



Corporate Business Plan 2017 - 2021

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Approved by Council: 19 December 2017

Corporate Business Plan 2017-2021

This Corporate Business Plan is Council's principal statement that identifies the shorter term priorities by providing a linkage and mechanism to activate the Shire's Strategic Community Plan.

The intent of the plan is to integrate community aspirations into local government operations and service delivery. In doing so, Council has set realisable priorities and focus areas, given its capacity to resource and deliver.

Section 5.56 of the *Local Government Act 1995* states that a local government is to plan for the future of the district.

The *Local Government (Administration) Regulations 1996* states:

19DA. Corporate Business Plans, requirements for Act 5.56)

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to –*
 - (a) *set out, consistently with any relevant priorities set out 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.*
- (4) *A local government is to review the current corporate business plan for its district every year.*

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Foreword

A message from the Chief Executive Officer of the Shire of Dalwallinu:

The first four (4) year Corporate Business Plan came into effect in 2013.

As required by the *Local Government Act 1995*, the Strategic Community Plan has had a major review along with all other informing plans to form the next four (4) year Corporate Business Plan.

This Corporate Business Plan is one of the cornerstones of the Integrated Planning Reporting framework as it summarises the way in which all the other informing plans and strategies integrate together.

This Corporate Business Plan will also bring greater consistency to the way in which the Shire plans for the future, works with the community, strives to achieve financial and environmental sustainability and maintains its professional standards. The Corporate Business Plan is the Shire's contract with the community to deliver on the Strategic Community Plan.

Jean Sutherland
Chief Executive Officer
Shire of Dalwallinu

1. Introduction

The Shire of Dalwallinu covers an area of 7,187 (sq km). The main town is Dalwallinu, where the Administrative Centre is located, and lies 254 kilometres north east of Perth on the Great Northern Highway.

Other townships in the Shire are, Pithara located 12kms south of Dalwallinu, Kalannie located 53kms north east of Dalwallinu, Wubin located 21kms north of Dalwallinu and Buntine located 38kms north of Dalwallinu.

The first graziers in the district were Benedictine monks from New Norcia, who with their “ticket of leave” men, shepherded sheep through the area to Mt Gibson, in the second half of the nineteenth century. The first Europeans explored the Dalwallinu area around 1907 with the ambition to develop the area into a wheat and sheep growing region. The first settlers arrived in 1909 and the first crops were planted on 1910.

These pioneers demonstrated tremendous strength and diligence, enduring extremely basic living standards while they developed the land. Pithara, Wubin and Buntine were established at the same time and Kalannie in the 1920’s.

Today the Shire is a leading grain producer with its five town’s servicing the requirements of farming communities. Dalwallinu has experienced significant growth in light industry due to its location on the Great Northern Highway.

General Information

Statistics

Distance from Perth CBD (km)	254
Area (sq km)	7,187
Length of Sealed Roads (km)	449
Length of Unsealed Roads (km)	1,490
Population:	1,429
Number of Electors:	857
Number of Employees (FTE):	40

Our Mission

To promote and enhance economic, cultural and social opportunities that will enhance the lifestyle for the community

Our Vision

Social and economic stability and well planned sustainable towns

A high standard of living, promoting business growth and nurturing agriculture in balance with the environment

A place of opportunity, acceptance of all people, strong health/aged care, educational facilities and a community favourable to extended families



Shire Administration Centre



Dalwallinu Discovery Centre



Elected Members



Cr Steven Carter
Shire President



Cr Keith Carter
Deputy Shire President



Cr Graham Sanderson



Cr Karen Christian



Cr Anita Dickins



Cr Karen McNeill JP



Cr Brett Boys



Cr Noel Mills



Cr Janine Huggett

***Office of the Chief Executive Officer
(Jean Sutherland)***

Organisation Leadership & Development
Governance & Compliance
Strategic Planning
Inter Government Relations
Councillor/Staff Relations
Human Resources
Regional relations
Tendering Compliance
Special Projects & Marketing
Community Support
Public Interest Disclosure

***Finance & Administration
(Keith Jones)***

Administration
Financial & Rate Services
Insurances
Records Management
Library Services
Emergency Services
Asset Management
Caravan Park

***Regulation & Community Services
(Doug Burke)***

Planning & Development
Environmental Health & Building
Ranger Services
Cleaning Services
Aquatic Centre
Building Maintenance

***Works & Services
(Will Taylor)***

Asset Management
Road construction & maintenance
Parks & gardens
Cemetery maintenance
Landfill/Waste Management
Fleet Management
Sewerage Maintenance

Corporate Business Plan

The delivery of services to the community requires well-rounded strategic planning matched with sustainable financial oversight to balance economic, community and environmental outcomes. To achieve this, the Shire of Dalwallinu has listened to its community and developed a ten year Strategic Community Plan (SCP) that translates the enduring aspirations of the community into a targeted suite of strategic priorities. These priorities will drive short and medium term planning, while maintaining sight of the long-term objectives over the next ten years.

This 4 Year Corporate Business Plan (CBP) activates these community aspirations and sets the strategic priorities that drive the operation of the Shire over the short to medium term, taking into consideration the human resources, assets and financial capacity of the Shire of Dalwallinu.

To achieve operational sustainability this CBP integrates the following informing strategies:

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

The CBP is a dynamic, living document that is reviewed annually and amended according to the minor and major review cycles of the SCP, as well as any internal or external considerations that will have an impact in the near future. It currently contains a four year program of works inclusive of staffing costs.

While the document has not outlined the specific cash flow of the Shire funds required over each of the four years, it is important to recognise that this will be modified and reflected accurately when incorporated into the 10-Year Long Term Financial Plan.



The following diagram illustrates the process undertaken to develop the CBP.

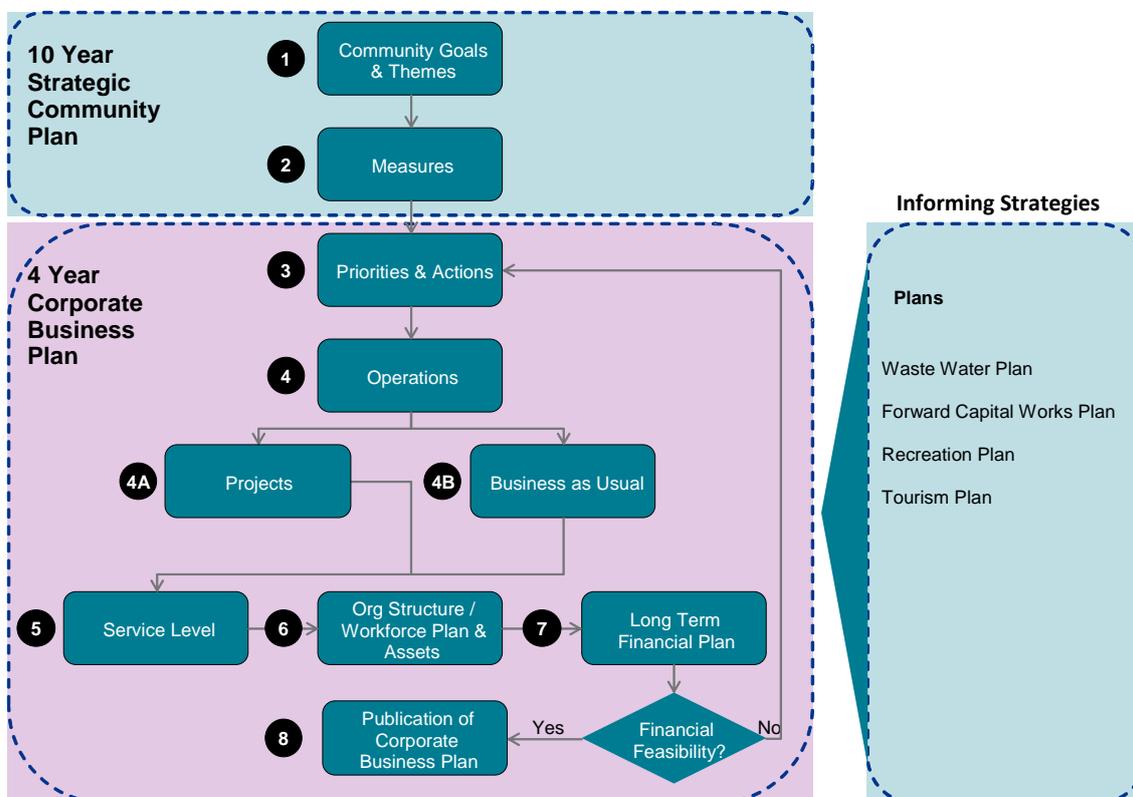


Figure 1 –Corporate Business Plan (CBP) development process

Vision and Values

The Shire of Dalwallinu vision is:

Social and economic stability and well planned sustainable towns.

