

Shire of Wandering



Corporate Business Plan 2014 - 2018

WANDERING CORPORATE PLAN 2014 - 2018

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Foreword

A message from the President of Wandering Council

The development of the Wandering Shire Community Strategic Plan 2014-2023 plan has been an exciting and informative journey for Council as we worked with our community to establish our key challenges and priorities for the future. We engaged with our community through a community BBQ where the community and Council had an enlightening conversation. In total we collected the views of just over 20 percent of our population. For that our community should be congratulated and thanked for their commitment to supporting the future of the shire.

The result of our conversation with our community is a strategic community plan that is a true reflection of the vision that Council and the community have for the future of Wandering. It is a road map of how we will work together, along with all our stakeholders, to ensure the Wandering Shire is a healthy, harmonious place to live.

It is therefore with great pleasure that I present to you the Wandering Corporate Plan. This plan outlines what activities Council will undertake to further the aspirations of our community and contribute to the Goals, Objectives and Strategies as outlined in the Wandering Community Strategic Plan.

Council works very hard to lobby for funding to be able to meet the community's needs. Council aims to be a strong advocate and provide innovative leadership through representations made on your behalf.

Council has committed to continuing the renewal and maintenance of our road infrastructure and has committed to major rehabilitation works over the next three years.

Council and staff have been working extremely hard to present these comprehensive plans to the community and I believe what has been achieved in developing these plans with the community has enabled a more transparent, accountable and structured pathway to the future of our community.

I am satisfied that the plans represent a clear communication on the goals and objectives of the community and the strategies to deliver and create our vision for the future.

Graeme Kerr
President

1. Introduction

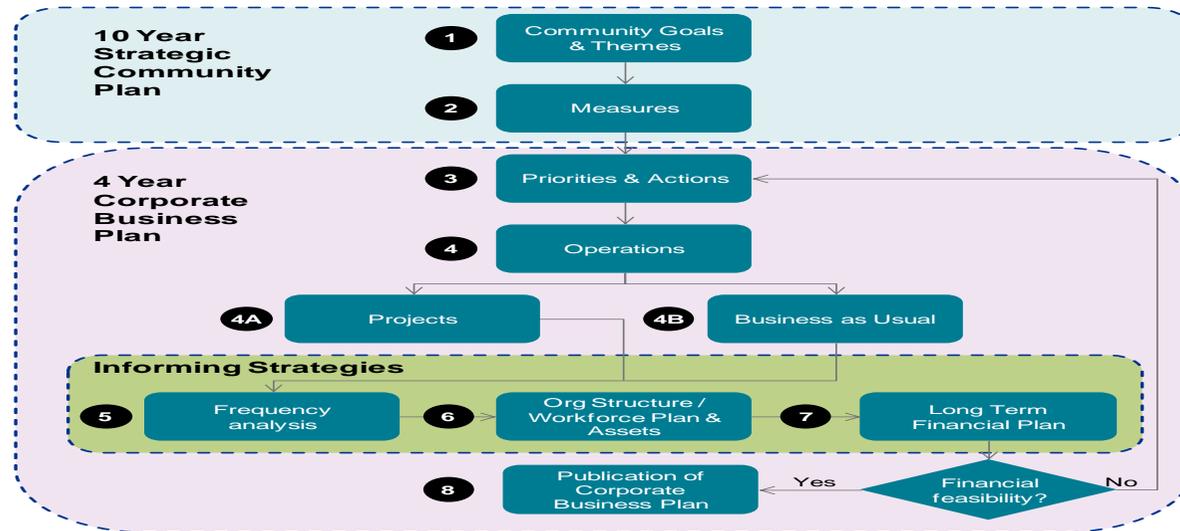
The 4 Year Corporate Business Plan (CBP) activates the community aspirations that have been identified in the 10 Year Strategic Community Plan (SCP). It sets the strategic priorities that will drive the operation of the local government over the short to medium term, taking consideration of the human resources, assets and financial capacity of the local government. The SCP and CBP are inter-related, as changes in the SCP can impact and require review and adjustment in the CBP as illustrated below:

The CBP ensures the integration of the following informing strategies:

- Long Term Financial Plan;
- Workforce Plan;
- Asset Management Plans;
- Service Plans; and
- Issue Specific Plans.

The CBP is a dynamic, living document that will be reviewed annually and adjusted according to the minor and major review cycles of the SCP, as well as a result of any performance and internal or external issues that will have an impact in the near future. The following diagram illustrates the process undertaken to develop the CBP

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Vision and values

The vision that was developed from community consultation for the Strategic Community Plan continually drives the strategies and actions outlined in the CBP.

Throughout the consultations with the community, people were asked what they liked the most about living in Wandering Shire – the things they enjoy and the parts of their community they are proud of. It was acknowledged that creating a plan for the future should not just be about what we want to change, but should also be about what we want to retain and protect.

As a community we also talked about where we would like to be in the year 2030 – what we would look like, what we will be known for and what we will have to offer. These two aspects, the things that are loved about the community now, and the things that we want to see achieved in the future have been combined to build the Wandering Shire Community Vision.

Vision Statement:

‘A healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful.

Integrated Strategic Planning and Reporting

Integrated planning and reporting gives local governments a framework for establishing local priorities and to link this information to operational functions.

The Integrated Planning Framework (IPF) and Guidelines have been developed as part of the State Government’s Local Government Reform Program. They reflect a nationally consistent approach to integrated planning as expressed by the Council of Australian Governments’ Local Government Planning Ministers’ Council.

The Framework and Guidelines have been developed with input from:

- Institute of Public Works Engineering Australia
- WA Local Government Association
- Local Government Managers Association (WA Division)
- Department of Planning
- Department of Treasury and Finance
- Department of Regional Development and Lands

The Framework and Guidelines provide a process to:

- Ensure community input is explicitly and reliably generated

- Provide the capacity for location specific planning where appropriate
- Update long term objectives with these inputs
- Identify the resourcing required to deliver long term objectives, and
- Clearly convey long term financial implications and strategies.

