



SHIRE OF MENZIES

CORPORATE BUSINESS PLAN

Financial Years 2014 -2018



Menzies 2012

Reviewed July 2015

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1 Introduction

1.1 Overview

The Local Government Act was amended in 2012 to require local governments to prepare two different plans to help guide and shape the future of the community –

1. Strategic Community Plan
The Strategic Community Plan will help shape the services that the Shire of Menzies will deliver over the next ten years, as not every objective can be met immediately.
2. Corporate Business Plan
The Corporate Business Plan identifies what we will achieve in the shorter term, and the steps we will take to reach our long term vision, and will enable us and the community to review and monitor our progress towards achieving our aspirations.

The CBP brings together aspects of –

- Strategic Community Plan
- Workforce Plan;
- Asset Management Plan;
- Long Term Financial Plan;

In time, planning documents for specific issues or services will be developed and incorporated where appropriate.

We have grouped the aspirations and needs the community shared during the consultation process into key themes, each with supporting goals and measures of success. The themes are –

1. Local economy
2. Community
3. Civic Leadership
4. Heritage

The Corporate Business Plan will undergo a full review and assessment every four years, as well as annual review.

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

The vision for the Shire of Menzies is:

To be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.

Organisational Principles:

- Treat people fairly, with respect and have proper regard for their rights
- Make decisions lawfully, fairly, impartially, and in the public interest
- Honest, trustworthy and reliable in our dealings
- Careful, conscientious and diligent
- Keep people informed, in plain language, about the process and outcome
- Investigate matters thoroughly and objectively
- Constantly strive to improve services

1.2 Legislative context

The Local Government Act 1995 requires –

5.56. Planning for the future

(1) A local government is to plan for the future of the district.

- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

From the Administration Regulations –

19BA. Terms used

In this Part –

corporate business plan means a plan made under regulation 19DA that, together with a strategic community plan, forms a plan for the future of a district made in accordance with section 5.56;

strategic community plan means a plan made under regulation 19C that, together with a corporate business plan, forms a plan for the future of a district made in accordance with section 5.56.

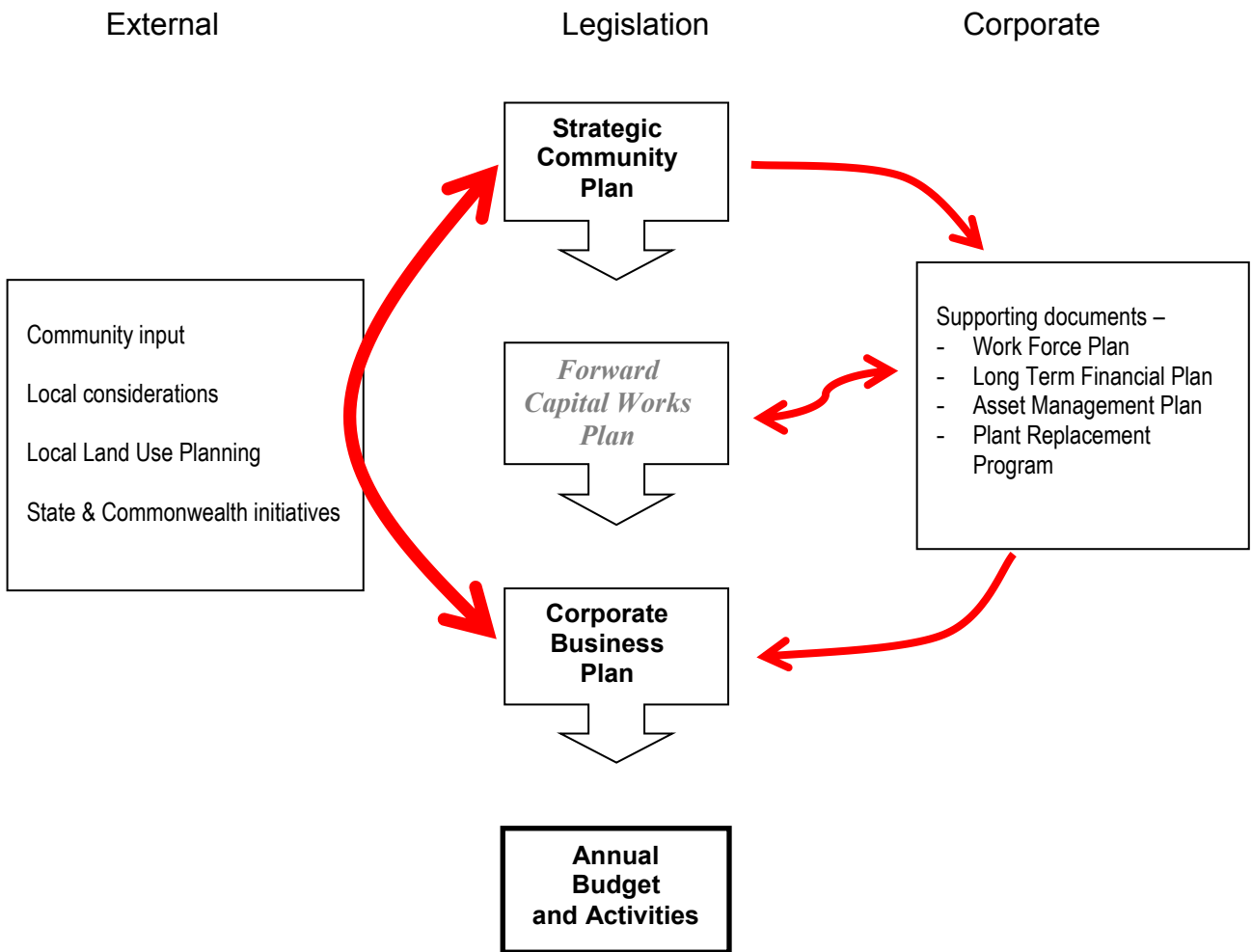
19C. Strategic community plans, requirements for (Act s. 5.56)