A high standard of living, promoting business growth and nurturing agriculture in balance with the environment.

A place of opportunity, acceptance of all people, strong health/aged care, educational services and a community favourable to extended families.

What is Integrated Planning and Reporting?

The Integrated Planning and Reporting (IPR) Framework has been established to ensure that local governments plan sustainably for the future and to equip their organisations to deal with short, medium and long term priorities.

The three major components of the IPR Framework include:

- 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 and integrates other plans
- 3) Annual Budget
 - Normal budgeting process linked to delivery of the current year of the 4 year CBP.

Figure 2 –IPR process

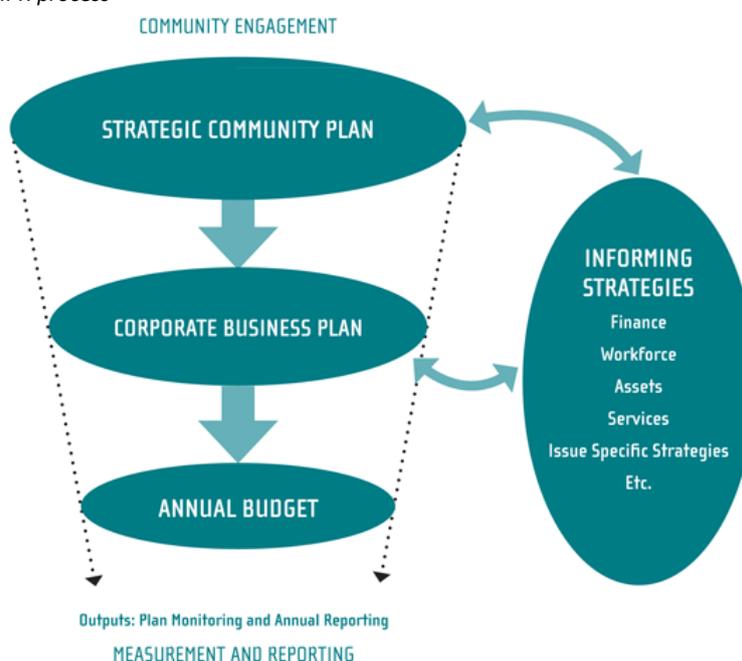


Figure 2 –IPR Framework

Supporting and informing the above components are strategies such as:

- 4) Long Term Financial Plan
 - 10 year forecast plan to ensure sustainable financial management
- 5) Asset Management Plan
 - 10 year Forward Capital Works Plan
 - Management of local government's assets
- 6) Workforce Plan
 - 4 year plan to identify Workforce requirements to deliver CBP
 - Housing and Office Accommodation Strategies

The voice of the community

During community engagement, the Shire of Dalwallinu residents were asked what was most important to the community. The community feedback was then brought together into four Strategic Themes that have formed the backbone of the Strategic Community Plan, each with supporting goals and measures of success.

Community (Social)	To be a progressive and safe community with a high standard of living, valuing acceptance of all people
<ul style="list-style-type: none"> • Enhanced and expanded medical and other appropriate health services • Enhanced quality of public amenities and all Shire facilities • Improved technology and electronic communication • Improved youth activities and services • Protected heritage areas and buildings • Enhanced community meeting areas in each town • Improved and enhanced playground areas • Rejuvenated and enhanced recreation precinct and Dalwallinu Recreation Centre 	
ECONOMIC	To be a diverse and innovative economy with a range of local employment opportunities
<ul style="list-style-type: none"> • A growing Shire population • Additional business development in the commercial and industrial sectors • Promote tourism and associated business in the area • Increased housing development • Improved drainage of stormwater in towns • Improved road network • Improved productivity and profitability of agriculture 	
ENVIRONMENT	To have a balanced respect for our environment and heritage, both natural and built
<ul style="list-style-type: none"> • Reduced feral animal population in the Shire • Reduced litter and improved ambiance of streetscapes • Improved weed control in the Shire • Enhanced rehabilitation of reserves • Expanded recycling services 	
LOCAL LEADERSHIP	To work together as custodians for now and the future
<ul style="list-style-type: none"> • Improved communication/consultation across all towns with a variety of methods • Improved flexibility in and provision of customer service • Improved emergency planning and response • Strategic alliances to best serve Dalwallinu 	

Aim of the Corporate Business Plan

The CBP is a tool that the Shire of Dalwallinu will use to strategically direct the program of work to achieve the Strategic Community Plan. This program of work details the timeframe, accountabilities, resources and indicative costs that will be allocated to ensure that the priorities of the community are incrementally delivered.

The Shire is accountable for completion of actions within the CBP.

CBP Development Process

The aim of the CBP development process is to carefully consider the operating environment of the Shire. This includes the necessary resources required to provide for the sustainable delivery of services that meet community aspirations now and over the four years ahead.

To develop the CBP the following analysis was completed:

- 1) **External analysis** – we have considered relevant external factors that could impact on operations
- 2) **Operational Risk Assessment** – we are developing a risk management framework to assist in the identification and management of operational risks that could affect the local government’s ability to deliver services and projects
- 3) **Internal Analysis** – we have analysed and made improvements to our internal capability to ensure we can deliver the vision and priorities that the community has voiced
- 4) **Integration** – we have incorporated and considered all of our strategies, operational requirements and other business considerations
- 5) **Resource Capability analysis** – we have and will continue to assess the resource plans (e.g. Assets, Workforce, Finance) to determine our business-as-usual requirements as well as the priorities outlined in the SCP
- 6) **Service/Project Evaluation** – we have identified the methods to assess and evaluate our services and projects to ensure they are aligned with the strategic direction of our local government in a way that is cost effective and sustainable
- 7) **Organisational Development** – we have and will continue to communicate throughout our local government the vision and values voiced by the community and ensure that the organisation is aligned to our strategic objectives.

2. Priorities and Planning

Actions and Relationships

This section identifies the actions required to achieve the goals and priorities identified in the SCP.

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 Directorate and timeframe as detailed further below:

- 1) Priority**
Goals have been determined in the SCP and have been assigned rankings by way 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) Indicative Shire of Dalwallinu Budget**
The total indicative project budget incorporates any staff costs identified in the Timeframe/Staff Resource Cost columns, plus any other costs where relevant.
- 4) Responsible Directorate**
Directorate accountable for the completion of the action.
- 5) Timeframe / Staff Resource Cost**
Length of time required to complete the action and staff costs associated with the delivery.
- 6) Potential Funding Stakeholders**
Identifies the source of external funding where relevant.
- 7) Total Indicative Project Budget**
The Total Indicative Project Budget includes the costs outlined in the Indicative Shire of Dalwallinu Budget column plus the costs/funding indicated in the Potential Funding Stakeholders column.