The Local Government (Administration) Regulations 1996 has been amended to require each local government to adopt a Strategic Community Plan and a Corporate Business Plan:

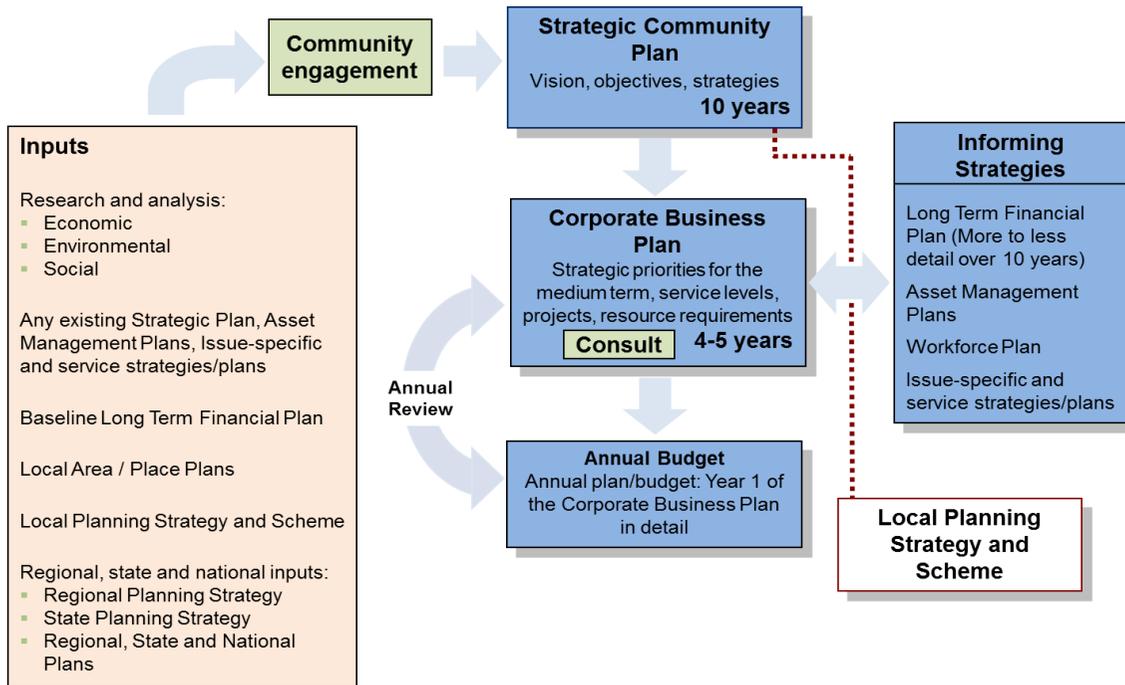
- 1) Strategic Community Plan
 - 10 year plan
 - Provides the long term view informed by community aspirations
- 2) Corporate Business Plan
 - 4 year plan
 - Activates SCP
 - Integrates other plans
 - Reviewed annually

Supporting and informing the above components are strategies such as:

- 1) Long Term Financial Plan
 - 10 year plan
 - Sustainable financial management
- 2) Asset Management Plan
 - 10 year plan
 - Management of local government's assets
- 3) Workforce Plan
 - 4 year plan
 - Workforce requirements to deliver CBP

- 4) Services
- 5) Issues specific strategies

Figure IPR Process



How Developed?

The Corporate Business Plan is an internal business planning tool that translates Council priorities into operations within the resources available.

The plan details the services, operations and projects a local government will deliver within a defined period. It also includes the processes for delivering these and the costs associated.

The Corporate Business Plan has been developed through the following processes:

- 1) Activating the Strategic Community Plan
 - The process by which Council, having adopted the 10+ year Strategic Community Plan, sets the strategic priorities that will drive the operation of the local government over the short to medium term.
 - It's where community aspirations are turned into operational priorities and activities through integration of the Strategic Community Plan with local government business.
- 2) Operations Planning
 - Planning the delivery of services, projects, infrastructure and other local government informing strategies to achieve the priorities set by Council; and
 - Establishing ongoing, rolling financial plans for the delivery of services, projects, infrastructure and other local government informing strategies.
 - Details the financial capacity of the local government to deliver services and provide and maintain assets in the longer term.
 - Establishes long term financial projections based on Strategic Community Plan aspirations and other local government informing strategies.
 - Sets performance measures and processes for evaluating projects, services and the delivery of Corporate Business Plan priorities.
- 3) Informing Strategies

- Informing Strategies allow a local government to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations, and
 - Informing Strategies can inform other strategies, be informed by other components and be continually developed after other components are finalised.
- 4) Local Government Operations Review and Reprioritisation
- It identifies the local government's current position in relation to the delivery of Corporate Business Plan priorities.
 - It reprioritises services, projects or other operations to respond to changes in the community, business and environment or available resources.
 - It allows for an evolving and rolling Corporate Business Plan which generates an Annual Budget.

Workforce Plan

Workforce planning (WFP) is a core component of the Integrated Planning and Reporting Framework and is imperative to informing the Local Government of how capable it is to deliver the services to the community. The WFP takes into consideration the strategic community plan (SCP); the immediate strategic priorities set by the Council; information around external factors impacting the workforce including current and projected economic factors, market factors, competitor factors & the level of supply; data about the current workforce to be sourced including demographics, and position requirements.

The plan incorporates the capability of the labour market in terms of achieving Corporate Business Plan (CBP) objectives; an analysis of the risks currently facing the workforce, recommendations for strategy development, and a high level analysis of how the workforce will need to change over time to deliver the core objectives in the Corporate Business Plan. By completing this process, local governments will have a workforce plan adequately addressing the human resourcing requirements to deliver local government operations

Despite the forecast of population increase in the Wandering Shire, the number of full-time equivalent staff at Shire of Wandering is unlikely to change in at least the next four years. Whilst there might be refinement of the current organisational structure over time, there are unlikely to be any wholesale changes in the number or roles of staff in each work area

