



2016 - 2020

Adopted by Council 27 July 2016 (OC0704)

Corporate Business Plan

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V1 2013-2017 - ADOPTED 26/06/2013  
V2 2014-2018 – ADOPTED 19/11/2014  
V3 2016-2020 – ADOPTED 27/07/2016

## Introduction

The Shire of Capel is required to produce a *Plan for the Future* of the district as a requirement of the Western Australian State Government. As part of the development of this Plan and the Integrated Planning and Reporting Framework, a *Strategic Community Plan* and *Corporate Business Plan* is to be produced.

The Shire of Capel *Corporate Business Plan 2016-2020* is a rolling four year service and project delivery plan. It has been developed to align with the Shire's *Strategic Community Plan 2013 – 2031*, and provides the basis for planning the implementation of the various Actions prioritised by Council and the community.

The Plan incorporates the Shire's 10 year Long Term Financial Plan, Workforce Plan, Asset Management Plans, forward Capital Works programs and Services Strategies.

The purpose of the Plan is to demonstrate the operational capacity of the Shire to achieve the aspirations of the community through the Strategic Objectives and priorities established by Council for at least the next four years.

An annual review of the *Corporate Business Plan* is built into the Shire's forward planning and financial processes to enable the *Corporate Business Plan* to adapt and change into the future.

It is through the development and continual review of the *Corporate Business Plan*, and the informing documents of the Plan, that the Shire's Annual Budget is established.



# Integrated Planning and Reporting

## 1. The Process

The Integrated Planning Framework provides a process to:

- Ensure community input is explicitly and reliably generated.
- Provide the capacity for location specific planning where appropriate.
- Inform the long term objectives of the local government with these inputs.
- Identify the resourcing required to deliver against the long term objectives.
- Clearly articulate the long term financial implications and strategies.

An integrated strategic planning approach will enable more effective delivery of the local government's strategic intentions. Importantly the process requires annual reporting to the community on the achievements/outcomes and a partial review of the Strategic Community Plan every two years and a full review every four years.

## 2. Who is Involved

There are three major parties involved in the development of the integrated Strategic Community Plan:

### **The Community:**

Who participate in the community planning process to determine major vision or intended big picture directions and regular reviews of these directions.

### **The Council:**

Who signs off the Strategic Community Plan resulting from the community planning process, the four year reviews updating the plan and the annual budget.

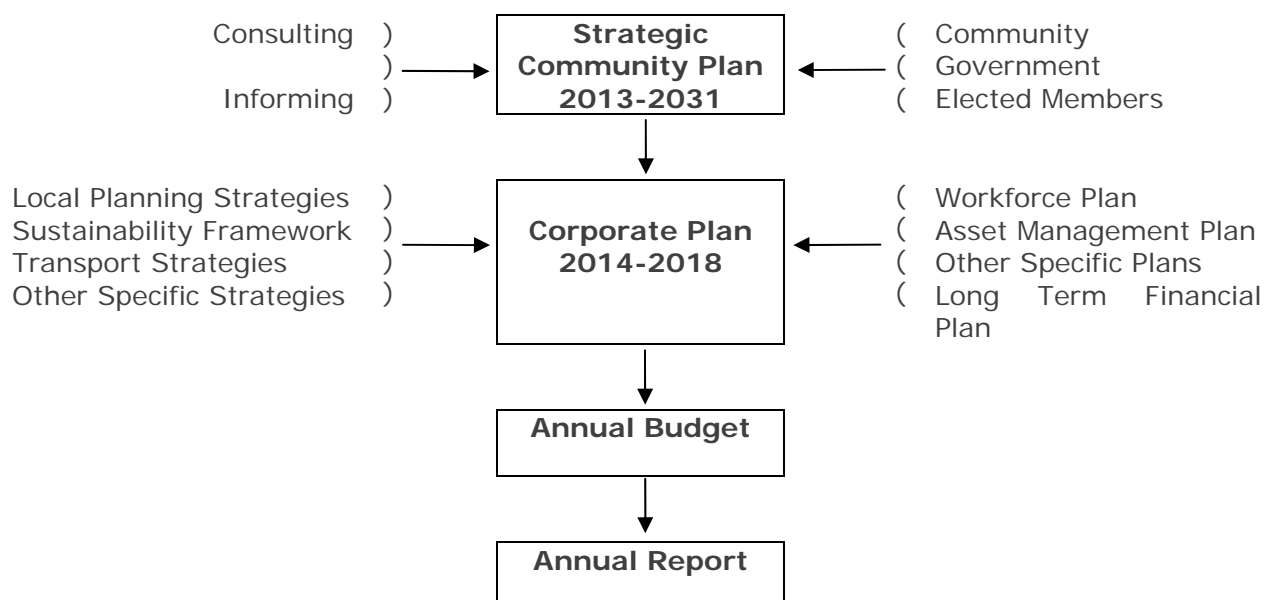
### **The Local Government Administration:**

That supports the delivery of the Strategic Community Plan, the four yearly reviews and annual budget through its corporate business planning.

### 3. Elements of the Integrated Planning Framework

#### SHIRE OF CAPEL

#### INTEGRATED PLANNING FRAMEWORK



### 4. State Government Requirements

In 2011, the Department of Local Government introduced its *Integrated Planning and Reporting Framework* to standardise and guide strategic and corporate business planning across the Western Australian local government industry.

All local governments are now required, by legislation, to develop a Strategic Community Plan and Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the Local Government Act 1995, which is to effectively “plan for the future”.

### 5. Key Documents

#### Shire of Capel Strategic Community Plan 2013 – 2031

- The *Shire of Capel Strategic Community Plan 2013 – 2031* is the long term strategic planning document for the Shire as a whole.

The Strategic Community Plan links the community’s aspirations with Council’s vision and long term strategy. The Plan outlines the long term (10+ years) vision, values, aspirations and priorities for the Shire of Capel. It is not a static plan and will be reviewed regularly. It takes into consideration other Shire strategic and operational plans, information and resourcing capabilities, and will ultimately be a driver for all other planning within the Shire.

## **Shire of Capel Corporate Business Plan 2016-2020**

- The *Shire of Capel Corporate Business Plan 2016-2020* links to the Strategic Community Plan and is a rolling four year plan which outlines in detail the projects, services, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan. It also contains and is informed by Council's Capital Works Program, Long Term Financial Plan, Workforce Plan, Asset Management Plans and Service Strategies.