- (1) A local government is to ensure that a strategic community 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 strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
- (3) A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.
- (4) A local government is to review the current strategic community plan for its district at least once every 4 years.
- (5) In making or reviewing a strategic community plan, a local government is to have regard to –
- (a) the capacity of its current resources and the anticipated capacity of its future resources; and
 - (b) strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
 - (c) demographic trends.
- (6) Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
- (7) A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
- *Absolute majority required.
- (8) If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.
- (9) A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
- (10) A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

19DA. Planning for the future: corporate business plans — s. 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.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
- *Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

2 Planning Framework



The Forward Capital Works Plan is required in order to qualify for Country Local Government Fund grants, administered by the Department of Regional Development and Lands.

The other required plans are mandated by the Local Government Act s.5.56 and Administration Regulations 19BA, 19CA, 19C, 19DA and 19D.

3 Operations

3.1 Categories of Services

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

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

The external and project services shape the organisational structure of the Shire, its workforce and the associated assets that will be required. These then drive the internal resources that are provided in order to support these and define the staff required.

3.2 Service Levels

Service levels are the defined service quality for a particular activity (i.e. roads) or service area (i.e. street lighting) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

Service levels are based on the community's expectations of what and how often a service is delivered, and reflect both the community's ideal state balanced with the realistic constraints on the Shire.

To ensure the effective and efficient allocation of resources (labour, assets and financial capacity) across day-to-day operations as well as delivery of strategic priorities identified in the SCP, the service levels and frequencies desired by the community have been outlined below.

3.3 Service Frequency

As outlined in the Workforce Plan, there are several frequencies determined by the community for how often a service occurs –

- As needed
- Daily
- Weekly
- Fortnightly
- Monthly
- Quarterly
- Yearly

3.4 Service Delivery

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

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

- **Fully Outsourced** – work is fully undertaken by an external contractor
- **Partially Outsourced** – work is partially undertaken by an external contractor

- **Shire** – work is undertaken by the local government administration
- **Volunteers** – work is undertaken by volunteers in the community

In reality, the bulk of services are delivered through a mix of the options, although one may be more prominent than others.

3.5 Charging arrangements

The Shire provides a range of services to communities and must cover the cost of these through various funding sources. The primary source of funding is from general revenue which is made up of rates levied on property owners and State and Australian government grants. Where possible the local government will recoup a fee for service either partially or fully. This is an equitable approach to generating revenue as fees are charged to the community members using facilities or receiving services.

There are several methods available for the payment of a service:

- Fee for Service – **Fully** recouped from user
- Fee for Service – **Partially** recouped from user
- Partially funded – **Subsidised** by government or other organisation, balance from user or Shire
- Free at point of use – funded from **General** Shire Revenue

Many services rely on a mix of funding – contributions from State or Commonwealth government through specific purpose grants, developers, users, Shire general funds

Anticipated income for each year is shown in the Long Term Financial Plan.

