

# Shire of Shark Bay



Corporate Business Plan

2017-2021

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## Document Management

Corporate Business Plan 2016-2020  
Adopted by absolute majority on 27 April 2016

Reviewed and updated Corporate Business Plan 2017-2021  
Adopted by absolute majority on XXXXX



## *Vision and values*

The Shire's Strategic Community Plan 2016 - 2031 sets out the community's vision, values and aspirations. The Corporate Business Plan aims to fulfill the strategic direction set by Council and progress the Council's vision while keeping with the community's aspiration and values.

*Vision:*  
Shark Bay is a proud, unified community, respecting and sharing our pristine environment and great lifestyle



# Planning Framework

This Corporate Business Plan 2017 – 2021, together with the Strategic Community Plan 2016 - 2031, 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 Shark Bay community had a strong involvement and voice in the outcomes in the Strategic Community Plan. In February 2016, the community were invited to share their visions and aspirations for the future of Shark Bay and the Plan has subsequently been reviewed and updated to reflect the community aspirations.

The community shared what they considered special about Shark Bay and their vision for the future. It is evident they value the natural environment, in particular the World Heritage national and marine parks, with pristine and un-spoilt natural beauty and scenery, fresh air and clear turquoise waters. The town and its friendly, helpful community are also highly valued, as well as the freedom and safety it affords.

The most commonly identified issues included the natural environment, provision of aged care facilities, retention of youth and families, living cost and accessibility (particularly air transport).

This information provided a valuable insight into the key issues and aspirations, as perceived by the local community. Importantly for the Council, these views have established clear priorities, and subsequently shaped the visions, values, objectives and strategies documented in the Strategic Community Plan 2016 - 2031.

## Corporate Business Plan

Achieving the community's vision and Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required due to limited resources. This planning process is formalised in our Corporate Business Plan. The Corporate Business Plan puts the Strategic Community Plan into action via the Annual Budget.

The Corporate Business Plan is reviewed annually to assess the progress of projects and realign actions and priorities with current information and available funding.

Along with achieving the community aspirations and objectives, the Corporate Business Plan draws upon information from the following strategic documents.

# *Informing Strategies*

## **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.

# 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.

	2017-18	2018-19	2019-20	2020-21
	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>				
<b>Revenues</b>				
Rates	1,270,249	1,308,357	1,347,608	1,388,036
Operating grants, subsidies and contributions	3,318,193	3,384,557	3,452,246	3,521,291
Fees and charges	1,225,192	1,249,698	1,274,690	1,300,177
Interest earnings	66,789	72,093	78,730	84,753
Other revenue	221,340	225,768	230,282	234,886
	<u>6,101,763</u>	<u>6,240,473</u>	<u>6,383,556</u>	<u>6,529,143</u>
<b>Expenses</b>				
Employee costs	( 2,202,100)	( 2,246,147)	( 2,291,062)	( 2,336,883)
Materials and contracts	( 2,109,924)	( 2,152,114)	( 2,195,145)	( 2,239,039)
Utility charges (electricity, gas, water etc.)	( 148,879)	( 151,851)	( 154,882)	( 157,979)
Depreciation on non-current assets	( 2,015,210)	( 2,209,255)	( 2,339,157)	( 2,385,716)
Interest expense	( 14,344)	( 19,296)	( 55,353)	( 78,956)
Insurance expense	( 164,067)	( 167,346)	( 170,693)	( 174,105)
Other expenditure	( 208,590)	( 212,761)	( 217,015)	( 221,356)
	<u>( 6,863,114)</u>	<u>( 7,158,770)</u>	<u>( 7,423,307)</u>	<u>( 7,594,034)</u>
	<u>( 761,351)</u>	<u>( 918,297)</u>	<u>( 1,039,751)</u>	<u>( 1,064,891)</u>
<b>Funding Position Adjustments</b>				
Depreciation on non-current assets	2,015,210	2,209,255	2,339,157	2,385,716
<b>Net Funding from Operational Activities</b>	<u>1,253,859</u>	<u>1,290,958</u>	<u>1,299,406</u>	<u>1,320,825</u>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>				
<b>Inflows</b>				
Proceeds on disposal	127,000	75,949	233,466	187,261
Non-operating grants, subsidies and contributions	612,420	4,412,544	2,912,544	412,544
<b>Outflows</b>				
Purchase of property plant and equipment	( 705,000)	( 5,113,896)	( 4,787,538)	( 734,098)
Purchase of infrastructure	( 856,813)	( 642,917)	( 626,357)	( 647,827)
<b>Net Funding from Capital Activities</b>	<u>( 822,393)</u>	<u>( 1,268,320)</u>	<u>( 2,267,885)</u>	<u>( 782,120)</u>
<b>FUNDING FROM FINANCING ACTIVITIES</b>				
<b>Inflows</b>				
Transfer from reserves	10,000	0	0	25,595
New borrowings	0	500,000	1,500,000	0
<b>Outflows</b>				
Transfer to reserves	( 363,479)	( 442,449)	( 401,547)	( 401,152)
Repayment of past borrowings	( 77,987)	( 80,189)	( 129,974)	( 163,148)
<b>Net Funding from Financing Activities</b>	<u>( 431,466)</u>	<u>( 22,638)</u>	<u>968,479</u>	<u>( 538,705)</u>
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0
<b>Estimated Surplus/Deficit June 30 C/Fwd</b>	<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	2017-18 \$	2018-19 \$	2019-20 \$	2020-21 \$
1.1.3	Development of Aged Care infrastructure	1.1.3.3	Progress with development plan for Aged person's infrastructure		4,000,000		
1.2.1	Upgrade road and associated infrastructure in-line with demand	1.2.1.1	Plant Replacement	655,000	563,896	737,538	684,098
		1.2.1.1	Road Renewals	718,753	518,877	518,877	518,877
1.2.1	Upgrade road and associated infrastructure in-line with demand	1.2.1.4	Implement Drainage Upgrade and Renewal Plan	40,000	40,000	40,000	40,000
2.2.1	Maintain, renew and improve infrastructure	2.2.1.1	Continue to implement Maintenance Plan	50,000	50,000	50,000	50,000
3.2.1	Provide, maintain and improve community infrastructure	3.2.1.1	Regional Multi-Use Administration Facilities			4,000,000	
		3.2.1.1	Public Facilities Renewal	50,000	50,000	50,000	50,000
3.2.3	Encourage healthy living and social interaction	3.2.3.1	Continue to implement cycle/footpath program	48,060	34,040	17,480	38,950
3.3.1	Staff Housing	3.3.3.1	Continue to improve and maintain staff housing accommodation		500,000		