The Corporate Business Plan annual reviews will drive the operations of the Council within its resourcing capabilities.

### **Operational Planning**

- The Operations Planning process is undertaken at the divisional level to achieve and plan for the implementation of the various actions and strategies outlined in the Corporate Business Plan. This operational planning informs the various strategies and plans of Council, which all form part of the integrated planning framework.

### **Annual Budget**

- The annual budgeting process is driven by the strategic and business planning activities of the Council. The *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* govern and inform the statutory timeframe and processes required to produce the annual budget.

## Vision, Values, Theme

### Vision

A community of diverse lifestyle experiences accommodating progressive growth, sharing in prosperity, and valuing the unique environment.

### Values

Integrity - Trust, Openness and Honesty

Leadership - Courage and Continuous Improvement

Teamwork - Mutual Respect and Team Spirit

### Our Theme

When people come to live or visit they will be encouraged to experience what the area and community has to offer and so Council has developed its strategic directions around the theme of 'Experience the Shire of Capel'.

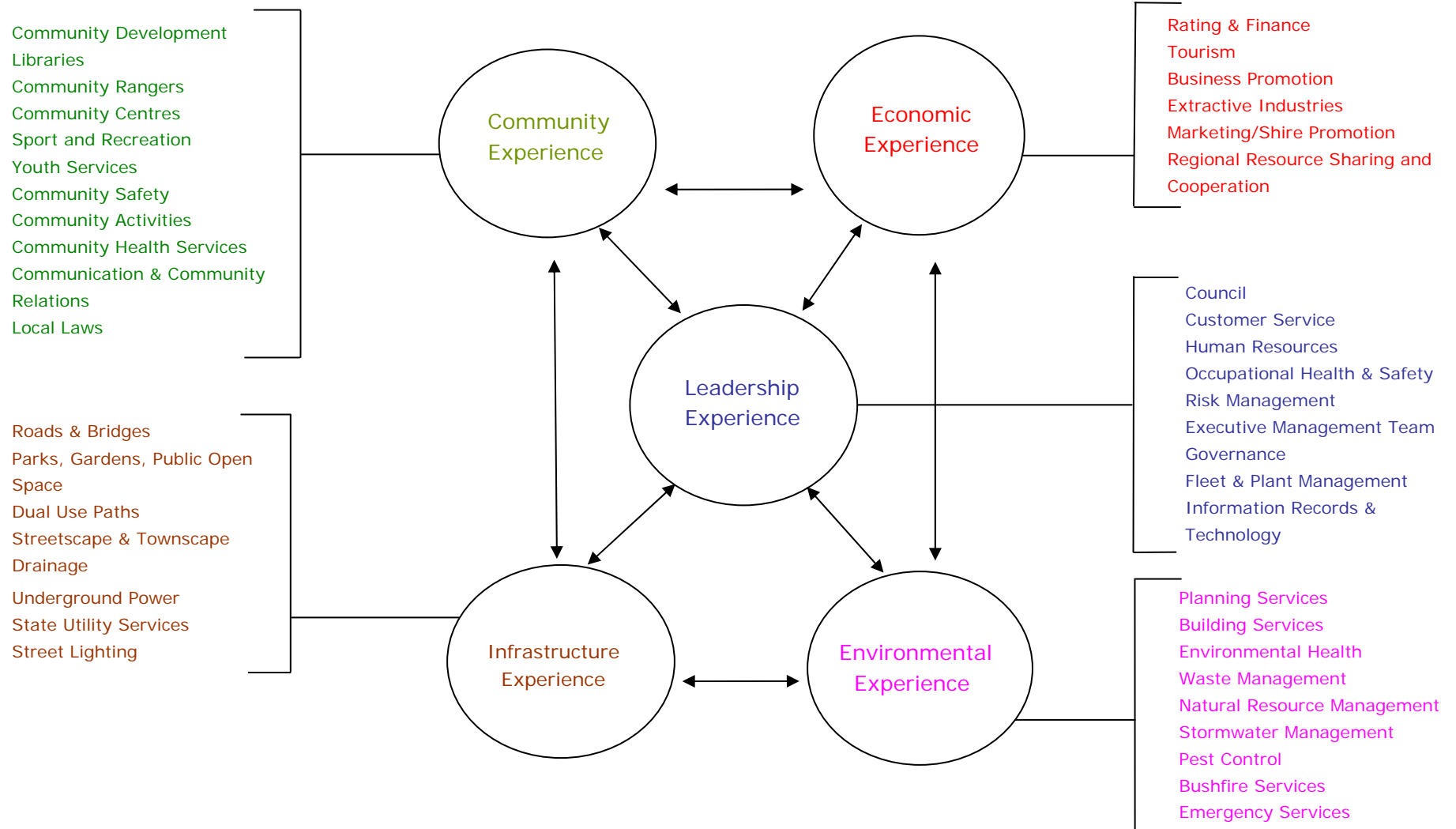
Each experience links with the others with the common hub being leadership. To be successful overall as an organisation and to benefit our community and residents, positive outcomes must be obtained within each experience and the achievement of these outcomes must be guided by strong and cohesive leadership.

The plan uses the following framework in order to allow the organisation to fulfil its vision and serve the community. Five key focus areas have been identified that interact and complement each other. In keeping with our theme each focus area is referred to as an experience. These are Leadership Experience; Community Experience; Environmental Experience; Economic Experience and Infrastructure Experience.

These key focus areas may be represented diagrammatically to show how they interrelate and interact cohesively. The diagram acknowledges that synergistic benefits will result from the positive relationship and connection between each key focus area and as a result a focus in one area may deliver results in one or various other areas.

Within each key focus area a number outcomes have been identified. To achieve each objective, specific strategies are required. As each strategy may be quite broad a number of specific actions have been formulated. These actions have a dual purpose. Firstly they allow the community to obtain an understanding of what is intended to occur and secondly they demonstrate the organisation's commitment to and perspective of what needs to be done.

# Objectives and Services





## Strategic Directions

The following strategic objectives and outcomes have been developed to support each of the five strategic directions (experiences). An Action Plan has been developed to enable the implementation of the Strategies identified.