1 – Social

To be a progressive and safe community with a high standard of living, valuing acceptance of all people

Priority:

High

Outcomes Sought:

- Enhanced and expanded medical and other appropriate health services
- Enhanced quality of public amenities and all Shire facilities
- Improved technology and electronic communication
- Improved youth activities and services
- Protected heritage areas and buildings
- Enhanced community meeting areas in each town
- Improved and enhanced playground areas
- Rejuvenated and enhanced recreation precinct and Dalwallinu Recreation Centre

Actions	Success Indicator	Indicative Shire Budget (thousands) 2017-2021	Responsible Unit	Timeframe/Staff Resource Cost (inc in Employee Costs) (year commencing 1 July)				Potential Funding Stakeholders	Total indicative budget
				17/18	18/19	19/20	20/21		
a Upgrade of the Dalwallinu Recreation Centre	Upgrade completed by 31 December 2018	\$4,225K	CEO	● \$15k	● \$10k			N/A	\$4,225K
b Upgrade of the Dalwallinu Recreation Centre Precinct	Upgrade completed by 31 May 2018	\$90K	CEO	● \$10k				Lotterywest \$1,300K	\$1,390K
c Investigate Townscape improvement options	Townscape concept planning for Dalwallinu and Kalannie completed by 30 June 2021	\$170K	CEO	● \$5K	● \$5k			N/A	\$170K
d Develop Sport & Recreation Plan	Strategy completed by 30 June 2019	\$20K	CEO		● \$20k			N/A	\$20K

Actions	Success Indicator	Indicative Shire Budget (thousands) 2017-2021	Responsible Unit	Timeframe/Staff Resource Cost (inc in Employee Costs) (year commencing 1 July)				Potential Funding Stakeholders	Total indicative budget
				17/18	18/19	19/20	20/21		
e Develop Youth Program (inc one annual event and school holiday programs)	Events and programs held and well attended by youth	\$12K	CEO	● \$1K	● \$1K	● \$1K	● \$1K	N/A	\$12K
f Advocate for additional medical services (dental, physio)	Additional services available by 31 December 2018	\$8K	CEO	● \$2K	● \$1K			N/A	\$8K
TOTAL (Social)		\$4,525K						\$0	\$5,825K

2 – Economic

To be a diverse and innovative economy with a range of local employment opportunities

Priority:

High

Outcomes Sought:

- A growing Shire population
- Additional business development in the commercial and industrial sectors
- Promoted tourism and associated business in the area

- Increased housing development
- Improved drainage of stormwater in towns
- Improved road network
- Improved productivity and profitability of agriculture

Actions	Success Indicator	Indicative Shire Budget (thousands) 2017-21	Responsible Unit	Timeframe/Staff Resource Cost (inc in Employee Costs) (year commencing 1 July)				Potential Funding Stakeholders	Total indicative budget
				17/18	18/19	19/20	20/21		
a Deliver Roads Program	Program is completed on time and within budget (approx. \$2,500K per annum)	\$8,000K	Works & Services	●	●	●	●	RRG and RTR	\$8,000K
b Construction of two employee residences	Construction completed by 31 December 2019	\$515K	CEO		● \$10k	● \$5k			\$515K
c Develop Business Attraction & Marketing Program	Program completed by 30 June 2018	\$20K	CEO	● \$5k	● \$5k	● \$5k	● \$5k		\$20K
d Construction of new dam east of Roberts Road	Dam construction completed by 31 December 2019	\$60K	Works & Services		● \$10k			Dept of Water \$150 (subject to available funding)	\$210K
e Develop nine (9) lot residential subdivision in Bell Street	Lots available for sale by 31 December 2018	\$1,010K	CEO	● \$5k	● \$5k				\$1,010K

Actions	Success Indicator	Indicative Shire Budget (thousands) 2017-21	Responsible Unit	Timeframe/Staff Resource Cost (inc in Employee Costs) (year commencing 1 July)				Potential Funding Stakeholders	Total indicative budget
				17/18	18/19	19/20	20/21		
f Promote industrial units for lease	Units leased by 31 December 2018	\$7K	CEO	● \$1K	● \$1K			N/A	\$7K
g Improve and build additional accommodation for aged persons	Construction of new accommodation and upgrade of existing accommodation	\$253K	CEO	● \$1K	● \$2K			N/A	\$253K
TOTAL (Economic)		\$9,805							\$9,955

3 – Environment

To have a balanced respect for our environment and heritage, both natural and built

Priority:

High

Outcomes Sought:

- Reduced feral animal population in the Shire
- Reduced litter and improved ambience of streetscapes

- Improved weed control in the Shire
- Enhanced rehabilitation of reserves
- Expanded recycling services

Actions	Success Indicator	Indicative Shire Budget (thousands) 2017-2021	Responsible Unit	Timeframe/Staff Resource Cost (inc in Employee Costs) (year commencing 1 July)				Potential Funding Stakeholders	Total indicative budget
				17/18	18/19	19/20	20/21		
a Develop a Waste Management Strategy	Strategy completed by 30 June 2018	\$30K	Regulation & Community Services	● \$5k					\$30K
b Develop a Sewerage Master Plan	Strategy completed by 30 June 2018	\$32K	Works & Services	● \$5k					\$32K
c Undertake upgrade to town sewerage system	Upgrades of \$100k undertaken annually with all to be completed by 30 June 2021	\$820K	Works & Services	● \$5k	● \$5k	● \$5k	● \$5k		\$820K
TOTAL (Environment)		\$882K							\$882K

4 – Local Leadership

To work together as custodians for now and the future

Priority:

High

Outcome Sought:

- Improved communication/consultation across all towns with a variety of methods
- Improved flexibility in and provision of customer service
- Improved emergency planning and response
- Strategic alliances to best serve Dalwallinu

Actions	Success Indicator	Indicative Shire Budget (thousands) 2017-2021	Responsible Unit	Timeframe/Staff Resource Cost (inc in Employee Costs) (year commencing 1 July)				Potential Funding Stakeholders	Total indicative budget
				17/18	18/19	19/20	20/21		
a Develop Information Communications Technology Strategy	Strategy developed by 31 December 2018	\$30K	Finance & Administration	● \$5k					\$30K
b Maintain relationships with ICMI/CMC	Completed projects beneficial for three member Shires	\$12K	CEO	● \$3k	● \$3k	● \$3k	● \$3k		\$12K
TOTAL (Local Leadership)		\$42K							\$42K

3. Operations

This Section outlines the operations that will be undertaken by the Shire of Dalwallinu over the next four years to 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 the following three service types:

- **External Services (business-as-usual)** – Comprised of core service delivery activities to the community, including those required by government legislation (e.g. parks and gardens, bin collection, asset management)
- **Internal Services (business-as-usual)** – These are support services within the Shire of Dalwallinu administration that ensure the effective running of day-to-day business activities and service delivery.(e.g. Human Resources, Finance, Payroll, Program / Contract Management)
- **Project Services (one-off specific projects)** – The delivery of projects that contribute to the achievement of Strategic Community Plan objectives. These projects are managed internally and on completion the outcomes of these projects will become incorporated into the normal operations of the Shire.

The diagram below demonstrates how external Business As Usual (BAU) services and projects link into the overall organisational structure and form part of the long term financial planning of the Shire of Dalwallinu.

