



SHIRE OF SHARK BAY



CORPORATE BUSINESS PLAN

2018 - 2022

Contents

OUR VISION	3
INTEGRATED PLANNING AND REPORTING FRAMEWORK	4
FORECAST STATEMENT OF FUNDING	6
CAPITAL PROGRAM	7
SERVICE DELIVERY	8
ECONOMIC OBJECTIVE	9
ENVIRONMENT OBJECTIVE	10
SOCIAL OBJECTIVE	11
LEADERSHIP OBJECTIVE	12
MEASURING SUCCESS	13
SERVICES AND FACILITIES	14
STRATEGIC RISK MANAGEMENT	15
REFERENCES AND ACKNOWLEDGEMENTS	16

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Our Vision

“Shark Bay is a proud, unified community, respecting and sharing our pristine environment and great lifestyle”



Integrated Planning and Reporting Framework

This Corporate Business Plan 2018 – 2022, together with the Strategic Community Plan 2018 - 2028, is the Shire of Shark Bay's Plan for the Future and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Under *Local Government (Administration) Regulations 1996 Regulation 19DA (3)*, a Corporate Business Plan is to:

- a) set out, consistent with any relevant priorities included in the Strategic Community Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future in terms of Section 6.2(2) of the *Local Government Act 1995*.

Development of the Plan has also been influenced by the Department of Local Government and Communities Framework and Guidelines for Integrated Planning and Reporting.

Strategic Community Plan

The Shire of Shark Bay community had a strong involvement and voice in the development of the Strategic Community Plan. Commencing in September 2017, the community were invited to share their vision, aspirations and objectives for the future of the Shire of Shark Bay, and the Plan has subsequently been reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations, as held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Corporate Business Plan 2018-2022. The following four key strategic objectives are defined within the Plan.

- **Economic:** A progressive, resilient and diverse economy;
- **Environment:** Help protect our unique natural and built environment;
- **Social:** A safe, welcoming and inclusive community; and
- **Leadership:** A transparent, resilient organisation demonstrating leadership and governance.

Integrated Planning and Reporting Framework (continued)

Corporate Business Plan

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of our Corporate Business Plan. The Corporate Business Plan then converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

Asset Management Plan

The Shire has developed an initial Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plan have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

Long Term Financial Plan

The Shire of Shark Bay is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

Review of Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding. The review of this Plan occurred following a major review of the Strategic Community Plan in 2017.

Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Long Term Financial Plan to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	1,312,384	1,364,880	1,419,474	1,476,252
Operating grants, subsidies and contributions	2,484,846	2,534,542	2,585,233	2,636,938
Fees and charges	1,485,620	1,515,335	1,545,640	1,576,547
Interest earnings	49,409	38,791	38,752	39,226
Other revenue	164,803	168,099	171,461	174,889
	<u>5,497,062</u>	<u>5,621,647</u>	<u>5,760,560</u>	<u>5,903,852</u>
Expenses				
Employee costs	(2,168,610)	(2,211,982)	(2,256,214)	(2,301,333)
Materials and contracts	(2,027,466)	(2,088,010)	(2,129,757)	(2,172,345)
Utility charges (electricity, gas, water etc.)	(175,462)	(178,968)	(182,547)	(186,199)
Depreciation on non-current assets	(1,745,882)	(1,783,164)	(1,892,732)	(1,929,562)
Interest expense	(14,457)	(14,907)	(21,682)	(27,990)
Insurance expense	(165,393)	(168,700)	(172,074)	(175,517)
Other expenditure	(184,401)	(188,088)	(191,847)	(195,685)
	<u>(6,481,671)</u>	<u>(6,633,819)</u>	<u>(6,846,853)</u>	<u>(6,988,631)</u>
	<u>(984,609)</u>	<u>(1,012,172)</u>	<u>(1,086,293)</u>	<u>(1,084,779)</u>
Funding Position Adjustments				
Depreciation on non-current assets	1,745,882	1,783,164	1,892,732	1,929,562
Net Funding from Operational Activities	<u>761,273</u>	<u>770,992</u>	<u>806,439</u>	<u>844,783</u>
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	130,560	230,969	194,201	245,714
Non-operating grants, subsidies and contributions	412,544	412,544	4,412,544	412,544
Outflows				
Purchase of property plant and equipment	(665,740)	(786,958)	(5,237,683)	(713,211)
Purchase of infrastructure	(1,072,917)	(556,357)	(577,827)	(586,897)
Net Funding from Capital Activities	<u>(1,195,553)</u>	<u>(699,802)</u>	<u>(1,208,765)</u>	<u>(641,850)</u>
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	308,470	33,467	20,549	10,000
New borrowings	250,000	0	500,000	0
Outflows				
Transfer to reserves	(43,069)	(32,451)	(32,412)	(113,048)
Repayment of past borrowings	(81,121)	(72,206)	(85,811)	(99,885)
Net Funding from Financing Activities	<u>434,280</u>	<u>(71,190)</u>	<u>402,326</u>	<u>(202,933)</u>
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0
Estimated Surplus/Deficit June 30 C/Fwd	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Capital Program