<b>1: The Leadership Experience</b>		
<b>Strategic Objective</b>	<b>Strategic Outcome</b>	<b>Strategies</b>
Ensure open, transparent, effective good governance and communication within the organisation and the community.	1.1 Ensure continuous improvement to the organisation.	1.1A – Attract and retain a diverse and skilled body of elected members.
		1.1B – Attract, retain and develop a skilled, diverse, experienced and capable workforce.
		1.1C – Achieve best practice outcomes.
		1.1D – Provide exceptional Customer Service.
	1.2 Maintain a safe and rewarding working environment.	1.2A – Provide a professional and contemporary work environment.
		1.2B – Provide a safe work place.
	1.3 Develop, support and implement innovative solutions.	1.3A – Foster an innovative and responsive organisational culture.
	1.4 Provide efficient and effective financial management to ensure the long term financial sustainability of the organisation.	1.4A – Sustainable financial planning.
1.4B – Establishment of long term financial benchmarks.		

	1.5	Ensure the effective management of Council's resources.	1.5A – Effectively and efficiently manage Council's resources.
			1.5B – Achievement of the Strategic direction and vision of the community and Council.
	1.6	Lobby and advocate on behalf of the Shire of Capel community.	1.6A - Lobby State Government to allocate sufficient funds for emergency service facilities and appliances.

## 2: *The Community Experience*

Strategic Objective	Strategic Outcome	Strategies
Provide facilities and services which recognise the diverse needs of the community and strive to make the Shire a safe place to live, work and visit.	2.1 Provide social, recreational and cultural opportunities and facilities for our communities.	2.1A – Plan for sustainable community facilities, sport and recreation space and other infrastructure which addresses the current and future needs of the community.
		2.1B – Enhanced cultural awareness, diversity and understanding.
	2.2 Encourage community engagement and participation.	2.2A – Support participation by all sectors of the community.
		2.2B - Develop Links with and support community volunteers.
	2.3 Preserve and protect the character of the communities.	2.3A – Recognise diverse and unique communities.
		2.3B - Preserve the local history of the various communities of the Shire of Capel.
		2.3C – Ensure localities maintain their natural and built form character attributes and settings.
	2.4 Enhance community safety through community awareness and participation programs.	2.4A – Enhance community safety and well being.

### 3: *The Environmental Experience*

Strategic Objective	Strategic Outcome	Strategies
To preserve and enhance the natural and built environment to ensure it is liveable, sustainable and adapts to our communities' needs and expectations.	3.1 Promote the diverse lifestyle opportunities in the Shire.	3.1A – Provide for diverse lifestyle opportunities through land use strategies and plans.
	3.2 Maintain and enhance the quality of our unique natural environments.	3.2A – Provide leadership in living sustainably.
		3.2B Ensure that biodiversity and natural environmental values are protected and conserved.
	3.3 Preserve and protect the character of the towns as they expand.	3.3A – Retain and protect the built environment.
	3.4 Promote emergency risk awareness.	3.4A – Develop community awareness and involvement in risk management.
		3.4B - Lead our communities in Emergency Management.

#### 4: *The Economic Experience*

Strategic Objective	Strategic Outcome	Strategies
Foster and support responsible and progressive economic development opportunities within the Shire.	4.1 Provide opportunities to take advantage of the Shire's location.	4.1A – Support and encourage marketing and promotion.
		4.1B - Promote the lifestyle living benefits of the area.
	4.2 Pursue diversity and vitality in the local economy.	4.2A - Prepare strategic plans and policies that provide guidance in economic direction.
	4.3 Enhance the local economy by promoting local produce.	4.3A – Support the retention of the local markets.
		4.3B - Develop the Shire of Capel as the home of clean, green farm produce and cottage based visitor experiences.
	4.4 Improve the attraction of the towns as retirement destinations.	4.4A - Plan for a variety of residential accommodation options, facilities and services for seniors.
	4.5 Facilitate the development of district activity precinct for retail, commercial and professional service delivery.	4.5A – Support the establishment of vibrant mixed-use retail precincts as community hubs.
	4.6 Support and promote the agricultural economy.	4.6A – Support new approaches to agricultural production.
		4.6B - Partner with regional business advocacy organisations to promote and support the areas agricultural economy.
		4.6C – Lobby state government to support new and innovative agricultural opportunities.
4.7 Promote tourist interests and provision of tourist accommodation.	4.7A – Support and encourage the development of tourist accommodation.	
4.8 Support the retention of the mining industry.	4.8A – Support the continued operation of the mineral sands industry and encourage cooperation in satisfying the objectives and strategies of the Community Strategic Plan.	








	4.9 Encourage business development.	4.9A – Plan for the provision of suitable areas for the establishment of mixed businesses.
		4.9B - Encourage the establishment of low impact businesses.
		4.9C - Partner with regional business advocacy organisations to promote and support local businesses.

## 5: *The Infrastructure Experience*













































Strategic Objective	Strategic Outcome	Strategies
Plan and facilitate safe, sustainable and efficient infrastructure and transport networks to meet the needs of the community.	5.1 Provide and maintain a safe and efficient transport, cycle, and pedestrian network throughout the Shire.	5.1A – Undertake a Strategic Review of integrated pedestrian and vehicular transport routes within the Shire.
	5.2 Maintain and enhance the quality of our built environment.	5.2A – Ensure appropriate management and maintenance of the built environment public infrastructure.
	5.3 Improve connectivity throughout our communities and to the region.	5.3A – Develop ongoing road and path strategies to improve connectivity within the district.
	5.4 Advocate for the provision of safe, efficient and reliable communication services throughout the Shire.	5.4A – Identify appropriate service level standards for critical community services and facilities.
	5.5 Engage in high level advocacy with the State Government and liaise with other infrastructure providers to obtain best possible levels of service for the community.	5.5A – Encourage provision of timely and efficient services and infrastructure by external providers.
	5.6 Effectively manage the Shire's assets and resources.	5.6A – Development of asset management and preservation plans and strategies.


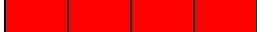
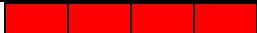
## Action and Service Plans










The following Actions and Service Plans have been developed to support the Strategies required to be undertaken to achieve each of the five Strategic Experiences. Actions have been allocated to Executive Management Team members: Chief Executive Officer (CEO), Executive Manager Corporate Services (EMCorpS), Executive Manager Engineering & Development Services (EME&DS) and Executive Manager Community Services (EMComS).