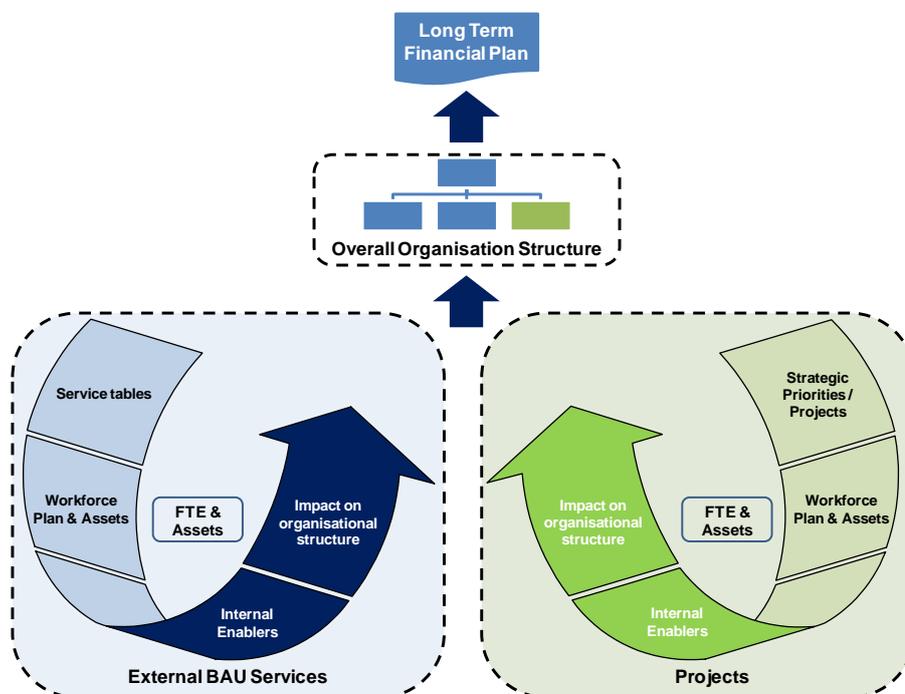


Figure 3 –Interaction of the External Services and Projects

Service level and frequency

The Shire of Dalwallinu delivers various services to the community and this section explores the various service delivery options and frequencies delivered by the organisation. Collectively these service delivery options and frequencies are referred to as the service levels that take into account the community's expectations of how well and how often a service should be delivered. These service levels and delivery frequency have been determined on the basis of community engagement and reflect both the community's demand for services balanced with the realistic constraints on available resources. This balance between services and constraints has been reflected within this section of the CBP.

The three key areas of Service Levels are:

- Service Frequency – how often a service occurs

Ad-hoc (when requested)	Weekly	Monthly
Daily	Fortnightly	Quarterly

- Service Delivery – the four types of how a service is delivered and by whom

Fully Outsourced (FO): Service is fully delivered by an external contractor	Partially Outsourced (PO): Service is partially delivered by an external contractor
Local Government (LG): Service is delivered by Shire of Dalwallinu staff	Volunteers (V): Service is delivered by volunteers in the community

- Charging arrangements – how the services delivered are paid for

Fee for Service (F): Costs are fully recouped from the person requesting the service.	Government Subsidised Service (G): Costs are funded by the Government
Partial Fee for Service (PR): Costs are partially recouped from the person requesting the service.	Free at point of use (FR): Costs are funded from the general revenue of the Shire

The table below is a summary of the Shire of Dalwallinu's service delivery for business-as-usual (BAU) services performed, both internally and externally, with an indication of how often and how they are paid for.

OFFICE OF THE CEO			
BAU Service	Service Delivery	Service Frequency	Charging Arrangement
Economic Development	Local Government	Daily	Free
Marketing	Local Government	Daily	Free
Recreation Services	Local Government	Daily	Free
Governance	Local Government	Daily	Free
Planning	Local Government	Daily	Free

FINANCE AND CORPORATE SERVICES			
BAU Service	Service Delivery	Service Frequency	Charging Arrangement
Audit and risk management	Local Government	Bi Annually	Free
Asset Management	Local Government	Daily	Free
Budget Management	Local Government	Fortnightly	Free
Caravan Park	Local Government	Daily	Partially recouped
Council Reporting	Local Government	Monthly	Free
Customer Services	Local Government	Daily	Free
Financial Management	Local Government	Daily	Free
Governance	Local Government	Daily	Free
Human Resources	Local Government	Daily	Free
Information Management	Fully Outsourced	Weekly	Free
Rental Properties Administration	Local Government	Daily	Free
Library	Local Government	Daily	Free
OH&S	Local Government	Adhoc	Free
Payroll/Creditors	Local Government	Daily	Free
Receipting/Rates/Charges	Local Government	Daily	Free
Records Management	Local Government	Daily	Free

Tourism	Local Government	Daily	Free
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WORKS AND SERVICES

BAU Service	Service Delivery	Service Frequency	Charging Arrangement
Cemetery service	Local Government	Adhoc	Partially recouped
Commercial/Domestic waste collection/landfill/recycling	Local Government	Partially Outsourced	Partially recouped
Development Approvals	Local Government	Adhoc	Free
Footpaths / kerbing	Local Government	Partially Outsourced	Free
Irrigation/Waste Water	Local Government	Daily	Free
Town Maintenance/Parks/Gardens/Playgrounds	Local Government	Daily	Free
Road construction/maintenance/drainage/signage	Local Government	Daily	Free
Workshop Operations	Local Government	Daily	Free

REGULATION SERVICES

BAU Service	Service Delivery	Service Frequency	Charging Arrangement
Asset Management	Local Government	Daily	Free
Building Cleaning & Maintenance	Local Government	Daily	Free
Building Compliance Service	Local Government	Adhoc	Partially Recouped
Compliance Services	Local Government	Adhoc	Free
Environmental Health Services	Local Government	Adhoc	Free
Planning Approvals	Local Government	Adhoc	Partially Recouped
Premises Licensing	Local Government	Adhoc	Partially Recouped
Rangers	Local Government	Fortnightly	Free
Swimming Pool	Local Government	Daily	Partially Recouped

Operations – summary

In summary, the Shire of Dalwallinu’s operations determine the:

- overall labour requirements set out in the Workforce Plan
- assets required under the Asset Management Plan
- finances required to inform Long Term Financial Planning.

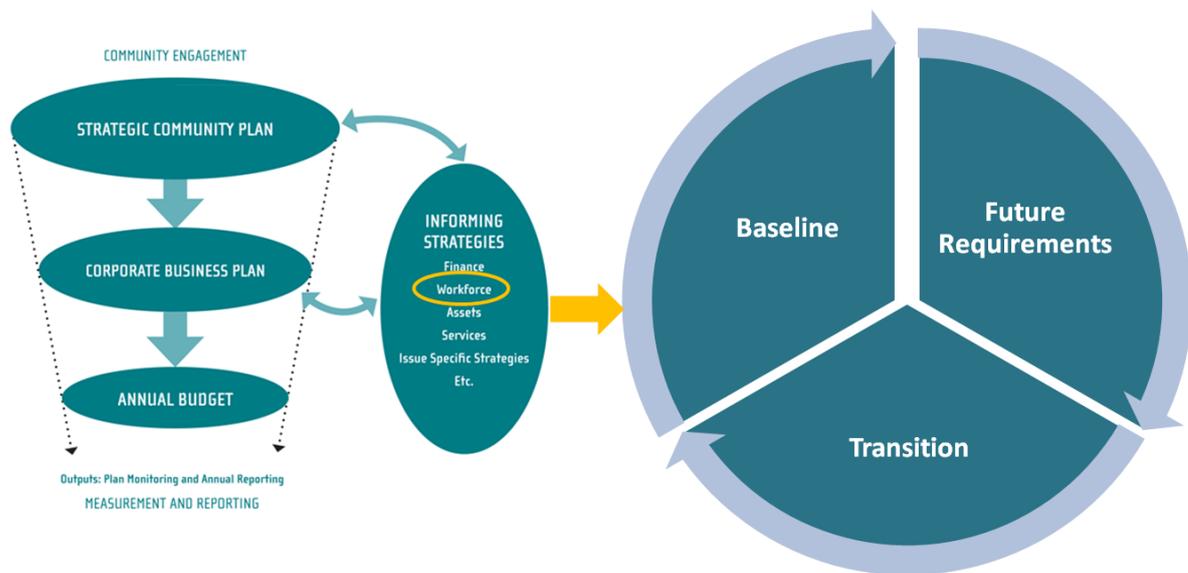
This Corporate Business Plan is intended to capture all aspects of the Integrated Planning and Reporting Framework and as changes are made to one component of the Plan, these feed into the other components of the plan.

The 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 the capacity of the local government to deliver.

4. Workforce

Overview

Developing and supporting the workforce is critical to the future success and delivery of the Strategic Community Plan and the Corporate Business Plan. The Integrated Planning and Reporting (IPR) Framework sets out the need for a Workforce Plan to support service delivery as shown in the diagram below.