A number of additional actions are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. The additional activities are summarised below along with an indication of the forecast capital expenditure extracted from the Long Term Financial Plan.

Strategy Ref	Strategy	Action Ref	Action	2018-19 \$	2019-20 \$	2020-21 \$	2021-22 \$
1.1.1	Appropriate transport infrastructure and services in line with demand	1.1.1.1	Implement road program in accordance with Council's adopted Plans and budget process	518,877	518,877	518,877	518,877
		1.1.1.1	Plant Replacement	598,740	719,958	670,683	646,211
		1.1.1.2	Implement Cycle Paths Plan in accordance with Council's adopted Plans and budget process	34,040	17,480	38,950	48,020
2.2.1	Ongoing development, maintenance and upgrade of infrastructure	2.2.1.1	Continue to implement Asset Maintenance Plan – Public Facilities Renewal	20,000	20,000	20,000	20,000
		2.2.1.1	Continue to implement Asset Maintenance Plan – Staff Housing			500,000	
		2.2.1.1	Continue to implement Asset Maintenance Plan – Town Oval Bore	500,000			
		2.2.1.2	Investigate, lobby for and seek funding for aged care / independent living infrastructure			4,050,000	

Service Delivery

The Shire of Shark Bay delivers services to its community in line with its mission, values and the four key strategic objectives set out within the Strategic Community Plan.

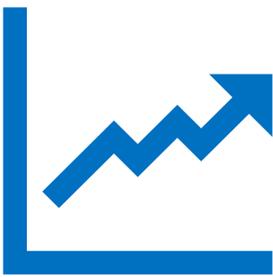
Each of the four objectives has several outcomes the Shire seeks to achieve over the 10+ years of the Strategic Community Plan. For each objective, one or more desired outcomes has been defined along with strategies to achieve these outcomes.

The outcomes were developed after considering the community engagement process and other external factors such as the available plans published by other government agencies.

The table below summarises the desired outcomes under each of the four key themes and strategic objectives.

	<p>ECONOMIC <i>A progressive, resilient and diverse economy</i></p>	<p>Outcome 1.1 Appropriately integrated transport services that improve connectivity and access</p> <hr/> <p>Outcome 1.2 Supported local business and further investment in the district encouraged</p>
	<p>ENVIRONMENT <i>Help protect our unique natural and built environment</i></p>	<p>Outcome 2.1 A natural environment for the benefit and enjoyment of current and future generations</p> <hr/> <p>Outcome 2.2 A well planned built environment and infrastructure supporting our community</p>
	<p>SOCIAL <i>A safe, welcoming and inclusive community</i></p>	<p>Outcome 3.1 Strong sense of spirit and pride in an inclusive community</p>
	<p>LEADERSHIP <i>A transparent, resilient organisation demonstrating leadership and governance</i></p>	<p>Outcome 4.1 A strategically focused, unified Council, functioning efficiently</p> <hr/> <p>Outcome 4.2 An efficient and effective organisation</p>

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.