## *Service Delivery*

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

- **ECONOMIC OBJECTIVE:** sustainable growth and progress
- **ENVIRONMENT OBJECTIVE:** Protect and manage our precious environment and retain our lifestyle values and community spirit
- **SOCIAL OBJECTIVE:** a safe and welcoming community where everyone is valued and has the opportunity to contribute and belong
- **CIVIC LEADERSHIP OBJECTIVE:** respect for the rights of citizens, appropriate service delivery and a commitment to openness, transparency, honesty and fairness

Each of the four objectives has desired outcomes Council is aiming to achieve over the 10+ years of the Strategic Community Plan. Strategies to achieve these desired outcomes are also provided within the Strategic Community Plan.

The tables on the following pages detail future actions to be undertaken for each strategy to deliver services to the community. Prioritisation of the actions is reflected by the square indicating when the action is planned to be undertaken. This prioritisation guides the delivery of services, as part of the implementation of the actions.



# Economic Objective

## Sustainable growth and progress

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 Develop infrastructure and investment that is sustainable and an on-going legacy to the Shire

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Ongoing development and upgrade of existing infrastructure	1.1.2.1	Implement the foreshore redevelopment plan	■			
	1.1.2.2	Facilitate DOT component of foreshore development plan	■			
Development of Aged Care infrastructure	1.1.3.1	Investigate and seek funding for aged care infrastructure	■	■	■	
	1.1.3.2	Progress with development plan for aged person's infrastructure	■	■	■	
	1.1.3.3	Develop aged person's infrastructure			■	
	1.1.3.4	Ensuring footpath program complies with Disability Access and Inclusion Plan	■	■	■	→
Investigation of independent living complex	1.1.4.1	Support and lobby for development of independent living complex	■	■		
Investigation of infrastructure and operating needs of commercial enterprises	1.1.5.1	Develop Economic Development Plan	■			
Investigate new Shire administration building	1.1.6.1	Consider options for Shire admin building site within Economic Development Plan	■	■		

### Outcome 1.2 Better integrated transport services that improve connectivity and access

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Upgrade road and associated infrastructure in line with demand	1.2.1.1	Implement road program in accordance with Council's adopted Plans and budget process	■	■	■	→
	1.2.1.2	Implement Cycle Paths Plan and upgrade to Knight Terrace	■			
	1.2.1.4	Implement Drainage Upgrade and Renewal Plan	■	■	■	→
Continue advocating for improved aviation services	1.2.2.1	Advocate for maintenance of aviation services	■	■	■	→
	1.2.2.2	Investigate options to maintain and upgrade aviation services	■	■		
Investigate opportunities to improve transport services in the area	1.2.3.1	Continue to implement Road Plan	■	■	■	→
	1.2.3.2	Consider further demand for new and upgrade road network	■	■	■	→