Components of the Workforce Planning

Figure 4 –Components of the Workforce Plan

Workforce planning (WFP) is imperative to identify labour requirements, skills development and staff numbers to support the delivery of the Corporate Business Plan and the Strategic Community Plan.

The WFP takes into consideration the strategic priorities, information around external factors impacting the workforce including current and projected economic factors, market factors, competitor factors and the level of supply.

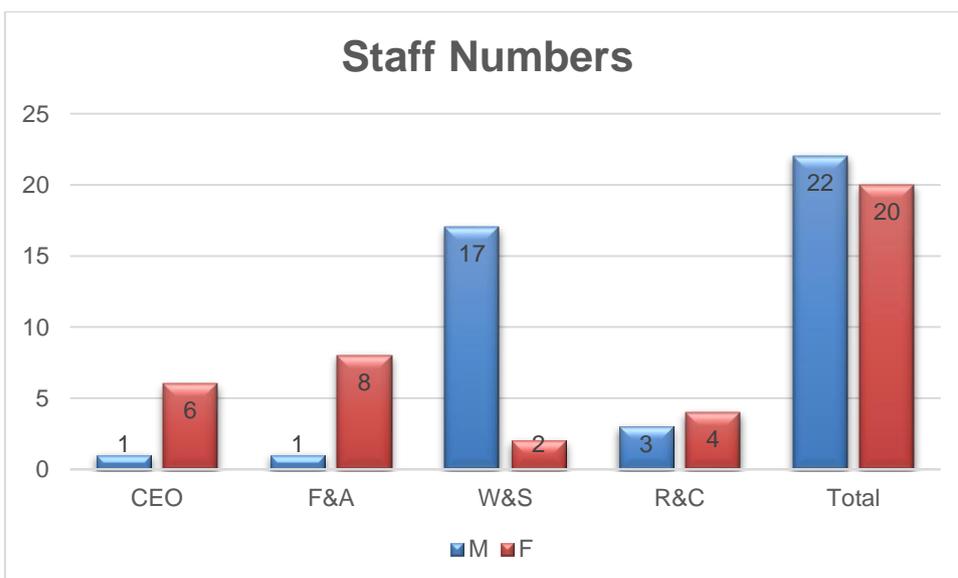
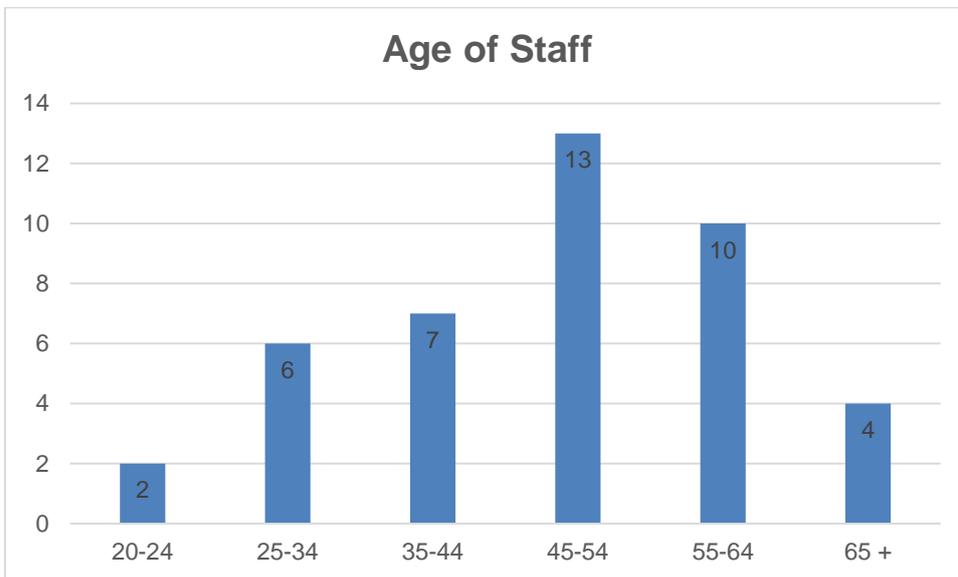
The WFP incorporates the capability of the labour market in terms of achieving Corporate Business Plan (CBP) objectives; an analysis of the risks currently facing the workforce, recommendations for strategy development, and a high-level analysis of how the workforce will need to change over time to deliver the core objectives in the Corporate Business Plan.

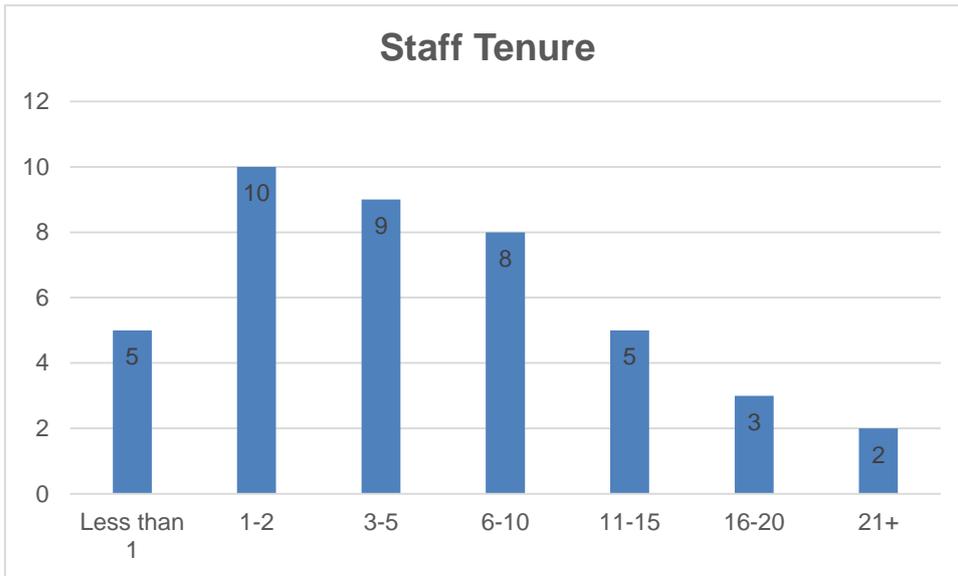
By continuing to review this process, the Shire of Dalwallinu will have a plan adequately addressing the workforce requirements to deliver operations in accordance with the amendments specified by the *Local Government (Administration) Amendment Regulations (No. 2) 2011*.

The Shire's Workforce Plan endeavours to foster a resilient, connected organisation culture which continues to attract and retain talented staff.

A key driver to our workforce planning is the issue of Australia's ageing population. This ageing workforce is a trend currently reflected in Council's staff demographics. Council employee age demographic is as follows:

- 4.76% are in the category of 24 and under;
- 14.29% are 25-34 years;
- 16.67% are 35 – 44 years;
- 30.95% are 45 – 54 years;
- 23.81% are 55 – 64 years;
- 9.52% are 65 plus years.





