables;
- Secure access to server rooms which are air-conditioned and limited to few persons;
- Back-up is secured offsite;
- Equipment is locked to the desk or building;
- Critical data is not stored on thumb drives and the like;
- Documented back-up process with accountabilities;
- Documented restore process;
- Have an administration process for databases;
- Regularly review email, internet and internet service provider (ISP) pricing and conditions;
- Limit use of wireless and regularly review security.

ICT Appendix Two - Medium term investment considerations

**Server**

- Disk drives – capacity, function;
- Battery for controller;

**Computers**

- Upgrade of Senior Finance Officer's computer and add additional screen;

**Software**

- Review use of QuickBooks

**Power protection, filter and network**

- Consider additional uninterrupted power supply;
- Examine ADSL2 capability;
- Review network switching;
- Review use of wireless and re-vamp cabling of offices;

**Backup**

- Review backup arrangements

**Printers**

- Risk management approach to printer failure

**Training**

- Complete review of training and development requirements

**Aims of Shire of Wyalkatchem IT planning:**

1. Security of data – back-up: licenses, records; reliability; security systems;
2. Useability and accessibility of data: access rules; policy over deployment of software; mitigation of risk;
3. Productivity;
4. Expertise held outside the business: where possible, make local investment;
5. Uniformity and compatibility in workstations: Operating system, applications, ergonomics;
6. Value for money: return on investment; asset replacement; sustainability (sustainability means a number of things, including financially sustainable (value, cost effectiveness, ability to replace the asset), environmentally responsible (recycling the waste asset, low power usage, positive contribution to the work environment in respect of ergonomics, productivity, aesthetics) and need for ongoing maintenance and repair);
7. High level of importance to internet and email: domains, hosting, service contracts, vendor liaising;
8. Risk is managed by:
  - Policy development;
  - Disaster recovery planning;
  - Assessing and meeting legal requirements;
  - In-House Rules for users of network; for sharing of data; training; server management.

## Appendix 6 2015/16 Financial Operating Plan

### Purpose

The purpose of this plan is to provide sufficient resources to implement the capital and operating plans of the Shire for the financial year ending 30 June 2016.

### Executive Summary

The 2015/16 Financial Operating Plan ('the budget') is a summary document of the financial plans for the year 1 July 2015 to 30 June 2016.

The following assumptions are made in preparing this document:

- Annual consumer price index of 2.5%;
- Long term average rates increase of 7.5% over the period of the Shire's long term financial plan (10 years to 30 June 2025);
- As announced in 2014 Federal Budget, the financial assistance grants (discretionary, non-roads component) are not indexed for the years through to 30 June 2018; this is a real cost to the Shire of approximately \$70,000 per annum;
- Stable ratepayer base and workforce numbers for the three years to 30 June 2018;
- No new debt and fixed interest rates on outstanding debt; the State Government's increased fee for loan guarantee has been included;
- All corporate plans to be updated following the review of the Shire of Wyalkatchem strategic community plan by 31 December 2015.

The work in preparing this plan builds on the initiatives and efforts made in the preceding 20 months, when a commitment was given by the CEO to the Shire President and Deputy President that the Shire would improve the local government's financial performance. Identifying savings, improving productivity and making difficult choices will allow the Shire to increase financial reserves and this in turn will support the renewal of assets and the creation of strategic choice for the local government and the community.

The administration of the Shire has actively pursued improvements in governance and planning; significant reductions in the cost of administration; increased transparency and accountability; a change in culture for the Shire and the community to promote increased self-reliance and removing the expectation that the local government will assume financial responsibility without question.

Main features of this operating plan include:

- Rates revenue growth of 7.5%;
- Fees and charges revenue growth of 2.5%;
- Waste services charges increase of 2.2%;
- Roads Programme investment increases by 16.0% to \$1,255,029;
- New support for Sports and Recreation for facility renewal to the value of \$120,000;
- Increased support for business, the school and community;
- Improved support for general practitioner services at reduced cost to ratepayers;
- Capital expenditure increases by \$1,353,937 (+120.2%); when excluding the joint project with Senior Citizen's Homes Trust Inc., the increase is \$386,974 or 34.3%;
- A 23% nett increase in reserve funds of \$150,552 to \$681,629;
- A 23.7% reduction in debt to \$426,592 (down by \$132,804).

## Risk Management

Council adopted policy Risk Management Policy GP41 at the ordinary meeting of Council 21 August 2014 (decision 2963). The policy statement says:

'The Shire of Wyalkatchem is committed to managing its risks strategically and systematically in order to benefit the community and manage adverse effects to Council.'

In preparing this budget, due consideration has been given to the strategic and systematic management of risk. These include changes in government policy; changes in personnel; consideration of short-term changes in population; and strategic SWOT (strengths, weakness, opportunities, threats) analysis.

### Strengths (enablers to achieving our mission):

- Committed Council and executive – there is commitment and belief in the need for good information, good decisions and robust systems to enable risk management; council is drawn from diverse business backgrounds, all of whom maintain strong community connections; Council has a good relationship with staff, who implement the decisions of Council;
- CEO is an experienced business manager, with undergraduate qualifications in Accounting and Business Law and post-graduate qualifications as a CPA as well as in Project Management and Business Administration; the Manager of Works is well-qualified in business and project management and there has been targeted recruitment to improve the representation of tertiary qualifications and other relevant skills to support the achievement of business objectives; engaged staff that is integrated with the community;
- Plans made by Council will be relevant to stakeholders;

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- The organisation exists within a legislated framework, providing legitimacy and sanction for the Council and the implementation of decisions.

### Weakness (barriers to achieving our mission):

- Location makes recruitment of required skills difficult without provision of significant incentives (higher salary, housing, fringe benefits);
- Older workplace demographic has proved a limitation in innovation, timeliness, up-skilling and will require further recruitment to acquire required skills;
- Small ratepayer base leads to small revenues and limitations to programmes and a lengthening of timelines due to reliance on external funding;
- Small population does not mean small aspirations nor smaller governance requirements – a small local government still has extensive compliance and service delivery requirements without the necessary human resources to deliver;
- This local government currently has few staff with exposure to risk management principles or systems;
- Significant asset replacement gap, combined with low revenue and high service demand, creates significant financial pressures;
- These factors combined makes risk management a difficult short-term task as there are limited resources but high demands and a short timeline.

### Opportunities:

There is an improved opportunity to replenish reserves which will have a positive impact on outcomes. This requires the continued improvement in financial and operational performance and support the prime objective of strategic planning: to achieve Our Mission.

### Threats:

There are almost numerous threats when considering the internal and external environment. These include:

- Wyalkatchem has an ageing and decreasing population;
- The State Government is focussed on local government amalgamation (which will reduce service delivery);

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- State and Federal Governments are reducing funding for programmes delivered on their behalf and local government is increasingly filling a void (as in health, for example);
- The metro/rural divide exacerbates service delivery constraints;
- There is a significant asset replacement gap which makes accumulation of financial resources a priority to replace hard assets, potentially displacing investment in people and skills. This makes risk management highly relevant and highly important but equally difficult to fund.

As there are many political, economic, social, technological and environmental threats – as well as the occasional legal or regulatory threat – this local government must be focussed on what is most important and relevant to our local community and manage risk accordingly.

### Revenue

#### Rates

The proposed increase for rates revenue in 2015/16 is 7.5%. Discounts of 2.5% will be offered for early payment, not payment on time as has been the practice in the past. Total rates levied after discount is estimated at \$1,117,521 (23.1% of income).

The following table details the level of general rate increase in the last six years; this is an average of 7.1%. Removing the highest and lowest years (2011 and 2012) provides an average of 7.0%. In preparing a long term financial plan, it is intended to provide ratepayers and Council with an indicative average rate increase for the ten years to 2024/2025 of 7.5% per annum. This will provide some certainty in business planning.

In broad terms, this will allow for the following:

- 2.5% price increases (such as labour), equating to the long term CPI average;
- 2.5% for asset replacement;
- 2.5% projects and initiatives.

This is indicative only but a required starting point; as required by law, there will be an annual budget and budget review to re-assess performance and requirements, meaning the average rate increase of 7.5% could be varied by circumstances at the time of each particular budget preparation but with an intention to average 7.5% over the planning period.

FY	Increase
2015	7.00%
2014	7.00%

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2013	6.50%
2012	4.50%
2011	10.00%
2010	7.50%

The legislated requirement to formulate a Strategic Community Plan means Council must have a Vision for the future, a plan to implement it and supporting plans to ensure the plans' viability. This means Council must have a long-term financial plan. Generally, this is for ten years but major investments may be considered over longer periods. The benefit of projecting revenue, expenditure and capital spend into the future is that such planning provides a framework for all plans. Council can make decisions with greater confidence and the community can similarly include the long-term financial plan into their own considerations for the future.