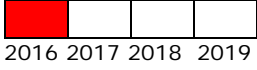






Alignment of Strategies, Actions & Service Plans			
Strategy	Actions	Responsible Officer	Timeframe
<b>1: The Leadership Experience</b>			
1.1A – Attract and retain a diverse and skilled body of elected members.	1.1A1 – Provide for professional development of Councillors.	CEO	 2016 2017 2018 2019
	1.1A2 – Promote the biennial local government elections.	EMCorpS	 2016 2017 2018 2019
1.1B – Attract, retain and develop a skilled, diverse, experienced and capable workforce.	1.1B1 – Develop, implement and promote the employee attraction and retention strategies.	CEO	 2016 2017 2018 2019
	1.1B2 – Develop the capability and career of our workforce.	CEO	 2016 2017 2018 2019
1.1C – Achieve best practice outcomes.	1.1C1 – Establish and maintain best practice principles in decision making and business processes within available resources.	CEO	 2016 2017 2018 2019
	1.1C2 – Continuously improve strategic workforce capacity planning.	CEO	 2016 2017 2018 2019
	1.1C3 – Achieve high individual and organisational performance.	CEO	 2016 2017 2018 2019



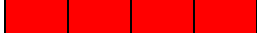
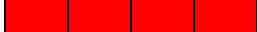
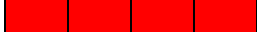
1.1D – Provide Exceptional Customer Service	1.1D1 – Maintain the ‘Customer Service Charter’ to provide an effective and efficient service that meets our customer needs.	EMCorpS	    2016 2017 2018 2019
	1.1D2 – To collect data and knowledge of our Customers service requirements.	EMCorpS	    2016 2017 2018 2019
1.2A – Provide a professional and contemporary work environment.	1.2A1 – Maintain and develop the use of modern Information Systems.	EMCorpS	    2016 2017 2018 2019
1.2B – Provide a safe work place.	1.2B1 – Maintain and implement OSH and risk management plan strategies.	CEO	    2016 2017 2018 2019
1.3A – Foster an innovative and responsive organisational culture.	1.3A1 – Support and encourage feedback and new ideas.	CEO	    2016 2017 2018 2019
	1.3A2 – Develop and implement a values driven high performance work culture.	CEO	    2016 2017 2018 2019
1.4A – Sustainable financial planning.	1.4A1 – Develop and review Council’s Corporate Business Plan to ensure alignment with the Strategic Community Plan.	EMCorpS	    2016 2017 2018 2019
	1.4A2 – Develop and review Council’s Long Term Financial Plans.	EMCorpS	    2016 2017 2018 2019
1.4B – Establishment of long term financial benchmarks.	1.4B1 – Develop financial benchmarks of sustainability.	EMCorpS	    2016 2017 2018 2019
	1.4B2 – Develop and review financial sustainability ratios.	EMCorpS	    2016 2017 2018 2019
1.5A – Effective and efficient management of Council’s resources.	1.5A1 – Review and maintain internal systems, policies and procedures.	CEO	    2016 2017 2018 2019

	1.5A2 – Maintain strong monitoring, reporting and feedback processes to ensure process outputs are achieved.	CEO	 2016 2017 2018 2019
1.5B – Achievement of the Strategic direction and vision of the community and Council.	1.5B1 – Measure and communicate organisational performance to Council and the community.	CEO	 2016 2017 2018 2019
1.6A – Lobby State Government to allocate sufficient funds for emergency service facilities and appliances.	1.6A1 – Annual budget submissions to DFES for operational and capital funding.	EMComS	 2016 2017 2018 2019

2: The Community Experience			
2.1A – Plan for sustainable community facilities, sport and recreation space and other infrastructure which addresses the current and future needs of the community.	2.1A1 – Provide and promote a variety of recreational leisure activities, services and facilities.	EMComS	 2016 2017 2018 2019
	2.1A2 – Review and implement the Civic Precinct Master Plan.	EME&DS	 2016 2017 2018 2019
	2.1A3 – Implement and review the : <ul style="list-style-type: none"> <li>• Sport and Recreation Strategic Plan</li> <li>• Boyanup Recreation Master Plan</li> <li>• Youth Strategic Plan</li> <li>• Age Friendly Communities Report</li> <li>• Disability Access and Inclusion Plan.</li> </ul>	EMComS	 2016 2017 2018 2019
	2.1A4 – Implement the Boyanup Recreation Master Plan. Interim stage option – Sports Pavilion renovation and fitout - Bowling Club building renovation and fitout.	EME&DS	 2016 2017 2018 2019
	2.1A5 –Review the Community Facilities and Services Plan and integrate with the Long Term Financial Plan (LTFP).	EME&DS	 2016 2017 2018 2019
	2.1A6 – Implement Development Contributions Plans and integrate with the LTFP.	EME&DS	 2016 2017 2018 2019
	2.1A7 – Review local open space strategies and integrate with the LTFP.	EME&DS	 2016 2017 2018 2019
2.1B – Enhanced cultural awareness, diversity and understanding.	2.1B1 – Promote and encourage festivals, events, arts and celebrate cultural diversity.	EMComS	 2016 2017 2018 2019
	2.1B2 - Development and implement increased functionality of Libraries.	EMComS	 2016 2017 2018 2019

2.2A – Support participation by all sectors of the community.	2.2A1 – Plan to meet the needs of the increasing older population, the disabled and youth.	EMComS	 2016 2017 2018 2019
2.2B Develop links and support community volunteers.	2.2B1 – Provide continued recognition and support of Volunteers.	EMComS	 2016 2017 2018 2019
	2.2B2 – Develop and implement strategies to keep the community informed of available support networks.	EMComS	 2016 2017 2018 2019
2.3A – Recognise diverse and unique communities.	2.3A1 - Review and update the Municipal Inventory of Heritage Places.	EME&DS	 2016 2017 2018 2019
2.3B - Preserve the local history of the various communities of the Shire of Capel.	2.3B1 - Promote the Ron Maidment Archives Room as a receptacle for the storage and preservation of the various communities' local history.	EMComS	 2016 2017 2018 2019
	2.3B2 - Develop the Ron Maidment Archives Room to house the cultural heritage of the Shire of Capel (Local Government Organisation).	EMComS	 2016 2017 2018 2019
2.3C – Ensure localities maintain their natural and built form character attributes and settings.	2.3C1 – Review the urban landscaping policy.	EME&DS	 2016 2017 2018 2019
2.4A – Enhance community safety and well being.	2.4A1 – Plan for the safety of the community.	EMComS	 2016 2017 2018 2019
	2.4A2 - Promote emergency and fire risk awareness and implement fire and emergency management initiatives.	EMComS	 2016 2017 2018 2019
	2.4A3 – Review and update the Environmental Health Plan.	EME&DS	 2016 2017 2018 2019