Historical Employee Costs

Financial Year	Gross Salary & Wages	# FTE	Increase %	Ave cost per FTE
2012/2013	2,740,333	37	5.83%	74,063
2013/2014	2,941,363	40	7.33%	73,534
2014/2015	2,870,238	42	-2.42%	69,339
2015/2016	3,025,789	39	5.42%	77,584
2016/2017	3,137,649	40	3.69%	78,441

Future workforce requirements

OFFICE OF THE CEO (FTE)	16/17	17/18	18/19	19/20	20/21	Total
Chief Executive Officer	1	0	0	0	0	1
Executive Support Officer	1	0	0	0	0	1
Strategic Projects & Marketing Officer	1	0	0	0	0	1
Community Support Officer	0	1	0	0	0	1
Medical Practitioner	1	0	0	0	0	1
Practice Nurse	0.66	0	0	0	0	0.66
Practice Manager	1	0	0	0	0	1
Receptionist	1.27	0	0	0	0	1.27
TOTAL	6.93	1	0	0	0	7.93

FINANCE & ADMINISTRATION (FTE)	16/17	17/18	18/19	19/20	20/21	Total
Deputy Chief Executive Officer	1	0	0	0	0	1
Accountant	0.84	0	0	0	0	0.84
Finance Officer/rates	1	0	0	0	0	1
Payroll/Creditors Officer	1	0	0	0	0	1
Asset Management Officer	1	0	0	0	0	1
Customer Service Officer	2	0	0	0	0	2
DDC Co-ordinator	1	0	0	0	0	1
Caravan Park Caretaker	1	0	0	0	0	1
TOTAL	8.84	0	0	0	0	8.84

REGULATION & COMMUNITY SERVICES (FTE)	16/17	17/18	18/19	19/20	20/21	Total
Manager Regulation & Development Services	1	0	0	0	0	1
Pool Manager	1	0	0	0	0	1
Cleaner	1.82	0	0	0	0	1.82
Building Maintenance Officer	1	0	0	0	0	1
Support Officer	0	0.21	0	0	0	0.21
TOTAL	4.82	0.21	0	0	0	5.03

WORK & SERVICES (FTE)	16/17	17/18	18/19	19/20	20/21	Total
Manager Works & Services	1	0	0	0	0	1
Works Supervisor	1	0	0	0	0	1
Leading Hand/Grader Driver	1	0	0	0	0	1
General Hand Town Crew	6	0	0	0	0	6
General Hand Road Construction Crew	4	0	0	0	0	4
General Hand Road Maintenance Crew	5	0	0	0	0	5
Support Officer	0	0.21	0	0	0	0.21
Mechanic	1	0	0	0	0	1
TOTAL	19	0.21	0	0	0	19.21
TOTAL FTE	39.59	1.42	0.00	0.00	0.00	41.01

Budget Impact of Future Workforce requirements

New Staff Identified	17/18	18/19	19/20	20/21
Office of the CEO				
Community Support Officer	30,396	63,112	64,375	65,662
Regulation & Community Services				
Support Officer	10,880	11,098	11,320	11,546
Works & Services				
Support Officer	10,880	11,098	11,320	11,546
TOTAL	52,156	85,308	87,015	88,754

5. Assets

The Need for Asset Management

The Integrated Planning and Reporting Framework (IPR) requires all local governments to plan for the future including consideration of how the Shire of Dalwallinu will continue to deliver services to the community on a long-term basis in a financially sustainable and efficient manner. A strong focus on long-term strategic asset and financial planning is important because there is:

- demand for services as the population changes;
- increasing community expectation in relation to service provision, accountability and value for money;
- a limited ability to grow revenue/finite resources; and
- the need to maintain, renew or replace infrastructure which is unable to meet future demand.

This Asset Management Framework is part of the overall Asset Management approach that includes Policy, Strategy, Plans and Systems to support the Corporate Business Plan. The Asset Management Framework is a key component of the IPR (as in Figure 5) and sets out the following:

- Where is the Shire now with asset management?
- Where does the Shire need to be in 5 years time?
- What are the tasks that need to be undertaken to fill the gap?
- What are the timeframes over which each task will be carried out?
- Who will be responsible for each task?
- What resources are needed (financial and/or officer time) to achieve each task in the selected timeframe.

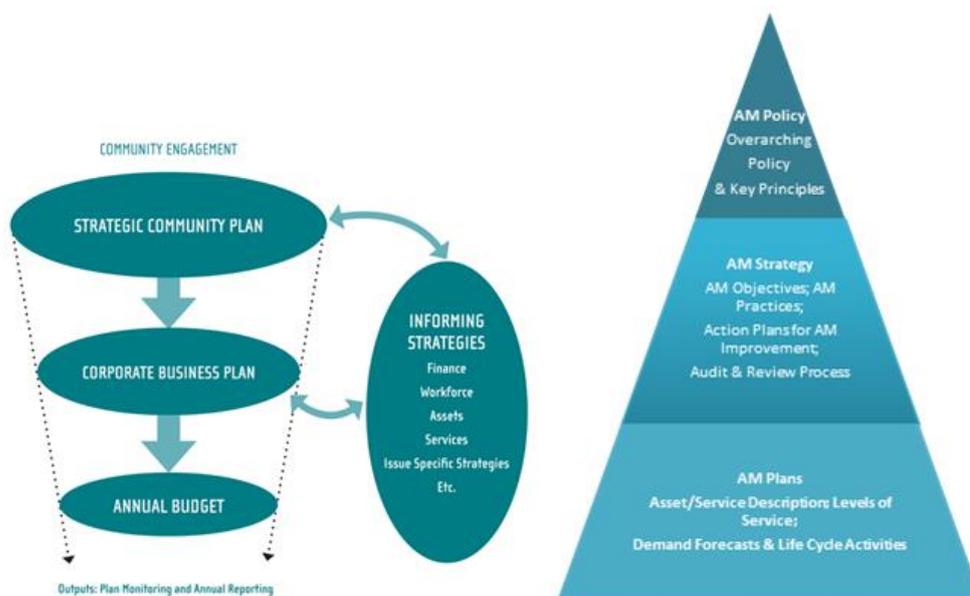


Figure 5: Integrated Planning and Reporting Framework

Asset Management Approach

The principal objective of asset management is to enable the Shire to meet its service delivery objectives efficiently and effectively, in a way that ensures:

- Assets are managed in accordance with relevant legislation
- Assets are managed in accordance with recognised best practice (e.g. International Infrastructure Management Manual and Australian Accounting Standards)
- There is integration of asset management with the IPR Framework
- An asset “whole of life” approach is taken in the development of operational, maintenance, renewal/rehabilitation, and investment strategies that will then be incorporated into the long-term financial plan.
- Risk is considered in the development of asset strategies
- Asset performance is measured against defined levels of service outlined in the Asset Management Plan.
- Assets are brought to account in accordance with the requirements of the appropriate accounting standards and reporting requirements
- Informed decision making is based on reliable data
- Asset management is sustainable.

“If we can understand our assets and can estimate the optimum replacement cycle, we can then put in place strategies to ensure the funds and resources are available when required”.

At the most basic level we need the following in place in order to achieve the above outcome:

- Know what infrastructure assets are owned or controlled by ourselves
- Know what condition the infrastructure is in
- Understand the expected life of the asset
- Understand the future demand for the service and associated asset
- Know the cost to provide the service and asset
- Have a system in place to prioritise resource allocation and that is aligned with the Strategic Community Plan and Corporate Business Plan
- Have all of the above summarised in an asset management plan
- Capture all costs in the financial management system and enter them into our Long Term Financial Planning.

Asset management is a continually evolving program of strategic planning, implementation and review of data, processes and outcomes.

The following diagram show the numerous activities associated within the cycle of asset management.



Figure 6: Asset Management Cycle

6. Long Term Financial Plan

The Long Term Financial Plan (LTFP) details the cost to deliver the Corporate Business Plan. 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 an indication of the Shire's 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 the Shire with information to assess resourcing requirements to achieve our long-term community objectives in a financially sustainable manner.

In developing the LTFP a number of objectives may be realised;

- Critically reviewing the cost of current service levels and ensuring these are within our likely future financial capacity
- Ensuring the Shire has capacity to provide services as a result of community growth or changing demographics
- Maintaining a strong cash position
- Ensuring that the Shire remains financially sustainable in the long-term, with reserve capacity to respond to unexpected opportunities or unpredictable events such as natural disasters
- Achieving ongoing operating surpluses (excluding non-operational items such as granted assets and capital income - underlying surplus)
- Maintaining debt levels at manageable levels
- Strategically pursuing grant funding opportunities
- Planning rate increases to provide for service delivery that meets reasonable community needs
- Ensuring that adequate funding is available for critical infrastructure renewal (asset renewal).

The LTFP covers a ten-year period and is necessarily underpinned by a number of assumptions and is therefore an overview of reasonable estimates only. The Shire undertakes a broad review of its operations annually that will result in changes to the Corporate Business Plan to support the Strategic Community Plan and these will require an update of the LTFP.