### Fees and charges

A general increase of 2.5% is applied to fees and charges. Some fees and charges are mandated by legislation and subject to state government budget announcement (and will remain unadjusted until advised). Community housing has been increased by the March quarter Perth CPI (March 2015) as per the lease agreement; this was 1.4%.

Adjustments have been made to daily hire charges for some facilities to be more consistent. This will see the Town Hall, Korrelocking Hall and Airport Terminal daily charges all be \$55 (GST inclusive). This does not affect Recreation Centre which will be \$78. Once the asset management process is complete, we will have a better picture of appropriate costing for the hire of major facilities.

Swimming pool entry fees are abolished for a one year trial. The aim is to support our key strategic plank of a healthy community. This will contribute to health programmes for all ages and support the school and sports clubs in their recreational activities. The Shire will set a utilisation target and promote events with our community partners to increase patronage. A review of the success of programmes will be held at the end of the swimming pool season in preparation for next year's budget.

It is proposed to reduce the fee for home occupation license. Last year this was \$222.00 and the Shire has no (recent) record of anyone applying for a home based business license. It is known that there are home based businesses and it would be better to have them engage with the Shire to grow their business, encourage membership of the local business community and facilitate growth of the local economy. It is proposed to reduce the \$222 fee to \$20 on application, with \$20 annual renewal or \$50 for three years. Compliance with relevant food standards are applicable and any other necessary regulations as advised. However, in principle, the goal is to encourage more commerce and better represent the cost of administration.

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All airport fees will be reviewed as part of the CEO's strategic review of the airport later this year.

All fees relating to Racewars and other special events will be taken to Council as an agenda item as they arise.

All fees and charges are subject to ongoing operational review and endorsement by Council.

### Sale of Assets

The property at 22 Johnston St was included in the 2014/15 budget but removed at budget review due to low market interest. Subsequent enquiries mean that the asset is being re-listed in the 2015/16 budget at \$130,000 with settlement early in the financial year.

The asset is being released as part of the Shire's asset management strategy – the Shire does not need this property and is re-evaluating the age, condition, maintenance needs and other elements of managing all buildings. Once concluded, this process will allow for the future acquisition, disposal and maintenance of all buildings to be funded within reserves or the operational or capital budget process (subject to policy around debt).

The sale will allow for the early repayment of one loan (\$82,300 inclusive of costs) and generate a profit of \$41,745 to be allocated to the Building reserve. There will be savings in maintenance, depreciation and finance costs of approximately \$9,000 in 2015/16.

### Grants and Other Income

It is assumed that the financial assistance grant (untied) of \$987,202 is not indexed as per the Federal Government budget. This is to be received in quarterly payments.

The contribution by the Shire of Koorda to medical expenses is calculated at 25% of costs plus \$10,000 for administration of the contract. There is some minor expenditure such as maintenance by the Shire of Wyalkatchem that is not included in the reimbursement calculation. The reimbursement amounts to \$60,083 received in quarterly payments.

It is assumed the swimming pool grant of \$30,000 will again be received. This will facilitate the removal of fees and further maintenance related works.

Roads funding of \$1,183,977 (various timing and sources) is included in the budget.

A total of \$117,169 is included for rent received for housing. This includes \$7,660 from staff.

There is \$20,022 realised from fees connected to use or access to facilities.

## Expenditure

### Salaries

A decision was made in 2014/15 for all staff to receive a pay increase (only the previous CEO had increased pay in the previous year). The general level of the increase was 2.5%, although some individuals received a slightly higher increase to equalise their pay with other staff for similar duties.

It is proposed to increase pay for all staff by 2.5% in 2015/16. There is no ready guide to prices in Wyalkatchem and Government tends to use Perth CPI as an indicator. The Perth CPI to the March quarter 2015 was an annual increase of 1.4%. With some movement in fuel prices, there is a level of comfort in recommending a 2.5% increase to staff as this maintains the ability to address the local cost of living.

There was a 1.1 reduction in full time equivalents early in 2015 which will save \$53,002 in 2015/16; a further reduction of 0.4 full time equivalents from 1 July 2015 will save a further \$22,000. In the period to 1 July 2015, there will have been a 38% reduction in administration staff levels since October 2013.

#### Issues:

- Outside staff are using assets that are in need of replacement or increased level of maintenance – these are high investment assets that will require an innovative approach to replacement;
- Need for a comprehensive work force planning to address risk management of recruitment and retention, succession planning, internal work practices, the use of contractors and modernising policies and procedures, including reward and recognition and employee benefits;
- Continue process of improving well-being and health and safety of staff, contractors and visitors;
- Council position in regard to resource sharing and regional planning;
- Revised workforce planning will accompany a revised Strategic Community Plan; this may require revised staffing levels to achieve the plan with appropriate budgeting at that time.

All staff including the CEO will receive a 2.5% salary increase in 2015/16. The exception is the Manager of Works who will receive a retention bonus of 5% of salary and will receive salary in lieu of rostered days off. Consequently, while Administration salaries decrease by 17.3% (-\$74,832), salaries for Works will increase 9.4% in the coming year (+\$35,984). Total administration and works' salaries will be \$775,580 in 2015/16, a decrease of \$38,848 (-4.8%).

Salaries for Administration were budgeted at \$494,271 in 2013/14 (the last budget under the preceding Council); in 2015/16, Administration salaries will be \$357,872, a saving of \$136,399 (27.6%). Full-time equivalents (FTE's) of 4.6 will be a reduction of 2.8 FTE's or 38% in 2015/16 compared to 2013/14. If administration staffing remained at the 2013 level, salaries would be \$519,293 or \$161,421 greater in the

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2016 financial year. Over the period of the long-term financial plan, the increased productivity will realise minimum savings of \$1,808,451, excluding superannuation and the cost of providing fringe benefits and the payment of fringe benefits tax.

Additionally, the 2015 change in the format of contract between the Shire and the general practitioner means that at least \$65,879 is removed from the salaries budget in 2015/16.

2015/16	Salaries			Av. Hourly Rate		
	2016	2017	2018	2016	2017	2018
Business Unit						
Administration	357,872	366,820	375,991	41.89	42.94	44.01
Works	417,708	428,151	416,671	29.62	30.36	31.12
<b>Totals / averages:</b>	<b>775,580</b>	<b>794,972</b>	<b>792,662</b>	<b>35.75</b>	<b>36.65</b>	<b>37.56</b>

2015/16	Nominal Hours			FTE's		
	2016	2017	2018	2016	2017	2018
Business Unit						
Administration	9,090	9,090	9,090	4.6	4.6	4.6
Works	14,148	14,148	13,654	7.2	7.2	6.9
<b>Totals / averages:</b>	<b>23,238</b>	<b>23,238</b>	<b>22,744</b>	<b>11.8</b>	<b>11.8</b>	<b>11.5</b>

An allowance for the taking of long-service leave by two works' staff in 2016 and 2017 is included in the above figures.

### Sanitation

For the 2014/15 budget, a strategic decision was made to make waste charges transparent. This was to be achieved by setting waste service charges at a level that was equivalent to the cost of the service. In addition, the amount of pensioner discount was to be set at 30% of the full cost service. The rural health levy, charged on a per assessment basis, was set at 20% of the full cost service.

The starting position for 2015/16 was to not increase waste charges. This has not proved possible due to the pressure of increased costs for the waste service built into the existing contract (CPI increase) and the absence of funds in the waste management reserve. The increase in 2015/16 is recommended to be 2.2% to enable capital works to take place at the rubbish tip (\$24,500).

The increase in the general rubbish charge to town locations is \$10 (+3.3%) and \$7 for pensioners (+3.3%). The increase for rural locations is \$2 per assessment (+3.3%).

The following issues are recognised and will require investigation and review in the coming year:

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- The level and type of service to rural properties;
- The use by commercial properties of the bulk recycle bins;
- The contribution by commercial properties to cost recovery for recycle services;
- Whether individual recycle service will assist with cost control and make individual ratepayers more accountable for waste management strategies and waste programme costs;
- Assessing future waste obligations and making adequate financial provision in reserves. A special contribution of \$10,000 to reserves will be made this year in recognition of an inability to contribute in past years.