Economic Objective

A progressive, resilient and diverse economy

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 1.1 Appropriately integrated transport services that improve connectivity and access

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Appropriate transport infrastructure and services in line with demand	1.1.1.1	Implement road program in accordance with Council's adopted Plans and budget process	■	■	■	■	→
	1.1.1.2	Implement Cycle Paths Plan in accordance with Council's adopted Plans and budget process	■	■	■	■	→
	1.1.1.3	Implement Drainage Upgrade and Renewal Plan	■	■	■	■	→
	1.1.1.4	Continue advocating for affordable aviation services	■	■	■	■	→

Outcome 1.2 Supported local business and further investment in the district encouraged

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Maintain relationships with educational organisations to facilitate a research centre	1.2.1.1	Liaise with education bodies and other research stakeholders to determine feasibility		■	■		
Promote and support tourism industry	1.2.2.1	Initiate regional tourism strategies relevant to the Shire of Shark Bay	■	■	■	■	→
	1.2.2.2	Participate in targeted marketing events and initiatives	■	■	■	■	→
	1.2.2.3	Market the local tourism industry and explore partnership opportunities	■	■	■	■	→
	1.2.2.4	Advocate for access to local produce	■	■	■	■	→
	1.2.2.5	Investigate options for seeking funding for marina feasibility study		■	■		
	1.2.2.6	Develop interpretive trails program on Council land / tenure		■	■	■	
Advocate to support new industries	1.2.3.1	Include supporting strategies for new and existing industries in Town Planning Scheme			■		



Environment Objective

Help protect our unique natural and built environment

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 2.1 A natural environment for the benefit and enjoyment of current and future generations

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Promote reduced environmental impact within the Shire	2.1.1.1	Continue to implement regional waste strategy	■	■	■	■	→
	2.1.1.2	Advocate for increased renewable energy options	■	■	■	■	→
	2.1.1.3	Instigate a streetscape improvement strategy		■	■		

Outcome 2.2 A well planned built environment and infrastructure supporting our community

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Ongoing development, maintenance and upgrade of infrastructure	2.2.1.1	Continue to implement Asset Maintenance Plan	■	■	■	■	→
	2.2.1.2	Investigate, lobby for and seek funding for aged care / independent living infrastructure		■	■	■	
	2.2.1.3	Ensure cycle path program complies with Disability Access and Inclusion Plan	■	■	■	■	→



Social Objective

A safe, welcoming and inclusive community

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 3.1 Strong sense of spirit and pride in an inclusive community

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Support provision of essential community services and facilities	3.1.1.1	Support local authorities to retain low crime levels and safe environment	■	■	■	■	→
	3.1.1.2	Support provision of emergency services and support and encourage community volunteers	■	■	■	■	→
Encourage inclusion, involvement and wellbeing	3.1.2.1	Identify and support opportunities for continued involvement of retirees in project participation	■	■	■	■	→
	3.1.2.2	Seek funding for community events and initiatives	■	■	■	■	→
	3.1.2.3	Advocate and lobby to maintain current ancillary health services and to increase continuity and consultation times during peak periods	■	■	■	■	→
	3.1.2.4	Advocate for improvement to technology infrastructure	■	■	■	■	→



Leadership Objective

A transparent, resilient organisation demonstrating leadership and governance

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

Outcome 4.1 A strategically focused, unified Council, functioning efficiently

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Effectively represent and promote the Shire of Shark Bay	4.1.1.1	Support and facilitate ongoing relevant training and development	■	■	■	■	➔
	4.1.1.2	Ongoing participation in regional tourism and economic development strategies	■	■	■	■	➔
	4.1.1.3	Participation in Regional, State and Council boards / bodies	■	■	■	■	➔
	4.1.1.4	Collaborate with key stakeholders	■	■	■	■	➔

Outcome 4.2 An efficient and effective organisation

Strategy	Action No.	Actions	2018-19	2019-20	2020-21	2021-22	2022 Onwards
Encourage and support community engagement	4.2.1.1	Continue to actively engage with the community	■	■	■	■	➔
Provide appropriate services to the community in a professional and efficient manner	4.2.2.1	Review, update and maintain operational plans	■	■	■	■	➔
	4.2.2.2	Maintain accountability and financial responsibility in accordance with Long Term Financial Plan	■	■	■	■	➔
	4.2.2.3	Seek a high level of legislative compliance throughout the organisation	■	■	■	■	➔

Measuring Success

The intended outcome of this Plan is to align the community’s visions and aspirations for the future of the Shire of Shark Bay to the Shire’s objectives. Success will be measured by both quantifiable and non-quantifiable outcomes.

Strategic performance indicators provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The strategic performance indicators and desired trend for each objective are provided in the table below.