7. Reporting Process

The Shire of Dalwallinu has two layers of external reporting for the Strategic Community Plan and the Corporate Business Plan:

- Quarterly performance reports.
- Annual Report

It is important for the Shire 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 Shire 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, indicative budget, responsible Section and timeframe which will be used to conduct monthly internal reports and subsequently feed into quarterly reporting to the Council and community.

Success indicators are a means by which achievement of the goal can be assessed. This is an essential part of effective project management and delivery and form part of the organisation's performance management system. By undertaking this reporting process, the Shire is able to identify and monitor performance in delivery of actions against agreed budgets and timeframes. This will allow for the proactive management and implementation of mitigation steps where necessary to ensure the completion of actions and the achievement of goals.

The following diagram illustrates the reporting process.

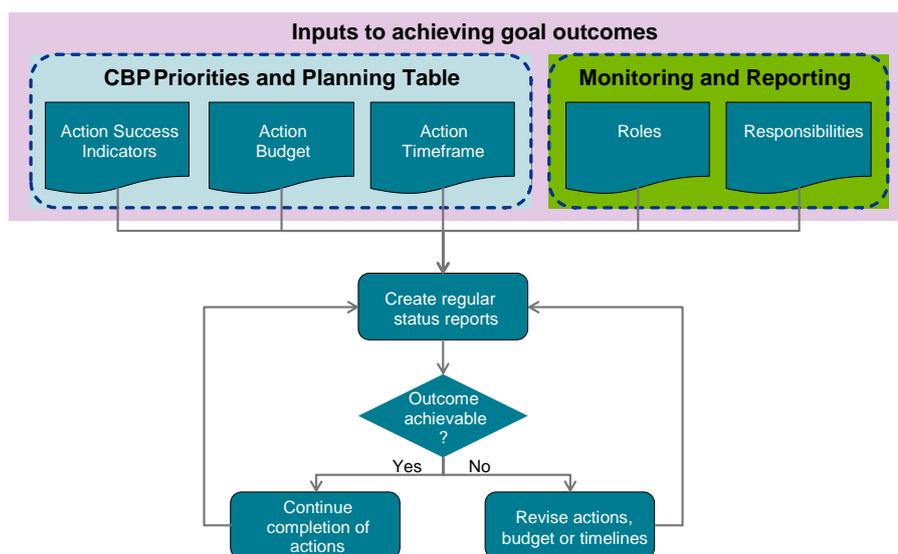


Figure 8 – Reporting process

Reporting Roles and Responsibilities

Monitoring and reporting is the task of both the Chief Executive Officer and the business units who are responsible for the actions outlined in Section 2 – Priorities and Planning. The process of monitoring and reporting is divided into two responsibilities, a responsible process owner and an accountable process owner as detailed below:

- **Responsible owner** – the Manager who is charged with undertaking and delivering the work involved in completing an action
- **Accountable owner** – is ultimately answerable for the resulting consequences of the work that has been delivered.

In Section 2 – Priorities and Planning, a responsible Unit is nominated to for carriage of the action through to completion. Part of the role of the Unit’s Manager is to report on progress against budget, milestones and outputs.

Reports from each business unit within the Unit will be collated into a dashboard covering the entire suite of CBP actions carried out by the local government. The Chief Executive Officer is responsible for ensuring that reporting is completed by business unit managers and is up-to-date.

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

	Responsible owner: Business Unit	Accountable owner: Management Team (or delegate)
Activity	<ol style="list-style-type: none"> 1 Submit reports to CEO (exception reporting) 2 Seek guidance from CEO regarding reported exceptions 3 Present reports to Management Team 4 Ongoing management of progress reporting and monitoring 	<ol style="list-style-type: none"> 1 Collate all reporting summaries from the Business Units that cover achievement or non-achievement of relevant strategic priorities which are then documented in the Management Team dashboard 2 Provide guidance and direction to the Business Units on key requirements of community 3 Develop and send out reporting templates and guidelines

	Responsible owner: Business Unit	Accountable owner: Management Team (or delegate)
		4 Define process and timelines and communicate to all Business Units
Outputs	1 Quarterly performance reports to Council and the Community 2 Annual Report	1 Business Unit Dashboard 2 Guidance notes 3 Reporting templates (updated periodically) 4 Timelines for planned completion dates

Templates such as the one below can be used to conduct internal quarterly reporting.

Figure – Progress Reporting

Quarterly Progress Report
Corporate Business Plan
 Status Report 1

Date		Project Manager	
Period		Project Director	
Distribution			

Overall Project Status/Progress			
Scope			
Schedule	<input type="checkbox"/> Ahead of Schedule	<input type="checkbox"/> On Schedule	<input type="checkbox"/> Behind Schedule
Days / Budget	<input type="checkbox"/> Under Budget	<input type="checkbox"/> Within Budget	<input type="checkbox"/> Over Budget

Critical Items for Attention
Items requiring urgent attention
•
•

Summary of Budget				
Work Package	Work stream estimate to complete	Budget to date	Actual to date	Comments

Status of Work Package/Deliverables					
Key Deliverable		Status	Planned Completion	Actual Completion	Comments
Example Goal	Action (a)				
	Action (b)				
	Action (c)				

Outstanding Issues / Alerts / Constraints		
Issues / Alerts / Constraints	Impact	Comments

Next Steps / Upcoming Activities (Mar/Apr 2012)
•

8. Risk

Risk Process

The Shire of Dalwallinu has developed a risk management policy, risk management guidelines and a corporate-level risk register.

The following diagram provides an overview of a sample risk management process.



Figure 9 –Risk Management Process

The tools to assist regions identify and rate their risks are available on the following pages.

Tools to identify and rate risks

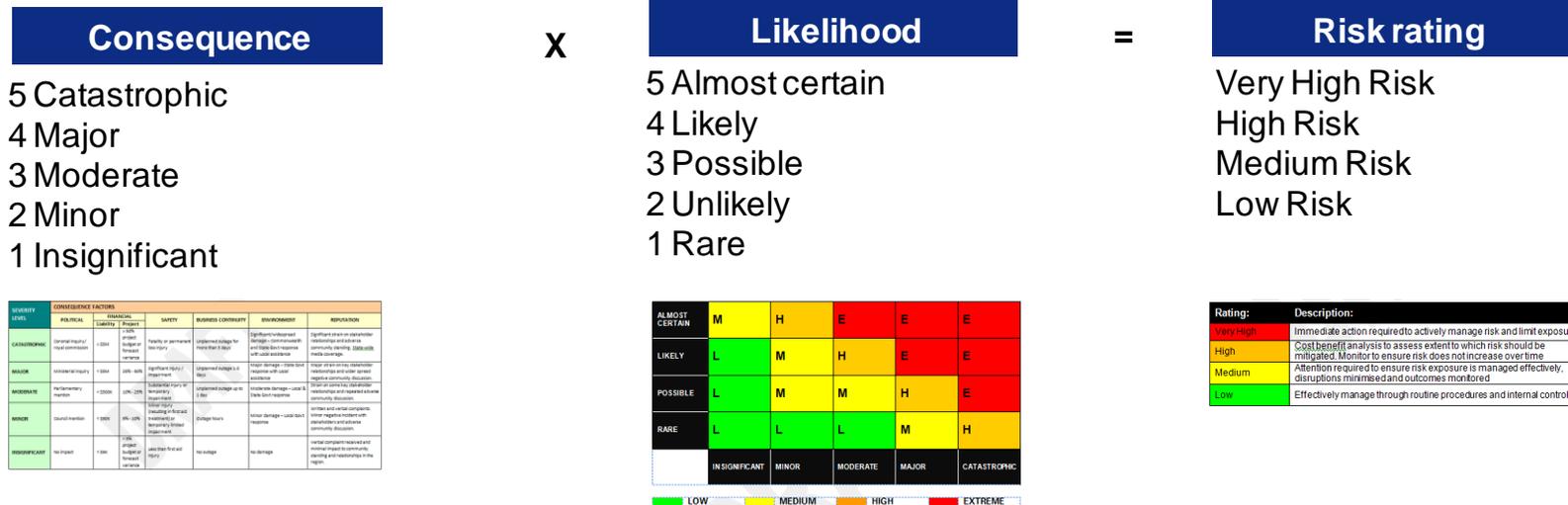
The following table is a tool to identify, consider and prioritise risks crossing all areas of operations. The table illustrates the functional area which is affected by particular risks to which the local government is exposed. As can be seen in the table, a tick represents that the functional area within the local government is affected by the risk.