Asset Plans

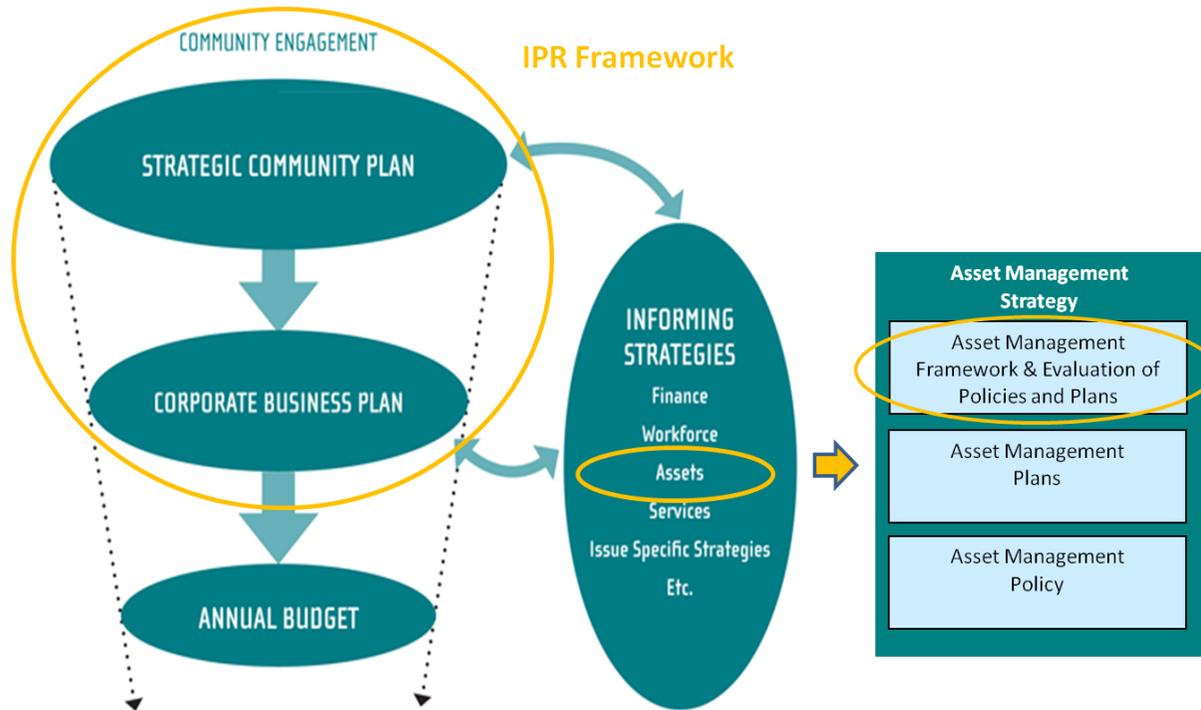
The Integrated Planning and Reporting Framework (IPR) requires all local governments to plan for the future including considering how our local government will continue to deliver services to the community on a long-term basis.

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Department of Local Government require Councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the Councillors and:
 - bringing together asset management and long term financial plans,
 - demonstrating how Council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - explanation to the community on variations between the budget and actual results ,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review on the performance of the Council against strategic objectives.

As part of the Corporate Plan Council is required to develop Asset Management Plans along with an overarching Asset Management Strategy. This Asset Management Strategy aims to assist Wandering Council in meeting its obligations under the Local Government Advisory Standard.

Figure 1 below presents the link between Councils planning and reporting processes, with this Asset Management Strategy forming part of the Resourcing Strategy.



The purpose of the asset management strategy is to:

- show how Council asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with the Wandering Community Strategic Plan and Corporate Plan

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Included in the strategy, and incorporated in the LTFP and this Corporate Plan;

1. It is likely that Council will be able to maintain current service levels over the next 10 years with current funding levels.
2. Council is able to fund current infrastructure life cycle cost at current levels of service and available revenue.
3. Council's current asset management maturity is generally deemed to be somewhere mid range along the core maturity scale. It is anticipated investment is needed to improve information management and collection, lifecycle management, service management and accountability and direction. This is catered for in the first four years of the Corporate Plan 2014 - 2017

In summary, we have a separate Asset Management Strategy that contains our approach, policy and asset details and together these ensure that we support this Corporate Business Plan and identify the right costs to be recorded in our Long term Financial Plan (LTFP). It should be noted that all financial details of our assets are stored in the asset plans within our Strategy and these are continually updated as items change and tasks are completed

The Shire of Wandering has incorporated into the Corporate Plan and LTFP, the asset management key performance indicators that meet the basic standard. Over the life of the Corporate Plan 2014 – 2017, the key performance indicators are:

Asset Management Indicators	2014/2015	2015/2016	2016/2017	2017/2018
ASSET SUSTAINABILITY RATIO	225%	124%	117%	104%
ASSET CONSUMPTION RATIO	59%	58%	58%	56%
ASSET RENEWAL FUNDING RATIO	101%			

The major capital projects over the life of the Corporate Plan 2014 – 2018 are:

- | | |
|--------------------------------------|-------------|
| 1. Road Replacement Program | \$3,445,309 |
| 2. Industrial Land Subdivision | \$250,000 |
| 3. Residential Land Subdivision | \$380,000 |
| 4. Refuse Waste Facilities | \$310,000 |
| 5. Construction of Business Precinct | \$600,000 |

2. Priorities and Planning

This section identifies the actions required to achieve the goals and priorities identified in the SCP. The guiding principles of external and internal analysis, integration of plans within our resource capability are utilised to ensure goals are achieved in a sustainable manner.

The following themes from the SCP will be a priority of this CBP:

1. Solutions focused and customer oriented organisation.
2. Cohesive and engaged community.
3. Diversified and strengthened local economy.
4. Effective management of infrastructure, heritage and the environment.

The following tables outline the actions and their relationship to the goals and strategies in the SCP. Each action has a corresponding priority level, success indicator, accountable staff member/s and timeframe as detailed further below:

1) Priority

Goals have been determined in the SCP and have been assigned rankings of importance (high, medium, or low) ;

2) Success indicator

Measure of how the community and Councillors will know when the action has been completed successfully;

3) Budget

The financial requirements to complete the action;

4) Responsible person/s

Person/s accountable for the completion of the action; and

5) Timeframe

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Length of time required to complete the action.