Waste Services 2015/16 - Current Arrangements					
% of Total	Expenditure	2015/16	2014/15	Vari. \$	Var %
35.2%	E101005 · Refuse Collection Contract	37,691	37,171	520	1.4%
21.5%	E101010 · Refuse Site Maintenance	22,963	21,642	1,321	6.1%
8.7%	E101012 · Street Bin Collection	9,336	8,471	865	10.2%
12.1%	E101016 · Commercial Recycling Collection	12,942	9,211	3,731	40.5%
15.2%	E101200 · Admin Allocation - Sanitation	16,215	16,772	-557	-3.3%
	Capital expenditure on rubbish tip	24,500		24,500	
-15.5%	Transfer to Rubbish Tip Reserve	-16,631	11,434	-28,065	-245.5%
77.1%	<b>Totals:</b>	<b>107,016</b>	<b>104,701</b>	<b>2,315</b>	<b>2.2%</b>
% of Total	Income	2015/16	2014/15	Vari. \$	Var %
92.1%	I101105 · Refuse Collections Fees	98,571	95,982	2,589	2.7%
-6.1%	I101106 · Pensioner Rubbish Concessions	-6,510	-6,210	-300	4.8%
0.5%	I101108 · Scrap Metal Reimbursements	509	829	-320	-38.6%
13.5%	I101110 · Rural General Health Levy	14,446	14,100	346	2.5%
0.0%	I101111 · New Rubbish Bin Fee				
100.0%	<b>Totals:</b>	<b>107,016</b>	<b>104,701</b>	<b>2,315</b>	<b>2.2%</b>

### Roads Programme

The roads programme of \$1,255,029 is an increase of \$173,496 over the current year (+16.0%). This is funded by:

- Federal Government:
  - Federal Assistance Grants \$429,954;
  - Roads to Recovery: \$406,860;
- Main Roads: 339,297;
  - State (Regional Road Group) \$245,897;
  - Main Roads direct funding \$93,400;
- Shire of Wyalkatchem, Own source funding: \$78,918.

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The main projects include:

<b>Capital Works (Regional Road Group Program)</b>
RRG Tammin Wyalkatchem Rd SLK 14.21 - 16.36 (2.15km) - Shoulder Widening & Primersealing (no final seal)
RRG Koorda Wyalkatchem Rd SLK 8.30 - 10.80 (2.5km) - Shoulder Reconditioning
RRG Nembudding South Rd SLK 14.10 - 17.64 (3.54km) - Seal/reseal with 10mm cutback bitumen seal
<b>Capital Works (Roads to Recovery Program)</b>
R2R Riches St SLK 0.16 - 0.50 (0.34km) - Reconstruct street from north of Wilson St to Piesse St
R2R Davies Rd SLK 5.28 - 8.90 (3.62km) - Clear verges to widen and gravel sheet
R2R Borgward Rd SLK 0.00 - 3.79 (3.79km) - Clear verges to widen and gravel sheet
R2R Rifle Range Rd SLK 3.92 - 5.92 (2.00km) and Hardwick Rd SLK 6.82 - 7.52 (0.70km) - Clear verges to widen and gravel sheet
R2R Goldfields Rd SLK 7.14 - 8.14 (1.00km) - Clear verges to widen and gravel sheet
R2R Byrne Rd - SLK 0.00 - 1.50 (1.50 km) - Clear verges to widen and gravel sheet
R2R Piesse St from Gamble to Swan - 175Lm x 11.2m width - with 2 coat (14 & 7) S35E PMB high stress seal (area = 1960m <sup>2</sup> )
McLean St SLK 0.0 - 0.12 (0.12km) - Reconstruct street from Gamble to Swan
Town street kerbing (allowed to replace 500m including repairing pavement under and primersealing over prior to placing new kerbing)

### Recreation and Culture

The 2014 community survey provided some good feedback to Council in regard to recreation and culture. Examples include:

- 90% thought the oval important (79% for the hockey field);
- 88% thought the recreation centre was important;
- 82% thought the swimming pool' important;
- 77% thought the netball and basketball courts were important;
- 76% thought the tennis courts were important.
- 72% thought it was important to have 'new sports and recreation facilities';
- 71% of respondents thought it important that 'there be increased activities and facilities for youth'.

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Conversely, support for the turf wickets was 66% of respondents and satisfaction with sports and recreation facilities was 59%.

It should be recognised that there is a high number of sports and recreation facilities supported by a small number of ratepayers. Equally, it is acknowledged that sports and recreation contributes greatly to the quality of life of residents. Further, health objectives and improved levels of mental health are more likely to be achieved if the population is active and assuming responsibility for their well-being.

Additionally, there has been a long history of community and Council discussion of sports facilities.

There were three budget submissions from the community about sports facilities:

- 1. Ms Mieke Bohlen, Wyalkatchem Basketball Association, requesting re-surfacing of the shared netball/basketball courts;
- 2. Ms Mischa Stratford, Wyalkatchem Netball Association, requesting re-surfacing of the shared netball/basketball courts;
- 3. Mr Darrell Stratford, Wyalkatchem Bowling Club, requesting financial support for the re-surfacing of the bowls surface at the Districts Club.

In regard to submissions one and two, the Shire has been reviewing options for this facility for some time. It is acknowledged that one of the two courts is not in good condition and may present safety issues. The estimated cost of re-surfacing one court in-situ is \$75,000, allowing existing lights and fencing to be used. In addition, the current location adjacent to the recreation centre will support utilisation of that facility. The netball club has re-established after a period of inactivity. Should Council support the refurbishment of a court, the facility will be dual purpose and with good planning, could be part of a multi-purpose facility that could later expand to include tennis.

Both associations expressed safety concerns and a desire to maintain sports at the facility. The specific request is that Council consider the condition of the facility and make repairs.

The recommendation is that the Shire budget for the replacement of one court to a high standard, applying to the Department of Sports and Recreation for one third funding (\$25,000) and encourages community fund-raising by the club or others to supplement the project. An amount of \$80,000 is included in the draft budget, subject to community contributions (to be negotiated prior to budget approval in June). This project is not reliant on DSR funding and it is possible that DSR support for the bowls rinks will preclude funding being available to the netball court. This project will ensure local teams have a safe and practical surface with good life cycle expectancy which will contribute to regional competition. This will enhance the utilisation of the recreation centre.

Submission 3: The Wyalkatchem Bowls Club is located at the Districts Club. It has a separate identity and there are men's and ladies affiliations. The club has a synthetic bowls surface that requires replacement in the short term. The cost is estimated at \$120,000. The club will be applying for a Department of Sports and Recreation grant

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which requires two thirds contribution from other sources. Mr Steve Gamble approached the Shire on behalf of the club to ascertain what support could be given and this letter has eventuated.

The specific proposal is that the Council contribute \$40,000 on a grants basis and another \$40,000 as a temporary facility, pending sale of the community crop by the bowls club.

The recommendation is that the Shire makes a grant of \$40,000 to ensure the project's success. In addition, it is recommended that an additional \$40,000 be made available, pending the sale of the community crop and that a fee be charged for this facility. The submission included a commitment to repay the amount of \$40,000 by 31 December 2015 and it is recommended that a fee of \$973 ex-GST be charged for this facility (based on Westpac bank rate of 5.35% for 180 days, 27 April 2015). This is to compensate the Shire for foregone interest and administration costs. Note: penalty interest on overdue rates is 11.0%; 5.5% on instalments.

The Shire has recently concluded a survey of the community in regard to all clubs and all facilities. Once this is analysed, a strategy will be prepared to address the future investment and maintenance of facilities by the Shire.

- Swimming pool income in 2014/15 was \$5,922 and \$5,778 the prior year. It is proposed to remove all entry fees for the 2015/16 financial year and examine ways to further increase utilisation. This will be offset by the anticipated receipt of the \$30,000 Royalties for Regions swimming pool grant (the balance being used for repairs and maintenance). This initiative will also support health and well-being in the community.
- Swimming pool expenses are estimated to be \$133,884 (\$142,531 in 2014/15).

### Support for Business

In 2014/15, an incentive of up to \$150 per eligible property was introduced to improve the appearance of commercial outlets. This is retained in 2015/16 to a capped budgeted amount of \$2,000. In addition, there will be awards of \$250 each to a business and tourism operator who contributes to the growth of commerce or quality of life for Wyalkatchem residents. It is proposed to fund the provision of a project officer to improve the performance of commerce in Wyalkatchem. This will be for a maximum amount of \$16,000 in 2015/16.

### Support for the Wyalkatchem District High School

The school will celebrate its centenary in 2016 and this budget recognises that important event. There is direct support to the school to fund a science fair that will be held at the Town Hall and will include nearby schools. This will continue the marketing of the school to other communities and all will be invited to see the efforts of students at our Town Hall.

The Shire will facilitate a Christmas card competition for WDHS students and cards will be then sold to the public to self-fund the project.

Council will again award book prizes to students at the conclusion of the school year.