ECONOMIC

A progressive, resilient and diverse economy

Performance Indicator	Desired Trend
Visitor Numbers	<i>Maintain Increasing</i>
Road Expenditure	<i>In line with budget</i>
Statutory Asset Management Ratios	<i>Maintain healthy ratios</i>



ENVIRONMENT

Help protect our unique natural and built environment

Performance Indicators	Desired Trend
Building Infrastructure Maintenance and Renewal	<i>In line with budget</i>
Regional Waste Strategy	<i>Completing and implementation</i>
Planning Framework	<i>Maintain compliance</i>



SOCIAL

A safe, welcoming and inclusive community

Performance Indicator	Desired Trend
Website Activity	<i>Increase level of posts and engagement rate</i>
Provision of Health Services	<i>Maintain level of service</i>
Funding and Support Programs for Community Groups	<i>In line with Budget</i>



LEADERSHIP

A transparent, resilient organisation demonstrating leadership and governance

Performance Indicator	Desired Trend
Statutory Financial Ratios	<i>Maintain healthy ratios</i>
Elected Members representation	<i>Maintain participation on boards and committees</i>
Currency of Strategic Plans and Reports	<i>Maintain currency</i>

Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Shark Bay.

Services Facilities Support	Economic	Environment	Social	Leadership
Shire Services				4.1.2
Customer service				4.1.1
Community consultation engagement		2.2.1		
Long term asset maintenance planning				4.1.2
Financial management				4.1.2
Town planning	1.2.2 1.2.3			
Economic development	1.2.2			4.2.1
Regional collaboration	1.2.2			4.1.2
Tourism management	1.2.2		3.1.2	
Festival event management			3.1.1	
Emergency services				4.1.2
Ranger services		2.1.1		
Natural resource management		2.1.1		
Rubbish kerbside collection		2.1.1		
Recycling				4.1.2
Building control				4.1.2
Health administration inspection				4.1.2
Facilities Infrastructure				
Parks gardens reserves		2.2.1		
Quality of town centre		2.1.1 2.2.1		
Landscaping		2.1.1 2.2.1		
Maintenance		2.2.1		
Sport recreation facilities		2.2.1		
Beaches foreshore boat ramps		2.1.1 2.2.1		
Wharfs jetties		2.2.1		
Council buildings heritage assets		2.2.1		
Employee housing		2.2.1		
World heritage discovery and visitor centre	1.2.2	2.2.1		
Community town halls		2.2.1		
Cemetery management		2.2.1		
Library library services		2.2.1		4.1.2
Retirement units		2.2.1		
Roads infrastructure		2.2.1		
Street lighting		2.2.1		
Public toilets		2.2.1		
Waste management facility		2.1.1		
Community Support Advocacy				
Medical health services			3.1.2	
Maternal infant services			3.1.2	
Child care playgroup			3.1.1	
Youth services			3.1.2	
Aged disabled services		2.2.1		
Indigenous relations				4.1.1
Support for volunteers			3.1.1	

Strategic Risk Management

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

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

External Factors

Increasing community expectations in relation to service levels and service delivery

Rapid changes in information technology changing the service delivery environment

Increased compliance requirements due to Government Policy and Legislation

Cost shifting by Federal and State Governments

Reducing external funding for infrastructure and operations

Changes in mining and pastoral practices and the associated social impacts

Climate change and subsequent response

Internal Factors

The objectives and strategies contained in the Council's current Strategic Community Plan

The timing and actions contained in the Council's Corporate Business Plan

Organisational size, structure, activities and location

Human resourcing levels and staff retention

The financial capacity of the Shire

Allocation of resources to achieve strategic outcomes

Maintenance of corporate records

References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan 2018 – 2022:

- Shire of Shark Bay Strategic Community Plan 2018 - 2028;
- Council website: www.sharkbay.wa.gov.au;
- Shire of Shark Bay Corporate Business Plan 2017-2021;
- Shire of Shark Bay Strategic Resource Plan 2017-2032; and
- Shire of Shark Bay Annual Financial Report 2016 – 2017.

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Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Shark Bay.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Shark Bay, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Shark Bay.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

Review of the Corporate Business Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding. The review of this Plan occurred following a major review of the Strategic Community Plan in 2017.

Document Management

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