Community									
A community that is involved and caring						Priority:		High	
Community facilities that support the community				A supportive and inclusive community for people of all ages					
Promote community programs in the Community Centre to increase patronage 1.1.1				Support and promote programs and activities for youth 1.3.1					
Promote the development of the Community Centre Precinct into a multi-purpose facility 1.1.2				Support and promote services and facilities to meet the needs of the aged 1.3.2					
Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Promote holiday programs utilising the Community Centre	Increased patronage of the Centre	1.1.1	Internal Staff time	CDO	X	X	X	X
b	Continue to support recreational programs in the Shire	Number of programs implemented	1.1.1	Internal Staff time	CDO	X	X	X	X
	Develop strategies to cater for youth	Number of youth strategies implemented	1.3.1	Internal Staff time	CDO		X		
	Development of skate park for youth	Construction of skate park	1.3.1	\$60,000	CEO	X			
	Complete construction of new bowling green	Construction of bowling green and patrons using facility	1.3.2	\$250,000	CEO	X			

Economy

A robust and diverse rural economy

Priority:

High

Attract and retain visitors to the Shire

Promote the Wandering Region as a tourism destination 2.1.1

Promote the provision of services and infrastructure to support tourism 2.1.2

Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Identify the target audience groups and develop promotional literature for the Shire	% increase in visitor numbers, major events calendar developed	2.1.1	Internal Staff time	CDO	X	X	X	X
b	Refurbishment of caravan ablutions	Relocation of caravan park completed	2.1.2	\$75,000	CEO	X			
c	Enhance the presentation of the town	Town centre works and streetscape works completed	2.1.2	\$50,000	CEO		X		

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Economy

A robust and diverse rural economy

Priority:

High

Support and grow our business and industry sector

A strong and resilient agricultural sector

Promote and facilitate the release of new industrial and commercial land 2.2.1

Facilitate the identification and attraction of value adding and compatible new industries to the region 2.2.2

Advocate and support agricultural business to relocate to the region 2.3.2

Actions	Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
					2014	2015	2016	2017
Facilitate expansion of Wandering's light industry business base including the attraction of new sustainable businesses to the town	Number of new business	2.2.1	Internal Staff time \$250,000	CEO		X		
Support sustainable agricultural businesses to relocate to Wandering as a central location for servicing the region's agricultural sector	Number of new business relocated	2.3.2	Internal Staff time	CEO	X	X	X	X
Develop sustainable value adding agricultural businesses	Number of new business	2.2.2	Internal Staff time	CEO	X	X	X	X
Facilitate the development of a multi – purpose general store	Construction of General Store	2.2.1	Internal staff time \$600,000	CEO				X

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Environment & Land Use

Development that is in keeping with the rural landscape

Priority:

High

Vibrant Rural Planning and development

Enhanced Waste Facilities

Promote and encourage variety in land use planning 3.1.1

Promote and investigate a regional waste facility 3.2.2

Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Develop residential housing subdivisions in Wandering for sale to the public	Number of residential subdivisions completed	3.1.1	\$390,000	CEO	X	X	X	
b	Revise the Shire's Town Planning Scheme and Local Planning Strategy	Town Planning Scheme and Local Planning Strategy adopted by Council	3.1.1	\$15,000	CEO	X			
c	Increase ability to accommodate permanent, temporary residents and visitors	Number of new accommodation places	3.1.1	Internal Staff time	CEO		X	X	X
d	Establish a regional waste disposal site	Establishment of waste transfer stations	3.2.2	\$160,000	CEO	X			
	Complete construction of new residential housing	Housing complete and being occupied	3.1.1	\$180,000	CEO	X			

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Infrastructure Services									
Infrastructure and Services that are well planned and delivered					Priority:		High		
Infrastructure that is well constructed, maintained and utilised					Services that are well utilised and cost effective				
Maintain and further develop roads at appropriate standards 4.1.1					Ensure all future and current services are included in the Long Term Financial Plan 4.2.3				
Develop asset management plans for all shire infrastructure and assets that consider current and future needs and are linked to the Long Term Financial Plan 4.1.4									
Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Actively pursue grant opportunities for local road funding	Number of Grants received	4.2.3	Internal staff time	CEO	X	X	X	X
b	Complete Roads to Recovery programme for local roads in accordance with works program	Roads to Recovery programme completed annually	4.1.1	\$400,000	CEO / WS	X	X	X	X
	Complete Main Roads programme for local roads in accordance with works program	Regional Road Group programme completed annually	4.1.1	\$2,202,500	CEO / WS	X	X	X	X
	Complete road maintenance program in accordance with works program	Road maintenance program completed annually	4.1.1	\$820,000	CEO / WS		X	X	X
	Implementation of improvement Plans contained within Asset Management Strategy	Improvement Plan completed	4.1.4	Internal staff time	CEO		X	X	

Infrastructure Services									
Infrastructure and Services that are well planned and delivered					Priority:	High			
Infrastructure that is well constructed, maintained and utilised					Services that are well utilised and cost effective				
Maintain and further develop roads at appropriate standards 4.1.1					Ensure all future and current services are included in the Long Term Financial Plan 4.2.3				
Develop asset management plans for all shire infrastructure and assets that consider current and future needs and are linked to the Long Term Financial Plan 4.1.4									
Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Review Asset Management Plans and Strategy	Plans and strategy reviewed and reported to Council	4.1.4	Internal staff time	CEO	X	X	X	X
b	Asset Management Plans are implemented	Improvement plan in asset strategy completed	4.1.4	Internal staff time	CEO	X	X	X	X
c	A continuous improvement program for asset management plans is developed and implemented	Continuous program implemented and reported to Council	4.1.4	Internal staff time	CEO	X	X	X	X
d	Council takes a long term view of its financial position when making decisions on new services and infrastructure	All budget adjustments reported to Council.	4.2.3	Internal staff time	CEO	X	X	X	X

Effective Governance & Organisation

A strong and effective organisation

Priority:

High

Accessible customer services and information systems

Accountable decision making and resource allocation through effective governance

Promote and deliver responsive customer services 5.1.1

Ensure the Council's decision making process is effective and transparent 5.2.1

Ensure the organisation's governance structure policies and procedures are current and relevant 5.2.2

Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Raise community awareness of Shire activities and achievements	Increase in number of comments from community	5.1.1	Internal staff time	CEO	X	X	X	X
b	Develop a methodology to measure community satisfaction with services	Bi – annual community survey completed and reported to Council	5.1.1	Internal staff time	CDO		X		X
c	Develop a governance management framework	Framework adopted by Council	5.2.2	Internal staff \$5,000	CEO		X		
d	Implement a risk management policy and action plan	Policy and Plan adopted by Council	5.2.1	\$10,000	CEO	X	X		
e	Recommendations and decisions are made based on strategic goals	Recommendations adopted in accordance with Strategic Plan	5.2.1	Internal staff time	CEO	X	X	X	X
	Review governance policies, processes and procedures to support IPR	Policies, processes and procedures have been reviewed, updated and implemented	5.2.2	Internal staff time	CEO	X	X	X	X