Risk Matrix

Accountability Areas		Functional Area						
Level one: Major Business Areas	Level Two: Outcome categories	Infra	Maint	Corporate	Youth	Housing	EHO	Tourism
Workforce	OHS standards	✓	✓	✓	✓	✓	✓	✓
	Employee engagement and internal stakeholder management	✓	✓	✓	✓	✓	✓	✓
	Workforce capability	✓	✓	✓	✓	✓	✓	✓
	Workforce capacity	✓	✓	✓	✓	✓	✓	✓
	Aboriginal representation in work force	✓	✓	✓	✓	✓	✓	✓
Financial and Asset Management	Budgeting and forecasting	✓	✓	✓	✓	✓	✓	✓
	Expenditure management (including priority accountability requirements)	✓	✓	✓	✓	✓	✓	✓
	Sourcing, Maintenance and disposal of assets	✓	✓	✓	✓	✓	✓	✓

Risk Rating Process:

1. Using *Table (a)*, consider the various categories – are any of these categories a potential risk to the achievement of your Strategic Priorities?
2. If a Strategic Priority is at risk, determine how big the risk may be. Refer to *Table (b)* and *Table (c)* to help you assess how big the risk may be (using the consequence and likelihood tables to determine an overall risk rating)
3. If the risk is 'high' or 'very high', mark on *Table (a)* the functional areas that are impacted
4. Update the risk register with the risk title and description, risk rating, high-level risk strategies to manage the risk (which will be used to populate your detailed plans), any dependencies on managing risk and overall accountability
5. Repeat for the remaining core business areas.



The following table is used to determine the ultimate level of consequence by establishing the potential impact of an event against the six established consequence factors:

Risk Consequence

SEVERITY LEVEL	CONSEQUENCE FACTORS						
	POLITICAL	FINANCIAL		SAFETY	BUSINESS CONTINUITY	ENVIRONMENT	REPUTATION
		Liability	Project				
CATASTROPHIC	Coronial inquiry/ royal commission	> \$5M	> 50% project budget or forecast variance	Fatality or permanent loss injury	Unplanned outage for more than 3 days	Significant/widespread damage – Commonwealth and State Govt response with Local assistance	Significant strain on stakeholder relationships and adverse community standing. Statewide media coverage.
MAJOR	Ministerial inquiry	< \$5M	25% - 50%	Significant injury / impairment	Unplanned outage 1-3 days	Major damage – State Govt response with Local assistance	Major strain on key stakeholder relationships and wider spread negative community discussion.
MODERATE	Parliamentary mention	< \$500K	10% - 25%	Substantial injury or temporary impairment	Unplanned outage up to 1 day	Moderate damage – Local & State Govt response	Strain on some key stakeholder relationships and repeated adverse community discussion.
MINOR	Council mention	< \$50K	5% - 10%	Minor injury (resulting in first aid treatment) or temporary limited impairment	Outage hours	Minor damage – Local Govt response	Written and verbal complaints. Minor negative incident with stakeholders and adverse community discussion.
INSIGNIFICANT	No impact	< \$5K	< 5% project budget or forecast variance	Less than first aid injury	No outage	No damage	Verbal complaint received and minimal impact to community standing and relationships in the region.

Likelihood and Consequences

Risk is assessed in terms of likelihood and consequence.

Likelihood reflects the chance of a risk or an unwarranted outcome actually occurring. It can be based on historical data and records, or from a structured assessment undertaken by a group of persons familiar with the procedure or scenario being assessed.

Likelihood should be reflected in the following categories:

- almost certain – will occur on a weekly basis; has been logged regularly; is known as an industry issue
- likely – may occur during a quarter year; has been logged several times; I would not be surprised if it happened
- possible – may occur on a yearly basis; has been logged at least once; 50/50 chance it will happen
- rare – may occur during a 5 year period; is conceivable but has not occurred; I would be surprised if it happened.

Consequence reflects the degree of impact of an unwarranted event. Owing to the diversity of the risks faced by the Council, it is recommended that the following factors should be considered in determining the level of consequence:

- political impact – will this result in mentions in Council or Parliament
- financial impact – how much it will cost to rectify
- employee and public safety impact
- business continuity impact – degree of business outage
- environmental impact
- publicity impact – level of public and media interest and reporting.

The following categories are used to describe the severity of consequences:

- catastrophic
- major
- moderate
- minor
- insignificant.

Risk rating matrix

Having considered the consequence and likelihood of each risk an overall risk rating is allocated. Those risks which have a higher frequency (likelihood of occurrence) and will have significant consequence on business operations will have a higher priority rating than those with a lower frequency and minor impact. Risks that are rated as 'high' and 'very high' require a mitigation strategy to be developed and documented in the business plans.

Project Risk Matrix

ALMOST CERTAIN	M	H	E	E	E
LIKELY	L	M	H	E	E
POSSIBLE	L	M	M	H	E
RARE	L	L	L	M	H
	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC

LOW
 MEDIUM
 HIGH
 EXTREME

Rating:	Description:
Very High	Immediate action required to actively manage risk and limit exposure
High	Cost benefits analysis to assess extent to which risk should be mitigated. Monitor to ensure risk does not increase over time
Medium	Attention required to ensure risk exposure is managed effectively, disruptions minimised and outcomes monitored
Low	Effectively manage through routine procedures and internal controls

- **Priority initiative** – area that a directorate/ region will be focussing on in the coming year. These initiatives directly relate to Local Government’s Strategic Directions
- **Risk** – the possibility that an event will occur and adversely affect the achievement of your objective (i.e. Priority Initiatives). Consider both the upside (risk as lost opportunity) and downside (risk as a hazard) of risk.

- **Dependencies** – relationships between internal or external conditions such that one cannot begin or be completed until one or more conditions have occurred (for example, dependencies that exist between Local Government and NGOs who provide disability services or between program areas and program delivery)
- **Accountability** – obligation of an individual or area to account for its activities, accept responsibility for them and to disclose the results in a transparent manner
- **Consequence** – the impact of the risk or the outcome of an event affecting objectives OR the outcome of an event affecting objectives, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event
- **Likelihood** – the chance of something happening
- **Risk rating** – the priority of a risk (either low, medium, high or very high) based on the potential consequence and likelihood of the risk occurring
- **Risk mitigation strategies** – actions that will be put in place to manage the risk to an acceptable level.

Risk Register

The key risks for achieving the Strategic Priorities as detailed in the Section Two are listed below. Note there may be more than one risk to each Strategic Priority. These have been developing using the attached Guidance Pack.

Risk	Risk description	Mitigation strategy (very high & high risks only)	Dependencies on managing risk
<i>Ref – 1.1a</i>			
<i>Title – PMO Controls</i>			
Rating – Very High			
<i>Accountability – T Citizen</i>			
<i>Ref – 2.1a</i>			
<i>Title – Budget constraints</i>			
Rating – Medium			
<i>Accountability – M Willis</i>			
<i>Ref – 3.1a</i>			
<i>Title – Resource constraints</i>			
Rating – Low			
<i>Accountability – Tom City</i>			

9. Next Steps

While review of progress is important in shaping the CBP, there are guidelines and legislative requirements by which this CBP adheres. 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 and incorporate actions arising from supporting strategies and associated plans as required. 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.

10. Contacts

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