Students will benefit from the removal of pool entry fees.

The P and C will be encouraged to apply for a community grant.

The Shire will sponsor Banners in the Terrace, fund youth events and a student Councillor in the run-up to the 2015 Council elections (this should raise the profile of the election).

#### Intention to review future spend

The CEO recently wrote to all neighbouring Shires to indicate that a review of all tourism related expenditure by the Shire will be conducted in the coming 12 months. Approximately \$50,000 is currently invested in tourism and it is incumbent on this Council to realise a return on that investment. In particular, there are several subscriptions that are currently difficult to assess on a value for money basis.

Similarly, it is intended to press our insurer on the value attained in supporting the risk management co-ordinator (\$5,760 in 2015/16).

The level of fees to Haynes Norton for Quick Books accounting support is considered high at \$21,450 and options will be considered. Similarly, WALGA subscriptions of \$13,750 will be assessed closely. This is also the case for other subscriptions (NEWROC and related \$17,105; WALGA Zone \$4,244).

#### Capital Expenditure

The Shire proposes a capital expenditure budget of \$2,480,931.

Capital projects include:

- Administration office, move of President's Room, installation of hot water, miscellaneous fixtures \$10,000;
- Replacement of both Shire administration vehicles \$51,260; V8 Commodore and V6 Holden sedan to be replaced with fuel efficient vehicles;
- Replacement of prime-mover, tractor and town utility vehicles \$276,536;
- Aged care services and accommodation (Senior Citizen's Project) \$967,363;
- Replacement of doctor's vehicle \$47,219; doctor currently drives a VW Passat CC and the current proposal is to replace with like for like but doctor will be involved in the purchase decision;

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- Works in Shire housing \$50,000, including the re-roofing of 22 Flint Street; this is still subject to minor variation as all properties require work and asset planning is progressing;
- Rubbish tip works to comply with waste management plan \$24,500;
- Recreation and Culture (further details below) \$209,866;
- Transport (includes Roads) \$1,119,723.

### Reserves

Reserves are those funds retained for a purpose in a future year. The use of reserve accounts is recognised at s.6.11 Local Government Act 1995 and is common business practice. It recognises that large endeavours need to be provided for over an extended period of time. The Shire of Wyalkatchem currently has 15 reserve accounts recorded as part of internal ledgers and the total funds are held in a term deposit with our banker.

The reserves, balances and budgeted projections are reported to Council each month as 'Note 9 Cash Backed Reserves' and included in item 8.2.1 Financial Management report in the monthly meeting agenda. The total is reconciled at supplementary information following Note 11.

Four of the reserve accounts have a positive current balance but most of the reserve accounts have a zero balance. This is because the purpose of the account no longer applies or no funds have been allocated. It is proposed to remove or rename some of the reserves and re-define the purpose of the funds to assist in financial management and integration with the long term financial plan. This will reduce the number of reserves from 15 to eight, with one to be removed at a future time (making seven reserve accounts).

The recommended reserves in 2015/16 will be:

Building / Sports and Recreation Facilities / Waste Management / Plant and Equipment / Community Bus (to be removed and incorporated into Plant and Equipment when a purchase decision is made about the community bus) / Community Development / Unspent Grants / Road / Community Health.

The following table details the current name, the proposed name and a description of purpose:

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Current Reserve	Recommendation /Proposed Reserve	Purpose
a) Building	Retain; include all Shire building assets and prepare individual asset management plans for each building.	To be used for the acquisition, disposal, maintenance and funding of Shire properties. (No change).
b) Office Equipment	Remove; prepare capital or operational budgets as required. Where a significant project is planned, this can be provided for in Plant and Equipment (see f).	
c) Swimming Pool	Rename Sports and Recreation Facilities.	To be used for the acquisition, disposal, maintenance and funding of sports and recreation facilities.
d) Rubbish Tip	Rename Waste Management.	To be used for the acquisition, disposal, maintenance and funding of the community rubbish tip, waste management and education.
e) Bush Fire	Remove; in the event of excess programme funds, direct to Unspent Grants until allocated.	
f) Plant	Rename Plant and Equipment.	To be used for the acquisition, disposal, maintenance and funding of shire plant and equipment (unchanged).
g) Community Bus	Retain until the community bus is replaced or otherwise disposed of; it is proposed to include in the plant reserve thereafter if the Shire is responsible for its purchase and replacement.	To be used for the acquisition, disposal, maintenance and funding of the community bus.
h) Recreation	Remove; incorporate into Sports and Recreation facilities (see swimming pool).	
i) Land	Rename Community Development	To be used for the acquisition, disposal, maintenance and funding

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		of strategic community development projects.
j) Subdivision	Remove; incorporate into Community Development (i).	
k) Unspent Grants	Retain.	To be used for the purpose of holding funds that are derived from unspent or prepaid grants and contributions from external parties.
l) Community Housing	Rename to Government Joint Venture Housing.	To be used for the purpose of acquisitions, disposals, maintenance and funding of government joint venture housing.
m) Railway Barracks	Remove; include with Building (see a)).	
n) Road	Retain.	To be used for the purpose of quarantining unspent or prepaid road grants.
o) Community Resource and Visitor Centre Building	Remove – incorporate into building reserve; prepare individual asset plan.	
p)	Community Health; new reserve. To be used for the purpose of complying and protecting the Larry Elsegood benevolence in contributing directly to the improved health of the community, as intended, along with any other health related funds directed by the Shire or other parties. Note: advice will be sought to enable the capital to be protected in compliance with the estate's wishes.	To be used for the purpose of acquisitions, disposals, maintenance and funding of health services.
q)	Airport Development; new reserve.	To be used for the purpose of acquisitions, disposals, maintenance and funding of airport development.

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It is the intention of the administration to formulate financial planning that will facilitate asset replacement and maintenance. This will require regular and appropriate funding of reserves.

The draft 2015/16 budget allocates funds to six of the above funds (some rounding in the figures applies):

<b>Reserve</b>	<b>Balance 1 July 2015 \$</b>	<b>Net Transfers \$</b>	<b>Balance 30 June 2016 \$</b>
Airport Development	15,000	98	15,098
Building	10,177	63,241	73,418
Community Bus	73,382	479	73,861
Community Development	0	80,587	80,587
Community Health	0	1,002,160	1,002,160
Government Joint Venture Housing	3,691	20,886	24,577
Plant and Equipment	433,463	-39,440	394,023
Road	0	0	0
Sports and Recreation Facilities	0	10,065	10,065
Unspent Grants	981,112	-981,112	0
Waste Management	16,523	-6,523	10,000
<b>Totals:</b>	<b>1,533,348</b>	<b>150,441</b>	<b>1,683,789</b>

The Waste Management reserve is expected to have a balance of \$10,000 at 30 June 2016. This is less than ideal position as it is expected a greater balance is required for waste initiatives or capital works. A review of all waste practices and plans in the coming year will result in a plan for future waste management. This will result in additional reserve amounts being allocated from 1 July 2016.

The Unspent Grants reserve would usually be expected to have a zero balance at year's end (as grants should be expended) but as a contingency reserve could have amounts depending on whether savings are made or projects run past 30 June. There is a similar situation with the Road reserve; we wouldn't plan to carry over funds but where savings are made, projects run over more than one year or we receive pre-paid grants, these will be held in this reserve.

Reserves will increase from \$216,797 in 2013/14 and a budgeted \$573,446 in 2014/15 to \$681,629 (excluding the Larry Elsegood benevolence). This assumes that the funds associated with the CLGF / joint project with Senior Citizen's Homes Trust Inc. are fully expended in the financial year. The reserves balance will have been increased by \$464,832 or 214% in the period since 2013/14.

## Reserve Investment Strategy

The current practice is to hold reserves in term deposits. This has generally been done for short periods as funds have been required on a recurring basis. Further, regulations prevent the holding of reserves for more than 12 months (the budget period). In anticipating major projects into the future, professional advice will be sought to maximise the return to Council without raising our risk profile. Due consideration will be given to local banking representation. Council will be advised at the 2015/16 budget review as to any recommendations.

## Debt Management

At 1 July, 2014, debt was \$660,082 at 30 June 2015, is expected to be \$559,396. The balance at 30 June 2016 is expected to be \$426,592 with interest incurred of \$31,693 and principal repayments of \$164,497. This includes early repayment of loan number 72 (balance at 1 July 2015 of \$75,487 by use of proceeds of sale, 22 Johnston St). This will be a decrease in debt by 24% or \$132,804.

On the above data, debt as a proportion of annual rates was 64.8% at 1 July 2014; 54.9% as at 30 June 2015; and 38.2% as at 30 June 2016. With no further asset sales and continuing with the current debt schedule, debt will approximate \$367,201 by 30 June 2017 and 30.5% of annual rates. This will decrease to 26.9% of annual rates revenue the following year.