Effective Governance & Organisation

A strong and effective organisation

Priority:

High

Professional, committed and multi – skilled staff

Effective provision of customer services and engagement with the community and stakeholders

Ensure human resource policies, procedures and systems are current and relevant 5.3.1

Ensure appropriate systems in place for consultation with and feedback from the community 5.4.3

Implement a performance appraisal system linked to the Integrated Planning Framework 5.3.3

Actions		Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Ensure public documents are readily available to the community	Documents published on website	5.4.3	Internal staff time	AO	X	X	X	X
b	Ensure website is kept relevant	Number of hits on website	5.4.3	Internal staff time	AO	X	X	X	X
c	Implement Council's Workforce Plan	Strategies implemented and reported to Council	5.3.3	Internal staff time	CEO	X	X	X	X
d	Develop ICT Strategy	ICT Strategy has been completed and adopted by Council	5.3.1	Internal staff time	CEO		X		

Effective Governance & Organisation

A strong and effective organisation

Priority:

High

Implementation and monitoring of effective integrated planning framework

Monitor the effectiveness and relevance of the plans 5.5.3

Develop and implement a relevant performance management reporting for the Council 5.5.4

	Actions	Success Indicator	Strategy	Budget	Responsible Officer	Timeframe			
						2014	2015	2016	2017
a	Review Council Plans in accordance with IP Legislation	Plans reviewed and outcomes presented to Council	5.5.3	\$10,000	CEO	X	X		
b	Develop corporate and operational key performance indicators	KPI's reported on quarterly and annually to Council	5.5.4	Internal staff time	CEO	X	X	X	X
c	Implement, monitor and report quarterly on the Integrated Planning Framework	Reported quarterly to Council	5.5.4	Internal staff time \$30,000	CEO		X	X	X

the services, operations and projects that will be delivered over the period of the plan, the method for delivering these and the associated costs are partially met

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The actions required to achieve the goals and priorities identified and their estimated costs over the life of the Corporate Plan 2014 – 2018 are detailed below:

<u>Actions</u>	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>	<u>2017/2018</u>
Development of skate park for youth	\$60,000			
Develop strategy for the current and future needs of the aged		\$10,000		
Refurbishment Caravan Park Ablutions	\$75,000			
Enhance the presentation of the town		\$50,000		
Facilitate expansion of Wandering's light industry business base including the attraction of new sustainable businesses to the town		\$250,000		
Facilitate the development of a multi – purpose general store			\$600,000	
Develop residential housing sub-divisions in Wandering for sale to the public	\$10,000	\$180,000	\$200,000	
Revise the Shire's Town Planning Scheme and Local Planning Strategy	\$15,000			
Establish a regional waste disposal site	\$160,000			
Complete Roads to Recovery programme for local roads in accordance with works program	\$100,000	\$100,000	\$100,000	\$100,000
Complete Regional Road Group programme for local roads in accordance with works program	\$502,500	\$600,000	\$500,000	\$600,000
Complete Own Resources program in accordance with works program		\$200,000	\$300,000	\$320,000

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Complete Road maintenance programme for local roads in accordance with works program	\$250,000	\$250,000	\$250,000	\$250,000
A continuous improvement program for asset management plans is developed and implemented		\$10,000		
Develop a governance management framework		\$5,000		
Implement a risk management policy and action plan	\$5,000	\$5,000	\$5,000	\$5,000
Review Council Plans in accordance with IP Legislation	\$5,000	\$5,000		
Complete construction of residential housing	\$180,000			
Complete construction of new bowling green	\$250,000			
Implement, monitor and report quarterly on the Integrated Planning Framework		\$10,000	\$10,000	\$10,000
TOTAL	\$1,612,500	\$1,675,000	\$1,965,000	\$1,285,000

3. Operations

This section outlines the operations within the local government that will deliver services to the community and progress towards the achievement of community goals as identified in the SCP.

Operations within the local government can be categorised into internal and external services as well as project services, as identified below:

- **External services (business-as-usual)** – this is comprised of core service delivery to the community, included those required by government legislation (e.g. events, parks and gardens, bin collection, road and path maintenance);
- **Internal enablers (business-as-usual)** – support services within the local government that ensure the effective running of day-to-day business activities and allow core service delivery to happen (e.g. HR, Finance, Payroll, Program / Contract Management); and
- **Project services (one-off specific projects)** – the delivery of projects as required to meet the Strategic Community Plan objectives. On completion, these projects will become incorporated into the business-as-usual service delivery.

In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis and for each of its broad activities/programs.

Council operations as disclosed in this CP and LTFP encompass the following service orientated activities/programs:

GOVERNANCE Members expenses and other costs of the Shire that relate to the tasks of assisting Councillors and the public on matters which do not concern specific Council services.

GENERAL PURPOSE FUNDING Rates and their collection; Financial Assistance Grants from Grants Commission; Interest.

LAW, ORDER, PUBLIC SAFETY Supervision of various local laws; fire prevention; and animal control.

HEALTH Food and water quality control; septic system inspection.

EDUCATION AND WELFARE Support of school activities.

HOUSING Provision of general rental accommodation when buildings not required by Staff.

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COMMUNITY AMENITIES Rubbish collection services; operation of tip; administration of the town planning scheme; landcare; maintenance of cemeteries; and public conveniences.

RECREATION AND CULTURE Maintenance of halls; tennis/netball courts; oval and reserves; operation of library; heritage and history.

TRANSPORT Construction and maintenance of streets, roads, bridges; street lighting; traffic and directional signs; depot maintenance; motor vehicle licence agency.

ECONOMIC SERVICES Tourism (including caravan park); implementation of building controls; Australia Post agency; noxious weeds, vermin.

OTHER PROPERTY & SERVICES Private works operations, plant repairs and operation costs.

Service Delivery

The local government must provide a range of services and it actively seeks out the most cost effective and efficient manner to do this. Some services are provided conventionally through local government employed staff, however where savings, efficiencies or improved quality outcomes are possible service delivery will be outsourced. Outsourcing is often necessary due to the difficulty of finding and retaining qualified staff or the cost of operating specialised plant and equipment. In these situations services are being maintained or improved for the benefit of local communities in a manner that is sustainable in the medium to longer term.