# Economic Objective (Continued)

## Sustainable growth and progress

### Outcome 1.3 Access to local food produce from within the region

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Advocate for access to local produce	1.3.1.1	Advocate for access to local produce	■	■	■	→
Investigate local and state laws to minimise restrictions	1.3.2.1	Review local laws		■		

### Outcome 1.4 Diversification of industries to increase jobs

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Co-ordinate with educational organisations to facilitate a research centre	1.4.1.1	Liaise with education bodies and other research stakeholders to determine feasibility	■	■		
	1.4.1.2	Develop a research and options paper	■	■		
	1.4.1.3	Investigate potential for school camp facilities		■	■	
Continue to promote and support tourism	1.4.2.1	Support regional tourism strategy	■	■	■	→
	1.4.2.2	Maintain stakeholder relations	■	■	■	→
Advocate to support new industries	1.4.3.1	Include supporting strategies for new industries in Town Planning Scheme and Economic Development Plan	■			
	1.4.3.2	Develop rate concession policy to support new industries	■			
Continue to advocate and investigate improvement to technology infrastructure	1.4.4.1	Continue to support increase in accessibility technology	■	■		

### Outcome 1.5 Provide adequate boating/recreational facilities that meet the needs of the general community and visitors

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Continue with the foreshore redevelopment	1.5.1.1	Continue with foreshore development as per Plan as funds are available	■	■	■	→
Investigate Marina feasibility	1.5.2.1	Seek funding for marina feasibility study	■	■	■	
Maintain and renew existing facilities	1.5.3.1	Implement Council owned Marine Facilities Maintenance Plan	■	■	■	→
Investigate further aquatic facility options	1.5.4.1	Conduct feasibility study for new aquatic facility			■	

# Environment Objective

## Protect and manage our precious environment and retain our lifestyle values and community spirit

### Outcome 2.1 Enhance, promote, rehabilitate and leverage the natural environment so it continues to be an asset to the community

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Develop a recycling service	2.1.1.1	Continue to implement regional waste strategy	■			
Encourage community participation in streetscape improvements	2.1.2.1	Instigate a streetscape beautification strategy	■			
Continued access throughout the Shire	2.1.3.1	Lobby for continued and increased access to national parks	■	■	■	→
Investigate renewable energy options for the district	2.1.4.1	Lobby for increased renewal energy options	■	■	■	→
Sustainable environmental protection	2.1.5.1	Lobby for sustainable environmental protection	■	■	■	→

### Outcome 2.2 Improve and maintain built environment for Shark Bay to be an attractive place to live, work, visit and invest

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Maintain, renew and improve infrastructure	2.2.1.1	Continue to implement Maintenance Plan	■	■	■	→
Maintain the integrity of heritage buildings	2.2.2.1	Develop a Heritage Maintenance Plan for Shire heritage assets			■	

### Outcome 2.3 Future development is sympathetic to the natural environment and aids the expansion of the local economy

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Ensure local planning strategies consider the local environment	2.3.1.1	Review Town Planning Scheme and strategies on a regular basis			■	
Activate Town Centre and Foreshore Plans	2.3.2.1	Implement actions from the Town Centre and Foreshore Plans	■	■	■	→

## Social Objective

### A safe and welcoming community where everyone is valued and has the opportunity to contribute and belong

#### Outcome 3.1 Existing strong community spirit and pride will be fostered, promoted and encouraged

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Retain low crime levels and safe environment	3.1.1.1	Support local authorities to retain low crime levels and safe environment	■	■	■	→
Attract and retain youth and families	3.1.2.1	Support retention of students' initiatives within the local school systems	■	■	■	→
Utilise and retain skills of retirees	3.1.3.1	Identify and support opportunities for continued involvement of retirees and continuation of their skills	■			
To maintain current ancillary health services and to increase continuity and consultation times during peak periods	3.1.4.1	Advocate and lobby state/ commonwealth/ local health providers	■	■	■	→
Support provision of emergency services and support and encourage community volunteers	3.1.5.1	Continue to support emergency services	■	■	■	→
	3.1.5.2	Continue to support volunteer groups	■	■	■	→

#### Outcome 3.2 Community infrastructure that meets the needs of families, youth, retirees

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Provide, maintain and improve community infrastructure	3.2.1.1	Continue to provide, maintain and improve community infrastructure in accordance with Asset Management Plans	■	■	■	→
Foreshore development as community space	3.2.2.1	Implement Foreshore Redevelopment Plan	■	■	■	→
Encourage healthy living and social interaction	3.2.3.1	Continue to implement bicycle/footpath program	■	■	■	→
	3.2.3.2	Develop interpretive trails program	■			
Provision of respite facilities	3.2.4.1	Investigate demand and options for respite facilities		■		

#### Outcome 3.3 Increase the diversity and range of housing accommodation for Shire employees, service workers and the community