3: The Environmental Experience			
3.1A – Provide for diverse lifestyle opportunities through land use strategies and plans.	3.1A1 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	2016 2017 2018 2019
	3.1A2- Prepare and review structure plans for urban areas.	EME&DS	2016 2017 2018 2019
3.2A – Provide leadership in living sustainably.	3.2A1 – Review Council’s existing strategies, plans and polices to be consistent with environmentally sustainability principles.	CEO	2016 2017 2018 2019
	3.2A2 – Investigate and utilise innovative sustainable products and services.	EME&DS	2016 2017 2018 2019
	3.2A3 - Encourage sustainability practices and planning.	EME&DS	2016 2017 2018 2019
	3.2A4 - Encourage development that involves alternative power supplies.	CEO	2016 2017 2018 2019
3.2B – Ensure the biodiversity and natural environmental values are protected and conserved.	3.2B1 - Develop a stormwater and drainage strategy.	EME&DS	2016 2017 2018 2019
3.3A – Retain and protect the built environment.	3.3A1 - Review and update the Municipal Inventory of Heritage Places.	EME&DS	2016 2017 2018 2019
	3.3A2 – Develop a Policy outlining Council’s role in managing sites of heritage significance.	EME&DS	2016 2017 2018 2019
	3.3A3 - Implement the Heritage Interpretation Plan strategies.	EMComS	2016 2017 2018 2019
3.4A – Develop community awareness and involvement in risk management.	3.4A1 - Provide community forums linked to seasonal risks to raise community awareness.	EMComS	2016 2017 2018 2019

	3.4A2 - Foster Bush Fire Ready Action Groups in high fire risk localities.	EMComS	 2016 2017 2018 2019
3.4B - Lead our communities in Emergency Management.	3.4B1 – Review and maintain the Shire’s Emergency Management Plan, enabling adequate preparedness and response to emergencies.	EMComS	 2016 2017 2018 2019
	3.4B2 – Support and promote the development of capacity and community involvement in the Local Emergency Management Committee and Local Recovery Committee.	EMComS	 2016 2017 2018 2019

4: The Economic Experience			
4.1A – Support and encourage marketing and promotion.	4.1A1 – Support Regional Tourism initiatives.	EMComS	2016 2017 2018 2019
4.1B - Promote the lifestyle living benefits of the area.	4.1C1 – Market and promote to targeted markets the lifestyle opportunities of the Shire.	EMComS	2016 2017 2018 2019
4.2A - Prepare strategic plans and policies that provide guidance in economic direction.	4.2A1 – Develop an Economic Development Plan for the Shire which identifies existing and new development potential.	EMComS	2016 2017 2018 2019
	4.2A2 - Plan for and encourage the expansion of the Capel Town Light Industrial Area.	EME&DS	2016 2017 2018 2019
	4.2A3 - Plan for the development of the Boyanup Enterprise Park.	EME&DS	2016 2017 2018 2019
4.3A - Support the retention of the local markets.	4.3A1 - Support the continuity and growth of local farmers markets.	EMComS	2016 2017 2018 2019
4.3B – Develop the Shire of Capel as the home of clean, green farm produce and cottage based visitor experiences.	4.3B1 – Support and encourage the local produce and visitor experience.	EMComS	2016 2017 2018 2019
4.4A - Plan for a variety of residential accommodation options, facilities and services for seniors.	4.4A1 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	2016 2017 2018 2019
4.5A - Support the establishment of vibrant mixed-use retail precinct as community hub.	4.5A1 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	2016 2017 2018 2019
4.6A – Support new approaches to agricultural production.	4.6A1 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	2016 2017 2018 2019

4.6B - Partner with regional business advocacy organizations to promote and support the areas agricultural economy.	4.6B1 – Encourage and foster opportunities with various stakeholders organisations that promote and support the preservation of, growth and diversity of agriculture.	CEO	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 2016 2017 2018 2019
4.6C – Lobby state government to support new and innovative agricultural opportunities.	4.6C1 – Lobby for the establishment of regional saleyards in the south west.	CEO	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 2016 2017 2018 2019
4.7A - Support and encourage the development of tourist accommodation.	4.7A1 - Support the development of the caravan park facilities.	EME&DS	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 2016 2017 2018 2019
	4.7A3 - Review planning strategies and policies to support short term holiday accommodation.	EME&DS	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 2016 2017 2018 2019
4.8A – Support the continued operation of the mineral sands industry and encourage cooperation in satisfying the objectives and strategies of the Community Strategic Plan.	4.8A1 –Engage with mining operators to support development.	EME&DS	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 2016 2017 2018 2019
	4.8A2 –Develop an Extractive Industries Strategy.	EME&DS	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> 2016 2017 2018 2019
4.9A – Plan for the provision of suitable areas for the establishment of mixed business.	4.9A1 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> 2016 2017 2018 2019
4.9B - Encourage the establishment of low impact businesses.	4.9B1 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> 2016 2017 2018 2019
	4.9B2 - Local Planning Scheme No. 8 and Local Planning Strategy.	EME&DS	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> 2016 2017 2018 2019
4.9C - Partner with regional business advocacy organisations to promote and support local businesses.	4.9C1 - Foster relationships with the business community.	CEO	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> 2016 2017 2018 2019