There is no absolute as to the right level of debt – it depends on the long term financial plan and the appetite of Council and community to assume responsibility for debt. However, 80.2% of respondents to the 2014 Shire of Wyalkatchem Community Survey believe the shire should have low or no debt.

Managing the level of debt and therefore interest payments improves the ability of Council to invest in assets and services. Conversely, utilising debt to enable large projects is a legitimate tool.

Council will be advised as to a recommended level of debt and the forward debt management strategy at the next budget review.

The WA Government increased the fee for loan guarantee on Treasury backed debt from 0.1% of debt to 0.7% of debt in the recent budget. This will add approximately \$2,400 to loan costs in 2015/16.

## Ratios

It is recommended by the CEO that the Shire report ratios and other key indicators. In particular, those indicators reported in the annual report and as referred to by the auditor will assist in monitoring ongoing performance and provide an indicator of success for the long-term plans of the Council.

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In the year ahead, reporting will be developed to integrate planning and reporting in line with the intent of the government's integrated planning and reporting framework. This will support the Shire's long term financial planning, asset management strategies and ongoing budget process.

### Appendices

1. Cash Statement
2. Operating Budget
3. Capital Budget

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Cash Statement

<b>CASH STATEMENT</b>	
<b>FOR THE BUDGET YEAR ENDED 30TH JUNE 2016</b>	
	<b>2014/15</b>
	<b>Draft Budget</b>
<b>Revenues (excluding profit on sale of assets)</b>	
Governance	2,100
General Purpose Funding	2,125,520
Law , Order, Public Safety	38,962
Health	1,062,243
Education & Welfare	180
Housing	117,169
Community Amenities	110,880
Recreation and Culture	48,522
Transport	1,185,977
Economic Services	3,910
Other Property and Services	8,000
	<b>4,703,463</b>
<b>Expenses (excluding depreciation and loss on sale of asset)</b>	
Governance	(267,335)
General Purpose Funding	(55,184)
Law , Order, Public Safety	(99,628)
Health	(255,726)
Education and Welfare	(5,000)
Housing	(166,123)
Community Amenities	(212,989)
Recreation & Culture	(469,196)
Transport	(732,731)
Economic Services	(54,411)
Other Property and Services	111,745
	<b>(2,206,578)</b>
<b>Operating Surplus (Deficit)</b>	<b>2,496,885</b>
<b>Capital Expenditure</b>	
Purchase Infrastructure Assets	(1,048,553)
Purchase Other Assets	(1,432,378)
<b>Total Capital Expenditure</b>	<b>(2,480,931)</b>
<b>Capital Revenue</b>	
Proceeds from Sale of Assets	266,600
<b>Total Capital Revenue</b>	<b>266,600</b>
<b>Financing Activities</b>	
New Borrowings	0
Repayment of Debentures	(164,497)
Self-Supporting Loan Principal Income	11,316
<b>Net Financing Activities</b>	<b>(153,181)</b>
Transfers to Reserves (Restricted Assets)	(1,334,612)
Transfers from Reserves (Restricted Assets)	1,184,060
<b>Net Reserve Transfers</b>	<b>(150,552)</b>
Estimated Surplus/(Deficit) July 1 B/Fw d	101,378
<b>Estimated Surplus/(Deficit) June 30 C/Fw d</b>	<b>80,199</b>
<b>Target Closing Funds 30/06/2016</b>	<b>80,000</b>

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Operating Budget

	<b>Budget 2014/15</b>
<b>Income</b>	
<b>I03 · GENERAL PURPOSE FUNDING</b>	
<b>I031 · Rates</b>	
<b>I031001 · Rates Income</b>	
I031001 · Rates Income - Other	1,122,667
<b>Total I031001 · Rates Income</b>	<b>1,122,667</b>
I031005 · Rates Instalment Fees	3,300
I031020 · Rates Administration Charges	1,785
I031023 · Fees & Charges	1,600
I031024 · Penalty Interest	2,000
I031025 · Ex-Gratia Rates	7,287
I031030 · Discount on Rates	-20,208
I031031 · Pre Paid Rates	0
I031032 · Rate Concessions	-410
I031033 · Write-Offs	-500
<b>Total I031 · Rates</b>	<b>1,117,521</b>
<b>I032 · Other GPF</b>	
I032010 · FAGS Grants-General Purpose	987,202
I032030 · Interest on Invest - Muni	6,000
I032040 · Interest on Invest - Reserves	12,000
I032050 · District Club Loan Interest Rec	2,797
<b>Total I032 · Other GPF</b>	<b>1,007,999</b>
<b>Total I03 · GENERAL PURPOSE FUNDING</b>	<b>2,125,520</b>
<b>I04 · GOVERNANCE</b>	
<b>I041 · Compliance</b>	
I041003 · Photocopying & Facsimilies	100
I041010 · Reimbursements/Grants	2,000
I041015 · Salary Sacrifice - Laptop	0
<b>Total I041 · Compliance</b>	<b>2,100</b>
<b>Total I04 · GOVERNANCE</b>	<b>2,100</b>
<b>I05 · LAW ORDER &amp; PUBLIC SAFETY</b>	
<b>I051 · Fire Prevention</b>	
I051005 · FESA Operating Grant	33,262
I051025 · ESL Administration Fee	4,000
<b>Total I051 · Fire Prevention</b>	<b>37,262</b>
<b>I052 · Animal Control</b>	
I052150 · Dog Registrations	1,700
I052155 · Fines & Penalties	0
<b>Total I052 · Animal Control</b>	<b>1,700</b>
<b>Total I05 · LAW ORDER &amp; PUBLIC SAFETY</b>	<b>38,962</b>
<b>I07 · HEALTH</b>	
<b>I072 · Doctor</b>	
I072502 · Reimbursement - Koorda	60,083
I072505 · Reimbursement - Estate Funds	1,002,160
<b>Total I072 · Doctor</b>	<b>1,062,243</b>
<b>I075 · NEWHS</b>	
I075005 · Reimbursement from NEWH Shires	0
<b>Total I075 · NEWHS</b>	<b>0</b>
<b>Total I07 · HEALTH</b>	<b>1,062,243</b>

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<b>I08 · EDUCATION &amp; WELFARE</b>	<b>\$</b>
I08 · Senior Citizens Fee	180
<b>Total I08 · EDUCATION &amp; WELFARE</b>	<b>180</b>
<b>I09 · HOUSING</b>	
I090100 · Rental Income (Gardening)	810
<b>I0902 · STAFF HOUSING</b>	
I090204 · 22 Johnson Street	0
I090207 · 22A Flint Street	2,908
I090208 · 22B Flint Street	3,942
<b>Total I0902 · STAFF HOUSING</b>	<b>6,850</b>
<b>I0903 · COMMUNITY HOUSING</b>	
I090301 · 4 Slocum Street	9,360
I090302 · 58 Flint Street	5,694
I090303 · 59 Flint Street	6,630
I090305 · 53 Piesse St	1,950
<b>Total I0903 · COMMUNITY HOUSING</b>	<b>23,634</b>
<b>I0904 · GROH HOUSING</b>	
I090401 · GEHA 51 Flint Street	34,281
I090402 · GEHA 55 Flint Street	34,281
I090403 · 43 Wilson Street	8,623
I090404 · 45 Wilson Street	8,690
<b>Total I0904 · GROH HOUSING</b>	<b>85,875</b>
<b>Total I09 · HOUSING</b>	<b>117,169</b>
<b>I10 · COMMUNITY AMENITIES</b>	
<b>I101 · Sanitation</b>	
I101105 · Refuse Collections Fees	98,571
I101106 · Pensioner Rubbish Concessions	-6,510
I101108 · Scrap Metal Reimbursements	509
I101110 · Rural General Health Levy	14,446
I101111 · New Rubbish Bin Fee	0
I101112 · DEC Waste Management Grant	0
<b>Total I101 · Sanitation</b>	<b>107,016</b>
<b>Total I104 · Protection of the Environment</b>	<b>0</b>
<b>I105 · Other Community Amenities</b>	
I105101 · Cemetery Fees	1,864
I105102 · Cropping Land Income	1,000
I105103 · Landcare Funds	0
I105200 · Drum Muster	1,000
<b>Total I105 · Other Community Amenities</b>	<b>3,864</b>
<b>Total I10 · COMMUNITY AMENITIES</b>	<b>110,880</b>
<b>I11 · RECREATION &amp; CULTURE</b>	
<b>I111 · Public Halls and Civic Centres</b>	
I111005 · Hall Hire	500
<b>Total I111 · Public Halls and Civic Centres</b>	<b>500</b>
<b>I112 · Swimming Pool</b>	
I112010 · Pool Fees	0
I112015 · Pool Subsidy	30,000
<b>Total I112 · Swimming Pool</b>	<b>30,000</b>
<b>I113 · Other Recreation</b>	
I113070 · Community Bus Fees	8,000
I113131 · Korrelocking Hall Fees	318
I113136 · Recreation Centre & Oval Fees	3,138
I113137 · Tennis Court Charges	932
I113140 · Basketball/Netball Court Fees	5,634
<b>Total I113 · Other Recreation</b>	<b>18,022</b>