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Seasonal workers' accommodation	3.3.1.1	Investigate options for development of facilities			■	
Maintain tax incentives for seasonal workers	3.3.2.1	Lobby for continued tax incentives for seasonal workers	■	■	■	→
Staff housing	3.3.3.1	Continue to improve and maintain staff housing accommodation	■	■	■	→
	3.3.3.2	Seek funding and where possible develop new staff housing	■	■	■	→

# Civic Leadership Objective

## Respect for the rights of citizens, appropriate service delivery and a commitment to openness, transparency, honesty and fairness

### Outcome 4.1 Shark Bay Council is efficient in its operations, actively listens to the community and anticipates and responds to the community's needs

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Community engagement	4.1.1.1	Continue to actively engage with the community in accordance with communications strategy	■	■	■	→
	4.1.1.2	Monitor and follow up community requests	■	■	■	→
Review, update and maintain operational plans	4.1.2.1	Continue to review, update and maintain operational plans	■	■	■	→
Maintain accountability and financial responsibility	4.1.3.1	Continue to operate in accordance with Long Term Financial Plan	■	■	■	→

### Outcome 4.2 To improve collaboration and shared services with other local, state and federal government agencies, industry and community organisations

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Regional service provisions	4.2.1.1	Investigate opportunities for regional service provisions	■	■	■	→
	4.2.1.2	Implement regional waste strategy	■			
State and Regional initiatives	4.2.2.1	Ongoing participation in regional tourism and economic development strategies	■	■	■	→
	4.2.2.2	Ongoing participation in Regional, State and Council boards	■	■	■	→

### Outcome 4.3 A strategically focused, unified Council, functioning efficiently

Strategies	Action No	Actions	2017-18	2018-19	2019-20	2020-21
Continue to provide for Councillor training	4.3.1.1	Budget provision for ongoing training	■	■	■	→
Strategic plans and legislative compliance	4.3.2.1	Maintain and implement strategic plans and ensure legislative compliance	■	■	■	→

## Measuring Success

The aim of this Plan is to align the community's visions and aspirations for the future of the Shire of Shark Bay to our objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

As part of the formulation of the Strategic Community Plan, the community was asked to provide feedback on the importance of services we provide and the level of satisfaction with the services.

By conducting a regular community satisfaction survey we intend to obtain an indication of ongoing community satisfaction levels to guide the prioritisation of the delivery of this Plan.

Key performance measures provide an indication of whether we are meeting our objectives and will be monitored and reported. A combination of measures will be developed by the Shire along with a base level and target level for each measure.

An example of some of the measures we may use for each objective is provided in the table below.

	Objectives	Key Performance Measures
<b>ECONOMIC</b>	<i>Sustainable growth and progress</i>	<ul style="list-style-type: none"> <li>• Population statistics</li> <li>• No. of business licences</li> <li>• Vacancy rates (business and residential)</li> <li>• No. of building approvals</li> </ul>
<b>ENVIRONMENT</b>	<i>Protect and manage our precious environment and retain our lifestyle values and community spirit</i>	<ul style="list-style-type: none"> <li>• Area protected from flooding</li> <li>• Percentage of waste placed in landfill</li> <li>• Energy usage statistics</li> </ul>
<b>SOCIAL</b>	<i>A safe and welcoming community where everyone is valued and has the opportunity to contribute and belong</i>	<ul style="list-style-type: none"> <li>• Crime rates</li> <li>• Community participation rates</li> </ul>
<b>CIVIC LEADERSHIP</b>	<i>Respect for the rights of citizens, appropriate service delivery and a commitment to openness, transparency, honesty and fairness</i>	<ul style="list-style-type: none"> <li>• Financial ratios</li> <li>• Long term financial viability</li> <li>• Asset sustainability ratios</li> <li>• Employee retention levels</li> <li>• Volunteer levels</li> </ul>

## Measuring Success (continued)

### How We Measure Our Progress and Move Forward

Council is required to produce an annual report each year which provides a snapshot of our progress towards the achievement of our aspirations through our four main themes.

Council's performance in managing its budgets and delivering programs and services is also outlined in the Annual Report. The indicators described below all contribute to an overall picture of Council's performance and progress towards achieving our aspirational outcome. Council will report on the Corporate Business Plan and the Workforce Plan every year.

Plan	What is Measured	Reporting Method
<b>Strategic Community Plan</b>		
<b>Strategic Indicators</b>	Outcomes – progress towards achieving target outcomes	Community progress report
<b>Corporate Business Plan</b>		
<b>Program Indicators</b>	Outcomes – progress towards achieving strategic indicators Performance – delivery of program activities and implementation of priorities	Annual Report Periodic reporting to Council
<b>Workforce Plan</b>		
<b>Services Indicators</b>	Performance – delivery of identified services for each program	Periodic reporting to Council