5: The Infrastructure Experience											
5.1A – Undertake a Strategic Review of integrated pedestrian and vehicular transport routes within the Shire.	5.1A1 – Review transport and infrastructure studies.	EME&DS	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019
	2016	2017	2018	2019							
5.1A2 - Review and implement Capital Infrastructure Programs.	EME&DS	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019	
2016	2017	2018	2019								
5.1A3 -Implement the Local Bike Plan 2016.	EME&DS	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019	
2016	2017	2018	2019								
5.2A - Ensure appropriate management and maintenance of the built environment public infrastructure.	5.2A1 - Prepare a Building Asset Management Plan.	EME&DS	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019
2016	2017	2018	2019								
5.3A – Develop ongoing road and path strategies to improve connectivity within the district.	5.3A1 –Implement the Local Bike Plan 2016.	EME&DS	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019
2016	2017	2018	2019								
5.4A – Identify appropriate service level standards for critical community services and facilities.	5.4A1 – Liaise with the critical service providers to improve service standards.	CEO	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019
2016	2017	2018	2019								
5.4A2 – Research and develop a communication service improvement strategy.	CEO	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019	
2016	2017	2018	2019								
5.5A - Encourage provision of timely and efficient services and infrastructure by external providers.	5.5A1 - Lobby utility providers for the provision of services in urban areas of the Shire.	CEO	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019
2016	2017	2018	2019								
5.5A2 - Liaise with utility services authorities to ensure strategic provision of utility infrastructure (e.g. sewer).	CEO	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019	
2016	2017	2018	2019								
5.6A – Development of asset management and preservation plans and strategies.	5.6A1 – Develop and implement Asset Management Plans.	EME&DS	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2016</td> <td>2017</td> <td>2018</td> <td>2019</td> </tr> </table>					2016	2017	2018	2019
2016	2017	2018	2019								

	5.6A2 - Develop an Acid Sulphate Soils Management Strategy.	EME&DS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
			2016	2017	2018	2019
	5.6A3 - Develop a Stormwater & Drainage Strategy.	EME&DS	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
			2016	2017	2018	2019
5.6A4 -Develop a Coastal Management Plan (CHARMAP).	EME&DS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
			2016	2017	2018	2019
5.6A5 - Prepare a Public Open Space & Reserves Asset Management Plan.	EME&DS	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
			2016	2017	2018	2019

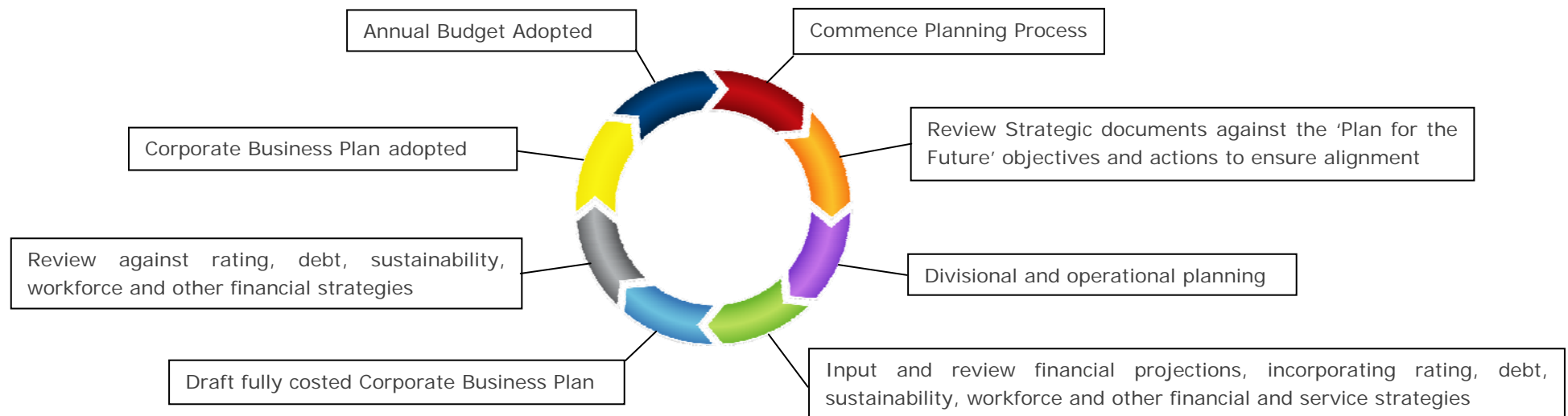
## Financing the Plan

The Plan for the Future of the Shire of Capel needs to provide clarity and certainty that the limited resources of Council can be allocated in such a way that they maximise the opportunities of Council to achieve its vision and strategic actions.

The Corporate Business Plan also needs to be adequately resourced to enable the agreed plans of Council to be implemented in the manner anticipated, and at the levels of service required by the community.

To achieve this certainty, a financial planning and review process will be undertaken on an annual basis to prioritise and allocate the resources of Council over the next four to ten years. This process will also enable the production of the annual budget, which will reflect the integrated nature of Council's financial planning.

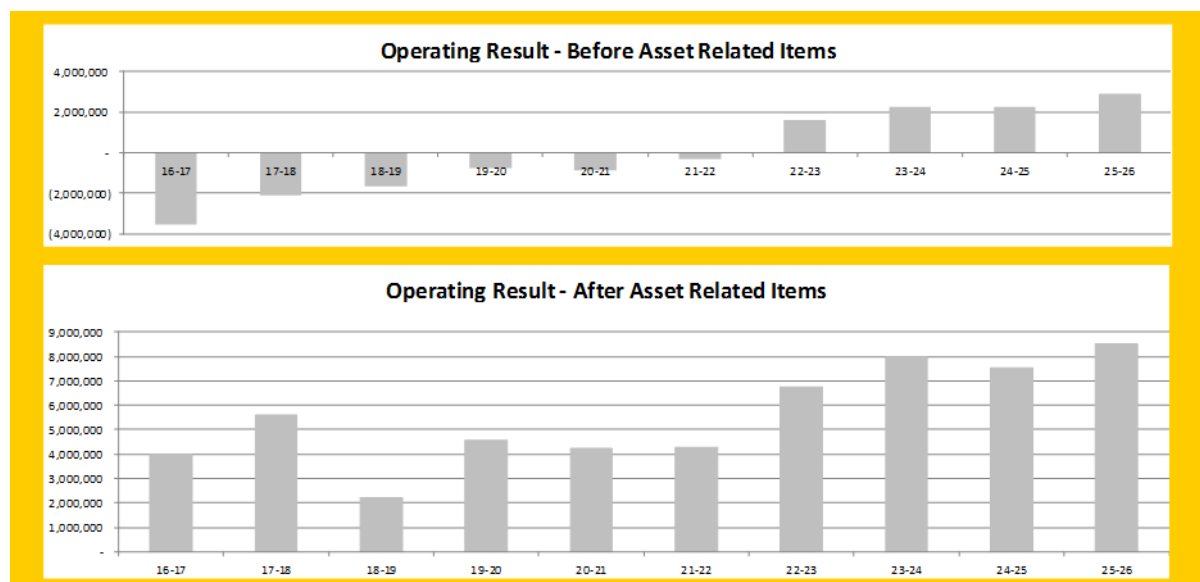
An outcome of this annual review process will be a review of the strategic actions of Council and the various informing strategies and plans. This will ensure that these plans and actions are reflective of current community and Council aspirations, and remain alive and relevant.