There are several options for service delivery in terms of how the service is delivered and by whom:

- **Fully Outsourced:** work is fully undertaken by an external contractor
- **Partially Outsourced:** work is partially undertaken by an external contractor
- **Local Government:** work is undertaken by the local government administration
- **Volunteers:** work is undertaken by volunteers in the community

Operations – summary

In summary, all elements of the local government operations drive the overall labour requirements captured in the Workforce Plan, the assets required to support operations as captured in the Asset Management Plan, and the finances required to fund the activity as captured in the Long Term Financial Plan.

The Corporate Business Plan is intended to link all aspects of the Integrated Planning and Reporting Framework and as changes are made to one component of the plan, these feed into the other components of the plan.

The Workforce Plan is developed by examining the staff required to deliver services externally, internally as well as for projects which occur on a once-off basis. If, for example, a particular project is deemed to be outside of the local governments financial capacity in the Long Term Financial Plan, then a decision should be made not to proceed with the project. This may in turn affect the staff composition, which will feed back into the Workforce Plan, as well as the assets required in the Asset Management Plan, and thus affect financial projections in the Long Term Financial Plan.

The IPR framework is intended to create an iterative foundation for planning and reporting that is flexible not only to the needs of the community, but also within the capacity of the local government to deliver.

4. Long Term Financial Plan

The Long Term Financial Plan (LTFP) details our costs to deliver the Corporate Business Plan (CBP). It projects financial information beyond the four years of the CBP to cover operations for ten years as a means of capturing the likely financial position over the forward years to give us an indication of our sustainability.

The LTFP is a core component of the IPR framework for local government. The LTFP allows for analysis of financial trends over a ten year period on a range of assumptions and provides us with information to assess resourcing requirements to achieve long term community objectives in a financially sustainable manner.

In developing the LTFP a number of objectives could be realised:

- Critically review the cost of current service levels and ensure this is within likely future financial capacity;
- Ensure we have the capacity to provide services as a result of community growth or changing demographics;
- Maintain a strong cash position;
- Ensure that we remain financially sustainable in the long-term, with reserve capacity to respond to unexpected opportunities or unpredictable events such as natural disasters;
- Achieve ongoing operating surpluses (excluding non-operational items such as granted assets and capital income - underlying surplus);
- Maintain debt levels at manageable levels;
- Strategically pursue grant funding opportunities;
- Plan rate increases to provide for service delivery that meets reasonable community needs; and
- Ensure that critical infrastructure asset renewal is adequately funded.

The LTFP covers a ten year period and is necessarily underpinned by a number of assumptions. It is therefore an overview of reasonable estimates only. We as a Local Government will undertake a broad review of our operations annually that will result in changes to the Corporate Business Plan and will require regular updates to our LTFP.

As the Long term Financial Plan (LTFP) is constantly changing and evolving this is kept as a separate tool to ensure it is always up to date and can give us the most relevant financial information.

WANDERING CORPORATE PLAN 2014 - 2018

Shire of Wandering Long Term Financial Plan 2014/2015 - 2023/2024 Statement of Projected Comprehensive Income by Nature and Type										
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$0s									
INCOME: REVENUES FROM ORDINARY ACTIVITIES										
EXCLUDING PROFIT ON ASSET DISPOSAL, NON-OPERATING GRANTS, SUBSIDIES & CONTRIBUTIONS										
Rates	704,491	732,671	761,977	792,457	824,155	857,121	891,406	927,062	964,145	1,002,710
Rates Growth	-	7,045	7,115	7,187	7,258	7,331	7,404	7,478	7,553	7,629
Operating Grants, Subsidies & Contributions	574,754	583,375	592,126	601,008	660,023	669,923	679,972	666,227	694,165	704,578
Fees & Charges	785,150	796,927	808,881	821,014	833,330	870,830	908,892	922,525	936,363	939,108
Service Charges	-	-	-	-	-	-	-	-	-	-
Interest Earnings	21,425	22,282	23,173	24,100	25,064	26,067	27,109	28,194	29,322	30,494
One off income Type 1	-	-	-	-	-	-	-	-	-	-
One off income Type 2	-	-	-	-	-	-	-	-	-	-
Other Revenue	48,704	49,435	50,176	50,929	51,693	52,468	53,255	54,054	54,865	55,688
Total Revenue	2,134,524	2,191,735	2,243,449	2,296,694	2,401,523	2,483,740	2,568,039	2,605,540	2,686,412	2,740,206
EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES										
EXCLUDING LOSS ON ASSET DISPOSAL										
Employee Costs	(654,019)	(712,606)	(726,859)	(741,396)	(757,525)	(763,975)	(780,558)	(847,467)	(865,718)	(883,032)
Materials & Contracts	(970,510)	(929,379)	(917,967)	(918,953)	(937,332)	(946,079)	(965,000)	(1,034,300)	(1,004,986)	(1,092,025)
Utilities	(65,800)	(69,748)	(73,933)	(78,369)	(83,071)	(88,055)	(93,339)	(98,939)	(104,875)	(111,168)
Insurance	(104,062)	(109,265)	(114,728)	(120,465)	(126,488)	(132,812)	(139,453)	(146,426)	(153,747)	(161,434)
Other Expenditure	(4,000)	(4,080)	(4,162)	(4,245)	(4,330)	(4,416)	(4,505)	(4,595)	(4,687)	(4,780)
Interest Expenses	(11,826)	-	-	-	-	-	-	-	-	-
One off expenditure - Labour	-	-	-	-	-	-	-	-	-	-
One off expenditure - Contracts & Materials	-	-	-	-	-	-	-	-	-	-
One off expenditure - Other	-	-	-	-	-	-	-	-	-	-
Depreciation	(779,778)	(816,975)	(881,166)	(914,315)	(956,299)	(1,039,475)	(1,118,053)	(933,446)	(984,476)	(1,025,404)
Total Expenditure	(2,589,995)	(2,642,054)	(2,718,814)	(2,777,742)	(2,865,045)	(2,974,812)	(3,100,908)	(3,065,173)	(3,118,490)	(3,277,844)
Sub-total	(455,471)	(450,319)	(475,365)	(481,048)	(463,522)	(491,073)	(532,869)	(459,633)	(432,077)	(537,638)
Non-Operating Grants, Subsidies & Contributions	592,952	1,145,000	1,363,699	549,000	521,000	571,485	655,660	515,000	615,000	538,520
Advances - for Community Groups / Third Parties	-	-	-	-	-	-	-	-	-	-
Advances to Community Groups / Third Parties	-	-	-	-	-	-	-	-	-	-
Profit on Asset Disposals	221,779	-	38,825	-	14,315	9,308	58,493	-	43,825	43,825
Loss on Asset Disposals	-	(685)	-	(685)	-	-	-	(13,395)	-	-
Sub-total	814,731	1,144,315	1,402,524	548,315	535,315	580,793	714,153	501,605	658,825	582,345
NET RESULT	359,260	693,996	927,159	67,267	71,793	89,720	181,284	41,972	226,748	44,707
Other Comprehensive Income/ Expenses										
Impairment of Assets Expense	-	-	-	-	-	-	-	-	-	-
Provision expense	-	(2,251)	7,704	(2,142)	(2,185)	(2,228)	(2,273)	(2,319)	(2,365)	(3,191)
Total Other Comprehensive Income/ Expenses	-	(2,251)	7,704	(2,142)	(2,185)	(2,228)	(2,273)	(2,319)	(2,365)	(3,191)
TOTAL COMPREHENSIVE INCOME	359,260	691,745	934,863	65,125	69,608	87,492	179,011	39,654	224,383	41,516