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I114 · Heritage	\$
I116010 · Heritage Grants	0
<b>Total I114 · Heritage</b>	<b>0</b>
<b>Total I11 · RECREATION &amp; CULTURE</b>	<b>48,522</b>
<b>I12 · TRANSPORT</b>	
I121 · Roads & Streets	
I121045 · FAGS Road Grants	429,954
I121050 · Road Project Funds RRG (20/20)	252,344
I121060 · Roads 2 Recovery Grant	406,860
I121061 · MRWA Direct Grant	93,400
I121062 · Street Lighting Subsidy	1,419
<b>Total I121 · Roads &amp; Streets</b>	<b>1,183,977</b>
I124 · Airstrip	
I124004 · Airport Landing Fees	0
I124005 · Hanger Lease Fees	0
I124011 · Wheatbelt Dev Commission	0
I124012 · Airport Terminal Building Fees	2,000
<b>Total I124 · Airstrip</b>	<b>2,000</b>
I125 · Transport Licensing	
I125001 · Transport Licensing Commission	0
<b>Total I125 · Transport Licensing</b>	<b>0</b>
<b>Total I12 · TRANSPORT</b>	<b>1,185,977</b>
<b>I13 · ECONOMIC SERVICES</b>	
I133 · Building Control	
I133001 · BCITF Commission	20
I133002 · BRB Commission	50
I133005 · Building Licence	500
<b>Total I133 · Building Control</b>	<b>570</b>
I135 · Other	
I135100 · Standpipe Water Charges	300
I135201 · Railway Station Lease Fee	1,040
I135203 · Railway Barracks Fees	2,000
<b>Total I135 · Other</b>	<b>3,340</b>
<b>Total I13 · ECONOMIC SERVICES</b>	<b>3,910</b>
<b>I14 · OTHER PROPERTY &amp; SERVICES</b>	
I141 · Private Works	
I141005 · Private Works Fees & Charges	0
<b>Total I141 · Private Works</b>	<b>0</b>
I143 · Public Works Overheads	
I143010 · Reimbursements	0
<b>Total I143 · Reimbursements</b>	<b>0</b>
I144 · Plant Operating Costs	
I121041 · Diesel Rebate	8,000
<b>Total I144 · Plant Operating Costs</b>	<b>8,000</b>
I145 · Other Governance	
I145041 · Car Contributions	0
<b>Total I145 · Other Governance</b>	<b>0</b>
I146 · Land/Property Aquisitions	
I146010 · Profit on Sale of Assets	144,217
<b>Total I146 · Land/Property Aquisitions</b>	<b>144,217</b>
<b>Total I14 · OTHER PROPERTY &amp; SERVICES</b>	<b>152,217</b>
<b>Total Income</b>	<b>4,847,500</b>

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Expense		
<b>E03 · GENERAL PURPOSE FUNDING.</b>		\$
<b>E031 · Rates</b>		
E031045 · Rate Debt Collection Expenses		1,450
E031055 · Valuation Expenses		4,889
E031090 · Other Minor Rate Expenses		200
E031200 · Admin Allocation - Rates		32,430
E031298 · Depreciation		0
<b>Total E031 · Rates</b>		<b>38,969</b>
<b>E032 · Other</b>		
E032200 · Admin Allocated		16,215
<b>Total E032 · Other</b>		<b>16,215</b>
<b>Total E03 · GENERAL PURPOSE FUNDING.</b>		<b>55,184</b>
<b>E04 · GOVERNANCE.</b>		
<b>E041 · General Governance (ABC's)</b>		
E041201 · Salaries		362,004
E041202 · Superannuation		41,290
E041203 · Fringe Benefits Tax		14,000
E041204 · Insurance Workers Comp		11,053
E041228 · Housing Subsidy		4,000
E041205 · Uniforms		1,360
E041206 · Training		9,800
E041208 · Removal Expenses		2,000
E041209 · Vehicle Running Exp (CEO)000WM		2,334
E041210 · Vehicle Running Expenses (DCEO)		5,891
E041211 · Admin Travel		900
E041212 · Occupational Health and Safety		8,560
E041213 · Professional Services		10,000
E041214 · Audit		17,000
E041215 · Administration Office Mtce		17,962
E041216 · Garden Maintenance		15,323
E041217 · Telecommunication Expenses		10,000
E041218 · Computer Maintenance		43,881
E041219 · Insurance		16,381
E041220 · Advertising.		8,700
E041221 · Bank Fees		3,037
E041223 · Records Management.		1,440
E041224 · Postage & Freight		8,000
E041225 · Printing & Stationery		10,464
E041226 · Subscriptions		23,785
E041227 · Legal Expenses		3,000
E041229 · Cleaner Admin Expenses		600
E041??? · Integrated Strategic Planning Framework		0
E041301 · Loss on Sale of Assets		0
E041401 · Depreciation		6,684
E041501 · LESS ADMIN ALLOCATED-PROGRAMS		-648,608
<b>Total E041 · General Governance (ABC's)</b>		<b>10,841</b>

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<b>E042 · Councillors</b>	\$
E042015 · Advertising	0
E042020 · Public Relations	34,615
E042025 · Local Government Week	4,000
E042035 · Election Costs	4,000
E042040 · Christmas Party	2,500
E042050 · Insurance	8,441
E042055 · Chamber Mtce	6,015
E042056 · Members Minor Expenditure	500
E042060 · Telecommunication Allowance	3,500
E042065 · Presidents Fund	7,000
E042070 · Meeting Fees	24,500
E042080 · Presidents Allowance	6,000
E042085 · Deputy Presidents Allow.	1,500
E042095 · Civic Refreshments	8,780
E042110 · Travelling Allowance	0
E042115 · Elected Member Training	5,000
E042120 · Local Laws	0
E042200 · Admin Allocation - Members	129,722
E042298 · Depreciation	0
<b>Total E042 · Councillors</b>	<b>246,073</b>
<b>E043 · NEWROC</b>	
E043100 · NEWROC Executive & Projects	15,045
E043102 · NEWTravel & Projects	2,060
<b>Total E043 · NEWROC</b>	<b>17,105</b>
<b>Total E04 · GOVERNANCE.</b>	<b>274,019</b>

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<b>E05 · LAW ORDER &amp; PUBLIC SAFETY.</b>	
<b>E051 · Fire Prevention</b>	
E051010 · Protective Burning	4,670
E051035 · FESA Loan 67	0
E051040 · Plant & Equip Maintenance	2,349
E051055 · Other Fire Prevention	12,421
E051060 · FESA Insurance	18,903
E051150 · Bush Fire Admin Costs	2,315
E051153 · Emergency Management Plan	0
E051200 · Admin Allocation - Fire Control	32,430
E051298 · Depn - Fire Control	500
<b>Total E051 · Fire Prevention</b>	<b>73,588</b>
<b>E052 · Animal Control</b>	
E052200 · Admin Allocation - Animal Contr	16,215
E052540 · Pound Maintenance	2,000
E052535 · Training	2,500
E052536 · Salaries Animal Control	2,654
E052545 · Animal Control Expenses	371
<b>Total E052 · Animal Control</b>	<b>23,740</b>
<b>E053 · Other Law Order &amp; Public Safety</b>	
E053203 · Vandalism Expense	1,000
E053202 · Other Law and Order	500
E053200 · Crime Prevention	1,300
<b>Total E053 · Other Law Order &amp; Public Safety</b>	<b>2,800</b>
<b>Total E05 · LAW ORDER &amp; PUBLIC SAFETY.</b>	<b>100,128</b>
<b>E07 · HEALTH.</b>	
<b>E072 · Doctor</b>	
E072010 · Vehicle Running Exp GP WM014	6,447
E072015 · Loss on Sale of Assets	0
E072020 · Medical Centre Building Maint.	8,253
E072040 · Medical Centre Interest Repay	0
E072126 · ISIS Operating Lease	0
E072200 · Admin Allocated	16,215
E072502 · Medical Centre Operating Exp	154,650
E072503 · Doctor Professional Development/Incentives	0
<b>Total E072 · Doctor</b>	<b>185,565</b>
<b>E073 · Community Health</b>	
E073200 · Admin Allocation - Other Health	16,215
E073410 · Mosquito Control	1,000
E073415 · Rural Counselling Services	900
E073425 · Other Expenses	421
<b>Total E073 · Community Health</b>	<b>18,536</b>
<b>E074 · NEWHS</b>	
E074010 · Contribution to Newhealth	35,410
E074200 · Admin Allocation - NEWHS	16,215
<b>Total E074 · NEWHS</b>	<b>51,625</b>
<b>E075 · Other Health</b>	
E075298 · Depn - Prev Services	19,626
<b>Total E075 · Other Health</b>	<b>19,626</b>
<b>Total E07 · HEALTH.</b>	<b>275,352</b>
<b>E08 · EDUCATION &amp; WELFARE</b>	
E081015 · Contribution to Central East Aged Care Alliance	5,000
E082298 · Depn - Education & Welfare	1,430
<b>Total E08 · EDUCATION &amp; WELFARE</b>	<b>6,430</b>