# Financial Statements

## SHIRE OF CAPEL Long Term Financial Plan Statement of Comprehensive Income

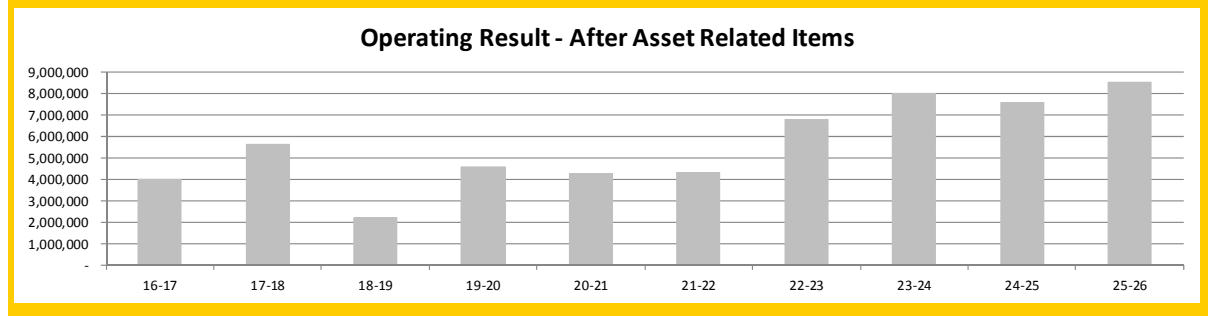
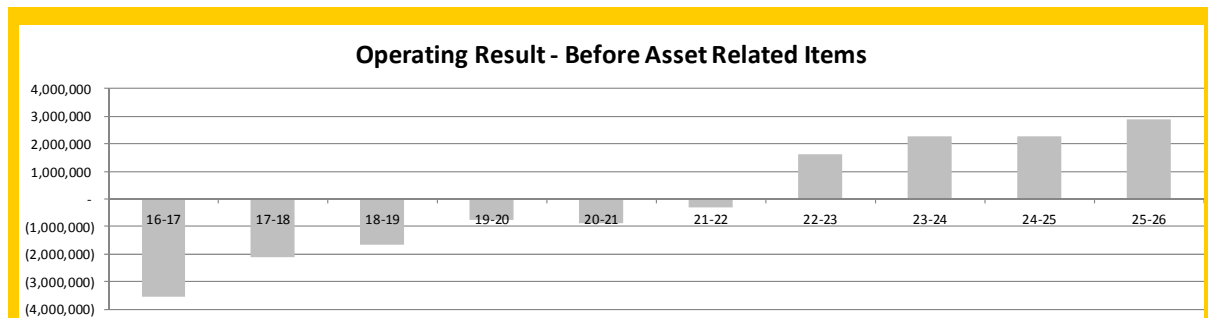
	Projections			
	1	2	3	4
	\$'s	\$'s	\$'s	\$'s
<b>INCOME STATEMENT - By Nature or Type</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
<b>Operating Revenues</b>				
Rates	11,325,390	12,486,060	13,713,970	14,985,014
Operating grants, subsidies and contributions	2,013,674	2,013,492	2,063,251	2,115,301
Fees and charges	3,055,024	3,166,345	2,984,757	3,114,626
Service charges	-	-	-	-
Interest earnings	370,531	374,360	428,480	474,444
Other Revenue	166,522	184,640	189,972	197,867
<b>Operating Expenses</b>				
Employee costs	(6,621,116)	(6,997,921)	(7,461,527)	(8,095,469)
Materials and contracts	(6,577,187)	(5,998,946)	(6,097,532)	(6,017,307)
Utility charges (electricity, gas, water etc.)	(497,874)	(527,747)	(559,412)	(592,976)
Depreciation on non-current assets	(5,838,642)	(5,904,440)	(6,027,049)	(6,070,477)
Interest expense	(418,238)	(381,229)	(342,017)	(302,700)
Insurance expense	(182,302)	(189,594)	(197,178)	(205,065)
Other expenditure	(337,237)	(347,233)	(351,554)	(360,082)
	(3,541,454)	(2,122,213)	(1,655,838)	(756,822)
<b>Operating Revenue (Asset related)</b>				
Non-Operating grants, subsidies and contributions	7,456,123	7,632,006	3,767,884	5,225,664
Profit on asset disposal	82,908	84,773	86,893	89,065
Loss on asset disposal	(0)	(0)	(0)	(0)
<b>NET OPERATING RESULT</b>	<b>3,997,577</b>	<b>5,594,566</b>	<b>2,198,939</b>	<b>4,557,907</b>
<b>Other Comprehensive Income</b>				
Changes on Revaluation of non-current assets	-	500,000	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>3,997,577</b>	<b>6,094,566</b>	<b>2,198,939</b>	<b>4,557,907</b>