WANDERING CORPORATE PLAN 2014 - 2018

Shire of Wandering Long Term Financial Plan 2014/2015 - 2023/2024 Projected Rate Setting Statement										
Home Page										
	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s	\$0s
REVENUES										
Rate Levies (Under adopted assumptions)	704,491	739,716	769,093	799,643	831,413	864,452	898,810	934,540	971,698	1,010,339
Other Revenue	2,230,912	2,597,704	2,876,880	2,046,736	2,105,424	2,200,081	2,383,382	2,199,395	2,373,540	2,312,212
Revenues Sub-total	2,935,403	3,337,420	3,645,973	2,846,379	2,936,838	3,064,533	3,282,192	3,133,935	3,345,237	3,322,551
EXPENSES										
All Operating Expenses	(2,589,995)	(2,642,054)	(2,718,814)	(2,777,742)	(2,865,045)	(2,974,812)	(3,100,908)	(3,065,173)	(3,118,490)	(3,277,844)
Net Operating Profit/(Loss)	345,408	695,366	927,159	68,637	71,793	89,720	181,284	68,762	226,748	44,707
NON CASH ITEMS										
(Profit)/Loss on Asset Disposals	(221,779)	685	(38,825)	685	(14,315)	(9,308)	(58,493)	13,395	(43,825)	(43,825)
Movements in Provisions and Accruals	3,852	(1,352)	8,449	(1,549)	(1,800)	(1,438)	(1,467)	(1,532)	(1,526)	(2,335)
Depreciation on Assets	779,778	816,975	881,166	914,315	956,299	1,039,475	1,118,053	933,446	984,476	1,025,404
Sub-total	561,851	816,308	850,789	913,451	940,184	1,028,728	1,058,093	945,309	939,125	979,244
CAPITAL EXPENDITURE AND REVENUE										
Land	(10,000)	-	-	-	-	-	-	-	-	-
Investment Property	(10,000)	(430,000)	(200,000)	-	-	-	-	-	-	-
Buildings	(180,000)	(165,000)	(765,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)	(165,000)
Furniture and Equipment	(13,000)	-	-	-	-	-	-	-	-	-
Plant and Equipment	(63,000)	(77,450)	(197,168)	(77,450)	(132,450)	(427,450)	(620,700)	(331,450)	(388,070)	(197,960)
Plant and Equipment - Under Lease	-	-	-	-	-	-	-	-	-	-
Intangibles	-	-	-	-	-	-	-	-	-	-
Infrastructure - Roads (Formation Only)	-	(50,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-
Infrastructure - Roads (Ex Formation)	(710,873)	(719,200)	(619,200)	(661,300)	(687,700)	(707,000)	(607,000)	(607,000)	(607,000)	(607,000)
Infrastructure - Bridges	(210,000)	-	-	-	-	-	-	-	-	-
Infrastructure - Drainage	(20,000)	-	-	-	-	-	-	-	-	-
Infrastructure - Parks, Gardens and Reserves	(310,000)	-	-	-	-	-	-	-	-	-
Infrastructure - Other	(235,000)	-	-	-	-	-	-	-	-	-
Repayment of Loans	(65,034)	(65,034)	(65,034)	(65,034)	(65,034)	(65,034)	(65,034)	(65,034)	(65,034)	(65,034)
Proceeds from New Loans	352,500	-	-	-	-	-	-	-	-	-
Proceeds Disposal of Assets	270,000	57,450	96,960	57,450	72,450	232,800	205,450	141,450	122,960	122,960
Advances to Community Groups / Third Parties	-	-	-	-	-	-	-	-	-	-
Transfer to Reserves	(53,443)	(166,000)	-	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(76,000)	(201,000)
Transfer from Reserves	-	52,000	17,000	-	-	-	-	-	-	-
Proceeds from Advances	-	-	-	-	-	-	-	-	-	-
Net Cash From Investing Activities	(1,257,850)	(1,563,234)	(1,782,442)	(987,334)	(1,053,734)	(1,157,684)	(1,278,284)	(1,053,034)	(1,178,144)	(1,113,034)
ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD	402,151	51,560	4,493	5,246	41,757	39,236	38,906	38,963	12,271	89,083
ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD	51,560	4,493	5,246	41,757	39,236	38,906	38,963	12,271	89,083	51,480
CONTROL = 0	-	(0)	0	0	(0)	0	(0)	0	(0)	(0)

5. Reporting Process

It is important for the local government to measure and monitor the progress in relation to goals, strategies and actions. This section outlines the reporting process that will be utilised by the local government for the CBP.