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<b>E09 - HOUSING.</b>	
<b>E090 - STAFF HOUSING.</b>	
E090005 - 1 Slocum Street	6,302
E090010 - 2 Slocum Street	7,283
E090011 - 2A Slocum Street (Unit)	3,965
E090015 - Lady Nova - 10 Honour Avenue	7,118
E090030 - 22 Johnson Street	1,907
E090035 - 22A Flint Street	3,119
E090040 - 22B Flint Street	3,204
E090080 - 57 Flint Street	7,420
E090115 - 19L Honour Av Lot19	0
<b>Total E090 - STAFF HOUSING.</b>	<b>40,318</b>
<b>E0902 - COMMUNITY HOUSING</b>	
E090012 - 4 Slocum St	9,338
E090065 - 53 Piesse Street	4,445
E090085 - 58 Flint Street	3,864
E090090 - 59 Flint Street	3,709
<b>Total E0902 - COMMUNITY HOUSING</b>	<b>21,356</b>
<b>E0903 - GROH HOUSING</b>	
E090050 - 43 Wilson Street	10,903
E090060 - 45 Wilson Street	10,263
E090095 - GEHA 55 Flint St	5,261
E090110 - GEHA 51 Flint St	5,261
<b>Total E0903 - GROH HOUSING</b>	<b>31,688</b>
<b>E094 - HOUSING OTHER</b>	
E090100 - Property Insurance	4,900
E090150 - Housing Interest Expense	3,000
E090200 - Administration Allocated	64,861
E090298 - Depreciation	66,618
<b>Total E094 - HOUSING OTHER</b>	<b>139,379</b>
<b>Total E09 - HOUSING.</b>	<b>232,741</b>

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<b>E10 - COMMUNITY AMENITIES.</b>	
<b>E101 - Sanitation</b>	
E101005 - Refuse Collection Contract	37,691
E101016 - Commercial Recycling Collection	12,942
E101010 - Refuse Site Maintenance	22,963
E101012 - Street Bin Collection	9,336
E101???? - Litter Control	0
E10101? - Bulk Verge Collections x 2	0
E101200 - Admin Allocation - Sanitation	16,215
<b>Total E101 - Sanitation</b>	<b>99,147</b>
<b>E104 - Protection of the Environment</b>	
E104001 - NRM Group Scheme Contract (shared between Shires	38,230
<b>Total E104 - Protection of the Environment</b>	<b>38,230</b>
<b>E105 - Other</b>	
E105135 - Cemetery	2,962
E105136 - Grave Digging	1,260
E105140 - Public Toilets	19,747
E105145 - Townscape Maintenance	0
E105180 - Cropping Land Cost	1,498
E105200 - Admin Allocation - Other Commun	16,215
E105298 - Depn - Other Community Services	10,480
E105300 - Drum Muster	1,000
<b>Total E105 - Other</b>	<b>53,162</b>
<b>E106 - T.P. &amp; Regional Devel</b>	
E106101 - Town Planning Consultant Fees	0
E106102 - Town Planning Advertising	500
E106200 - Admin Allocation - Town Plannin	32,430
<b>Total E106 - T.P. &amp; Regional Devel</b>	<b>32,930</b>
<b>Total E10 - COMMUNITY AMENITIES.</b>	<b>223,469</b>
<b>E11 - RECREATION &amp; CULTURE.</b>	
<b>E111 - Public Halls &amp; Civic Centres</b>	
E111010 - Town Hall	22,002
E111200 - Admin Allocation - Public Halls	48,646
<b>Total E111 - Public Halls &amp; Civic Centres</b>	<b>70,648</b>
<b>E112 - Swimming Pool</b>	
E112055 - Aquatic Contract Services	62,300
E112???? - Offseason Maintenance Contract	4,259
E112110 - Chemicals	12,000
E112140 - Pool Building Mtce & Utilities	55,325
E112200 - Admin Allocation-Swimming Pool	16,215
<b>Total E112 - Swimming Pool</b>	<b>150,099</b>

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<b>E113 · Other Recreation</b>	
E113005 · Community Bus Expenses	2,815
E113040 · Basketball\Netball Courts	1,276
E113045 · Tennis Club	9,312
E113060 · Korrelocking Hall	9,114
E113070 · Railway Tce Parks & Gardens	37,692
E113510 · Admin Park	8,714
E113075 · Reticulation	0
E113080 · Recreation Centre	41,584
E113083 · Recreation Sports Oval	28,899
E113511 · Hockey Oval	2,298
E113512 · Turf/Cricket Wickets	10,800
E113513 · Recreation Centre Oval Surrounds	989
E113091 · Memorial Park	14,065
E113514 · Golf Club	270
E113515 · Club Development	0
E113517 · Community Resource Centre Annual Fee	34,689
E113200 · Administration Allocated	16,215
E113506 · Pump Maintenance	5,996
E113518 · CRC Building	7,894
<b>Total E113 · Other Recreation</b>	<b>232,622</b>
<b>E114 · Library</b>	
E114020 · Library Minor Expenditure	0
E114025 · Postage & Freight	0
E114030 · Library Maintenance	0
E114035 · Lost Books	1,000
E114005 · Wages	0
E114010 · Superannuation	0
E114200 · Admin Allocation - Library	3,243
<b>Total E114 · Library</b>	<b>4,243</b>
<b>E115 · Community Grants</b>	
E115082 · Community Assistance Grant Pool	5,000
<b>Total E115 · Community Grants</b>	<b>5,000</b>
<b>E116 · Other Culture</b>	
E116035 · Museum House	2,892
E116200 · CBH Museum	3,692
E116298 · Depn Other Culture	58,362
<b>Total E116 · Other Culture</b>	<b>64,946</b>
<b>Total E11 · RECREATION &amp; CULTURE.</b>	<b>527,558</b>

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<b>E12 - TRANSPORT.</b>		
<b>E122 - Roads &amp; Streets</b>		
E122020 - Depot Maintenance		40,451
E122025 - Street Lights		29,380
E122035 - Signage		13,267
E122036 - White Guide Post Replacement		11,551
E122050 - Storm Damage Rural Rds		16,180
E122051 - Storm Damage Town Site		3,890
E122059 - Drainage Maintenance Rural Roads		10,676
E122056 - Drainage Maintenance Town Site		10,793
E122057 - Tree Pruning		1,225
E122058 - Urban Street Maintenance		53,456
E122060 - Roadside Spraying Rural Rds		20,167
E122065 - Roadside Clearing		31,794
E122??? - Roadside Spraying Town Verges		5,205
E122075 - Roman II Subscription + Train		6,404
E122085 - Footpath Maintenance		1,735
E122089 - Rural Road Mtce Grading		287,209
E122099 - Crossovers		7,941
E122101 - Street Verges		13,677
E122102 - Street Cleaning		9,720
E122104 - Kerbing Maintenance		4,000
E122105 - Street Scape Beautification		2,654
E122106 - Relief Labour		16,892
E122200 - Admin Allocation - Roads		64,861
E122298 - Depreciation - Transport Other		535,035
E123007 - SRRG Group Admin		1,000
<b>Total E122 - Roads &amp; Streets</b>		<b>1,199,163</b>
<b>E124 - Airstrip</b>		
E124005 - Airstrip Expenses		21,249
E124020 - Terminal Building		3,618
E124030 - RFDS Transfer Building		1,576
E124040 - Airport Storage Shed		0
E124200 - Admin Allocation - Airstrips		42,160
E124298 - Depn - Airstrip		67,232
<b>Total E124 - Airstrip</b>		<b>135,835</b>
<b>E125 - Transport Licensing</b>		
E125200 - Admin Allocation - Licensing		0
<b>Total E125 - Transport Licensing</b>		<b>0</b>
<b>Total E12 - TRANSPORT.</b>		<b>1,334,998</b>