**SHIRE OF CAPEL**  
**Statement of Comprehensive Income**

Long Term Financial Plan

	Projection			
	1	2	3	4
	\$'s	\$'s	\$'s	\$'s
	16-17	17-18	18-19	19-20
<b>INCOME STATEMENT - by Program</b>				
<b>Operating Revenues</b>				
Governance	36,587	32,862	34,016	35,628
General Purpose Funding	12,789,160	13,853,641	15,120,420	16,400,348
Law, Order, Public Safety	206,842	211,497	216,786	222,207
Health	150,147	152,862	157,541	159,377
Education & Welfare	25,344	26,914	26,560	27,223
Community Amenities	2,465,671	2,525,560	2,328,243	2,386,971
Recreation & Culture	764,368	903,391	965,512	1,050,634
Transport	5,700	5,828	5,974	6,123
Economic Services	411,277	420,368	430,676	499,240
Other Property and Services	76,046	91,974	94,703	99,501
<b>Operating Expenses</b>				
Governance	(763,333)	(761,148)	(709,508)	(819,835)
General Purpose Funding	(242,858)	(248,322)	(434,530)	(260,893)
Law, Order, Public Safety	(994,813)	(1,031,679)	(1,076,116)	(1,133,347)
Health	(558,560)	(578,961)	(597,646)	(628,440)
Education & Welfare	(292,078)	(299,847)	(308,798)	(324,654)
Community Amenities	(3,484,506)	(3,646,452)	(3,744,970)	(3,917,881)
Recreation & Culture	(4,610,358)	(4,872,501)	(5,067,995)	(5,310,985)
Transport	(8,202,669)	(7,564,340)	(7,708,592)	(7,718,764)
Economic Services	(1,277,551)	(1,296,911)	(1,339,946)	(1,477,334)
Other Property and Services	(45,870)	(46,949)	(48,168)	(51,942)
	<b>(3,541,454)</b>	<b>(2,122,213)</b>	<b>(1,655,838)</b>	<b>(756,822)</b>
<b>Operating Revenue</b>				
Non-Operating grants, subsidies and contributions	7,456,123	7,632,006	3,767,884	5,225,664
Profit on asset disposal	82,908	84,773	86,893	89,065
(Loss) on asset disposal	(0)	(0)	(0)	(0)
<b>NET OPERATING RESULT</b>	<b>3,997,577</b>	<b>5,594,566</b>	<b>2,198,939</b>	<b>4,557,907</b>
<b>Other Comprehensive Income</b>				
Changes on Revaluation of non-current assets	-	500,000	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>3,997,577</b>	<b>6,094,566</b>	<b>2,198,939</b>	<b>4,557,907</b>



**SHIRE OF CAPEL  
Funding Statement**

Long Term Financial Plan

	Projections			
	1 \$'s	2 \$'s	3 \$'s	4 \$'s
	16-17	17-18	18-19	19-20
<b>FUNDING STATEMENT</b>				
<b>Operating</b>				
<b>Operating Revenues</b>				
Governance	36,587	32,862	34,016	35,628
General Purpose Funding	12,789,160	13,853,641	15,120,420	16,400,348
Law, Order, Public Safety	336,842	601,497	216,786	222,207
Health	150,147	152,862	157,541	159,377
Education & Welfare	25,344	26,914	26,560	27,223
Community Amenities	2,465,671	2,525,560	2,328,243	2,386,971
Recreation & Culture	3,582,839	5,865,756	2,411,055	3,447,347
Transport	4,513,351	2,285,469	2,328,315	2,835,074
Economic Services	411,277	420,368	430,676	499,240
Other Property and Services	158,954	176,747	181,595	188,566
<b>Total Revenue</b>	<b>24,470,172</b>	<b>25,941,676</b>	<b>23,235,207</b>	<b>26,201,982</b>
<b>Operating Expenses</b>				
Governance	(763,333)	(761,148)	(709,508)	(819,835)
General Purpose Funding	(242,858)	(248,322)	(434,530)	(260,893)
Law, Order, Public Safety	(994,813)	(1,031,679)	(1,076,116)	(1,133,347)
Health	(558,560)	(578,961)	(597,646)	(628,440)
Education & Welfare	(292,078)	(299,847)	(308,798)	(324,654)
Community Amenities	(3,484,506)	(3,646,452)	(3,744,970)	(3,917,881)
Recreation & Culture	(4,610,358)	(4,872,501)	(5,067,995)	(5,310,985)
Transport	(8,202,669)	(7,564,340)	(7,708,592)	(7,718,764)
Economic Services	(1,277,551)	(1,296,911)	(1,339,946)	(1,477,334)
Other Property and Services	(45,870)	(46,949)	(48,168)	(51,942)
<b>Total Expenses</b>	<b>(20,472,595)</b>	<b>(20,347,110)</b>	<b>(21,036,268)</b>	<b>(21,644,075)</b>
<b>FUNDING FROM GENERAL OPERATIONS</b>	<b>3,997,577</b>	<b>5,594,566</b>	<b>2,198,939</b>	<b>4,557,907</b>
<b>Funding Position Adjustments</b>				
Depreciation on non-current assets	5,838,642	5,904,440	6,027,049	6,070,477
Net profit and losses on Disposal	(82,908)	(84,773)	(86,893)	(89,065)
Initial Recognition of Assets due to changes in Regulations				
- Land and Buildings				
Other Non Cash Items	-	-	-	-
<b>NET OPERATIONS</b>	<b>9,753,311</b>	<b>11,414,233</b>	<b>8,139,095</b>	<b>10,539,319</b>
<b>Strategic Projects and New Assets</b>				
Strategic-Capital (Land & Buildings)	(2,988,923)	(5,414,882)	(1,370,746)	(3,213,784)
Strategic-Net Impact Operations	(1)	(139,593)	(145,780)	(156,632)
Non-Operating grants, subsidies and contributions	-	-	-	-
<b>NET FUNDING BEFORE FINANCING</b>	<b>(2,988,924)</b>	<b>(5,554,475)</b>	<b>(1,516,526)</b>	<b>(3,370,416)</b>
<b>Asset Renewal</b>				
<b>Acquisitions</b>				
Property Plant and Equipment	(889,849)*	(1,221,355)*	(925,553)*	(899,468)*
Infrastructure - Roads	(1,628,383)	(1,649,263)	(1,735,608)	(1,962,296)
Infrastructure - Other	(695,934)	(442,607)	(402,473)	(637,698)
Infrastructure - Other Non-Cash	(2,350,000)	(1,650,000)	(1,650,000)	(1,688,250)
Proceeds on Disposal	184,652	246,879	226,388	256,218
Non-Operating grants, subsidies and contributions	-	-	-	-
<b>NET FUNDING BEFORE FINANCING</b>	<b>(5,379,514)</b>	<b>(4,716,346)</b>	<b>(4,487,246)</b>	<b>(4,931,494)</b>
<b>Financing</b>				
<b>Inflows</b>				
Transfer in from Reserves	2,102,386	2,513,770	2,461,162	3,723,979
New Borrowings	-	-	-	-
Self Supporting Loan	-	-	-	-
Unspent Loans brought forward	-	-	-	-
<b>Outflows</b>				
Transfer to Reserves	(3,023,689)	(3,013,190)	(3,921,204)	(5,149,314)
Repayment of Past Borrowings	(610,779)	(643,820)	(678,713)	(638,353)
<b>NET FINANCING</b>	<b>(1,532,082)</b>	<b>(1,143,240)</b>	<b>(2,138,756)</b>	<b>(2,063,688)</b>
<b>Period Balances</b>				
Opening Balance	151,668	4,442	4,613	1,181
Closing Balance	4,442	4,613	1,181	174,902

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