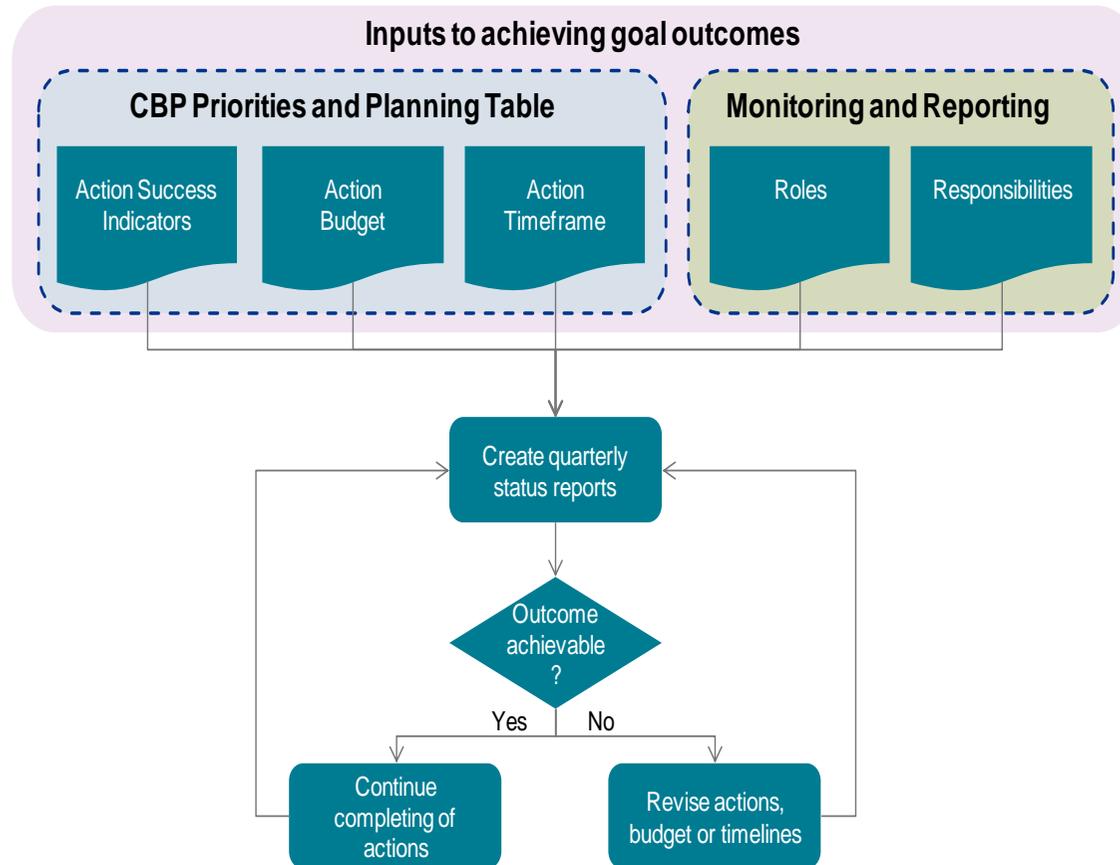
In the Priorities and Planning tables, each goal has a series of actions that have been identified in order to achieve the desired outcome. Each action has a corresponding success indicator, budget, responsible person and timeframe which will be used to conduct quarterly internal reports and subsequently feed into annual reporting to the Council and community.

Success indicators represent an element of a goal that is an essential part of the organisation's responsibility and form part of the organisation's performance management system.

By undertaking this reporting process, the local government is able to identify the level of performance in terms of actions, budget and timeframe. This subsequently allows the proactive management and implementation of mitigation steps to ensure the completion of actions and the achievement of goals. The following diagram illustrates the reporting process undertaken until the outcome of the goal has been achieved or a decision taken to cease an action where it becomes apparent that it cannot be completed economically or no longer supports a goal.

WANDERING CORPORATE PLAN 2014 - 2018

Figure – Reporting process



Reporting Role and Responsibilities

Monitoring and reporting is the task of both the executive team or strategy group, as well as the business units who carry out the actions outlined in Section 2. The process of monitoring and reporting is divided into two responsibilities, a responsible process owner and an accountable process owner as detailed below:

- **Responsible person** – the person who is charged with undertaking and delivering the work involved in completing a process
- **Accountable person** – the person who is ultimately answerable for the resulting consequences of the work that has been delivered through the process

As per the tables in the Priorities and Planning Section, a responsible person is nominated to see the action through to completion. Part of the role of the business unit is therefore to ensure that exception reporting is delivered, showing progress against milestones and on delivering outputs.

Ideally reports from each business unit will be collated into a dashboard covering the entire suite of CBP actions carried out by the local government. The executive is responsible for ensuring that reporting templates that are completed by business units remain up-to-date.

A summary of the accountable and responsible persons, along with their relevant activities and outputs is included in the table below.

WANDERING CORPORATE PLAN 2014 - 2018

Table – Progress Reporting

	Responsible person: <u>Chief Executive Officer</u>	Accountable person: <u>Manager Finance</u>
Activity	<ol style="list-style-type: none"> 1 Submit quarterly report to Council 2 Present quarterly report to Council 3 Ongoing management progress reporting and monitoring to Council 	<ol style="list-style-type: none"> 1 Collate all quarterly reporting summaries that cover achievement or non-achievement of relevant strategic priorities which are then documented. 2 Develop quarterly reporting templates and guidelines 3 Define process and timelines and communicate to all staff
Outputs	<ol style="list-style-type: none"> 1 Quarterly reports 2 Ongoing management reporting to Council 3 Progress towards compliance and key dates 	<ol style="list-style-type: none"> 1 Organisation Dashboard 2 Guidance notes 3 Reporting templates (updated quarterly) 4 Timelines for planned completion dates
Annual Timeline	Quarterly review	Quarterly review

Next Steps

While quarterly review of progress is important in shaping the CBP, there are guidelines and legislative requirements by which this CBP aligns. One of the requirements of the CBP under **S5.56 of the Local Government Act (1995)** is as follows:

“The plan is reviewed annually. (Review can be scheduled to align with the setting of the Annual Budget.)”

Therefore, the local government will ensure that the CBP is reviewed and amended in collaboration with the setting of the annual budget. Through the annual budgeting process, actions may be reprioritised according to the resources, assets and finances available. This results in the CBP being a dynamic four year plan that adapts to the changes in the environment in which the local government operates. The CBP will also be informed by the review process of the SCP which has a major review every four years.