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<b>E13 - ECONOMIC SERVICES.</b>	
<b>E131 - Rural Services</b>	
E131055 - Noxious Weeds	0
<b>Total E131 - Rural Services</b>	0
<b>E132 - Tourism/Area Promotion</b>	
E132010 - Promotional Material	1,000
E132??? - Area Promotion	1,569
E132025 - Pioneer Pathways	1,725
E132035 - Information Bays	664
E132100 - Visitor Centre Building Mtce	0
E132101 - Railway Building Maintenance	3,250
E132102 - Barracks Building Maintenance	10,351
E132200 - Admin Allocated - Tourism	16,215
<b>Total E132 - Tourism/Area Promotion</b>	34,774
<b>E133 - Building &amp; Planning Control</b>	
E133200 - Admin Alloc. Building Contro	16,215
<b>Total E133 - Building &amp; Planning Control</b>	16,215
<b>E134 - Saleyards</b>	
E134005 - Saleyards	0
E134298 - Depn Public Utility	0
<b>Total E134 - Saleyards</b>	0
<b>E135 - Other</b>	
E135005 - Standpipe Expenses	1,362
E135030 - Roadhouse Gardens	0
E135040 - Railway Corridor - Grace St	2,060
E135298 - Depreciation	13,040
<b>Total E135 - Other</b>	16,462
<b>Total E13 - ECONOMIC SERVICES.</b>	<b>67,451</b>

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<b>E14 · OTHER PROPERTY &amp; SERVICES.</b>		<b>\$</b>
<b>E141 · Private Works</b>		
<b>E141005 · Private Works Expense</b>		0
<b>Total E141 · Private Works</b>		<b>0</b>
<b>E142 · Unclassified Reimbursements</b>		
<b>E142001 · Reimbursements</b>		0
<b>Total E142 · Unclassified Reimbursements</b>		<b>0</b>
<b>E143 · Works Overheads</b>		
<b>E143005 · Salaries</b>		78,636
<b>E143010 · Superannuation</b>		47,613
<b>E143025 · Staff Training</b>		8,000
<b>E143030 · Personal Leave</b>		15,277
<b>E143032 · Public Holidays</b>		18,332
<b>E143035 · Annual Leave</b>		33,704
<b>E143045 · Workers Compensation</b>		11,053
<b>E143055 · Allowances</b>		26,250
<b>E143065 · Fringe Benefits Tax</b>		8,000
<b>E143070 · Protective Clothing</b>		4,700
<b>E143075 · Occupational Safety &amp; Health</b>		3,500
<b>E143087 · Expendable Tools</b>		2,000
<b>E143100 · Works Manager Vehicle Expenses</b>		11,816
<b>E143110 · Insurance</b>		6,363
<b>E143120 · Works Administration</b>		0
<b>E143150 · Engineering Consultancy</b>		20,000
<b>E143200 · Admin Allocated - Works</b>		19,458
<b>E143299 · LESS PWOH ALLOCATED-PROJECTS</b>		<b>-314,702</b>
<b>Total E143 · Works Overheads</b>		<b>0</b>
<b>E144 · Plant Operating Costs</b>		
<b>E144010 · Tyres</b>		15,450
<b>E144015 · Blades &amp; Points</b>		5,900
<b>E144020 · Fuels &amp; Oils</b>		82,030
<b>E144025 · Plant Parts</b>		20,000
<b>E144035 · Vehicle Licences + Insurance</b>		22,938
<b>E144040 · Repair Wages &amp; Contract Labour</b>		49,580
<b>E144298 · Depreciation Plant &amp; Equipment</b>		111,745
<b>E144299 · LESS POC ALLOCATED-PROJECTS</b>		<b>-307,643</b>
<b>Total E144 · Plant Operating Costs</b>		<b>0</b>
<b>E145 · Other Governance</b>		
<b>E145600 · Suspense</b>		0
<b>Total E145 · Other Governance</b>		<b>0</b>
<b>E146 · Salaries Control</b>		
<b>E146010 · Gross Total Salaries and Wages</b>		0
<b>E146200 · LESS SALS/WAGES ALLOCATED</b>		0
<b>Total E146 · Salaries Control</b>		<b>0</b>
<b>E148 · Unclassified</b>		
<b>E148005 · Loss on Disposal of Asset</b>		27,756
<b>E148050 · Property Settlement Costs</b>		0
<b>Total E148 · Unclassified</b>		<b>27,756</b>
<b>Total E14 · OTHER PROPERTY &amp; SERVICES.</b>		<b>27,756</b>
<b>Total Expense</b>		<b>3,125,086</b>

INTEGRATED PLANNING FRAMEWORK – Corporate Business Plan  
Shire of Wyalkatchem

Capital Budget

Capital Expenditure	TOTAL FUNDING
<b>By Program</b>	
<b>Schedule 4 - Governance</b>	
Shire Office	10,000
Replace 000WM	19,377
Replace WM00	31,883
	<b>61,260</b>
<b>Schedule 5 - Law , Order &amp; Public Safety</b>	
	0
	<b>0</b>
<b>Schedule 7 - Health</b>	
Aged Care Services and Accommodation	967,363
Doctors Vehicle	47,219
	<b>1,014,582</b>
<b>Schedule 8 - Education &amp; Welfare</b>	
	0
	<b>0</b>
<b>Schedule 9 - Housing</b>	
1 Slocum St	7,000
51 Flint St	2,500
55 Flint St	2,500
57 Flint St	3,000
43 Wilson St	5,000
53 Plesse St	5,000
22 Flint St	25,000
	<b>50,000</b>
<b>Schedule 10 - Community Amenities</b>	
Rubbish Tip	24,500
	<b>24,500</b>
<b>Schedule 11 - Recreation and Culture</b>	
Youth Project	20,066
Tow n Hall	5,000
Recreation Centre	25,000
School House Museum	0
Lady Novar Heritage Project	0
Basketball & Netball Courts	80,000
Swimming Pool	30,000
Streetscape	10,800
Bowling Club	40,000
	<b>210,866</b>

**INTEGRATED PLANNING FRAMEWORK – Corporate Business Plan**  
**Shire of Wyalkatchem**

<b>Schedule 12 - Transport</b>	
RRG Tammin Wyalkatchem Rd SLK 14.21 - 16.36 (2.15km) - Shoulder Widening & Primersealing (no final seal)	163,228
RRG Koorda Wyalkatchem Rd SLK 8.30 - 10.80 (2.5km) - Shoulder Reconditioning	126,219
RRG Nembudding South Rd SLK 14.10 - 17.64 (3.54km) - Seal/reseal with 10mm cutback bitumen seal	93,736
R2R Riches St SLK 0.16 - 0.50 (0.34km) - Reconstruct street from north of Wilson St to Pies	56,819
R2R Davies Rd SLK 5.28 - 8.90 (3.62km) - Clear verges to widen and gravel sheet	82,770
R2R Borgward Rd SLK 0.00 - 3.79 (3.79km) - Clear verges to widen and gravel sheet	87,218
R2R Rifle Range Rd SLK 3.92 - 5.92 (2.00km) and Hardwick Rd SLK 6.82 - 7.52 (0.70km) - C	55,428
R2R Goldfields Rd SLK 7.14 - 8.14 (1.00km) - Clear verges to widen and gravel sheet	25,634
R2R Byrne Rd - SLK 0.00 - 1.50 (1.50 km) - Clear verges to widen and gravel sheet	33,829
R2R Piesse St from Gamble to Swan - 175Lm x 11.2m width - with 2 coat (14 & 7) S35E PMB high stress seal (area = 1960m <sup>2</sup> )	21,668
McLean St SLK 0.0 - 0.12 (0.12km) - Reconstruct street from Gamble to Swan	51,706
Town street kerbing (allowed to replace 500m including repairing pavement under and primersealing over prior to placing new kerbing)	14,934
Footpath - Honour Ave and finish Wilson St	18,000
Solar lighting on path between Railway Tce and Hands Dr	12,000
Replace Prime Mover (850,000km)	220,000
Replace Town Utility	26,536
Purchase Cat Backhoe	0
Replace Tractor WM005	30,000
Toilet/shower ablutions (skid mounted)	0
Chemical Spray trailer	0
	<b>1,119,723</b>
<b>Schedule 13 - Economic Services</b>	
	0
	0
	<b>0</b>
<b>Total \$:</b>	<b>2,480,931</b>