3.6 Operations Summary

From Workforce Plan

Function	Frequency Daily Weekly Fortnightly Monthly Yearly As needed	Business As Usual FTE		Projects / Once Off		Service Delivery Full Partial Shire Volunteer	Charging Full Partial Subsidised General
		Internal	External	Internal	External		
		permanent or casual		to extent of own resources			
Asset and building maintenance	M	.1	1	✓		P,S	G
Asset management	A	✓			✓	P,S	G
Building control and licenses	F	.1				S	F
Bush fire control	A	✓	✓			S,V	S,G
Caravan park operation	D	.3				S	P
Cemetery	W	✓				S	G
Citizenship ceremonies	A		✓			S	G
Community and cultural development	A	✓			✓	S	S,G
Community information services	D	.2	✓			S	G
Complaint handling	D	✓				S	G
Crossovers	A	✓				S	P,G
Demolition permits	A	✓				S	F
Dept. of Transport licensing	D		✓			S	F
Dog control	A	✓	✓			P	G
Drum Muster collection	Y		✓				F
Elected Member support	D	.3				S	G
Environmental health services	M	.1	.1			P	G

Function	Frequency Daily Weekly Fortnightly Monthly Yearly As needed	Business As Usual FTE		Projects / Once Off		Service Delivery	Charging
		Internal	External	Internal	External	Full Partial Shire Volunteer	Full Partial Subsidised General
		permanent or casual		to extent of own resources			
Finance – debtors, creditors etc	D	.4	.1			P	G
Finance – management functions etc.	D	.3	.2			P	G
Footpaths / kerbing – Construction	A			✓	✓	F	G
Footpaths/ kerbing – Maintenance	A	.2	✓			S	G
General administration	D	1.2				S	G
Governance	D	1				S	G
Health and food inspections	A	✓				P	G
Human resource management	D	.1			✓	P	G
Infringements / Fines Registry	A	✓			✓	P	G
Insurance portfolio and renewal	Y	✓	✓			P	G
IT systems	D	.1	✓		✓	P	G
Leases	A	✓			✓	S	P
Library	D		.2			S	S,G
Media releases	A	✓				S	G
Natural resource management	A	✓				S	S
Noise and pollution control	A	✓				P	G
Parks, gardens and reserves	D	1				S	G
Payroll	D	.3	.1			P	G
Private works	A	✓				S	F
Public buildings for hire – management	W	✓				S	F
Rates	D	.4	.1			P	F
Records management	D	.2				P	F
Recreation facilities	D	✓				S	G
Refuse collection – household, business, street	W	.2				S	F
Refuse disposal site – maintenance	W	✓				S	G
Remote site ranger services	D	.5				S	G
Road construction	D	3	✓	✓	✓	P	S,G
Road maintenance	D	3	✓		✓	P	S,G
School trophies and prizes	Y			✓		S	G
Statutory planning control	F	✓	✓		✓	P	G
Stormwater and drainage	A	✓			✓	S	G
Street lighting	D		✓			F	S,G
Street tree planting	A	✓				S	G
Street tree pruning	A	✓	✓			S	G
Tourism	D		✓			P	P,S,G
Townsite gardens	D	3				S	G
Traffic control devices	D	Daily				S	G

Function	Frequency Daily Weekly Fortnightly Monthly Yearly As needed	Business As Usual FTE		Projects / Once Off		Service Delivery Full Partial Shire Volunteer	Charging Full Partial Subsidised General
		Internal	External	Internal	External		
		permanent or casual		to extent of own resources			
Verge maintenance	D	.2				S	G
Vermin and weed control	A	✓	✓			P	G
Visitors Centre operation	D	✓	.7			P	S,G
Minimum FTE required –		16.3	2.5				

4 Workforce Plan

4.1 Outline

As identified in the Workforce Plan, the Shire of Menzies has a full time equivalent staff of approximately 16. As indicated in the organisational chart, a range of external contractors provide Regulatory, Environmental Health and Building Services and other specialised services.

The organisational structure is funded as operational expenditure in Council's four year budget. Provision is made annually for training and development of staff, to ensure that employees are well equipped for their position, new skills and knowledge are accessed and the highest possible standards of occupational safety are available.

There are no specific gaps identified in the Workforce Plan. The workforce is structured to meet the business as usual requirements of the Shire, both operational and know recurrent capital projects such as road construction.

Gaps in Council's organisational requirements occur only where –

- a) a vacancy arises and is unable to be fulfilled –
 - recruitment effort continues until a replacement is employed
- b) new requirements are placed on the Shire –
 - attempt to incorporate the requirements into an existing position
 - recruit a person to undertake the task
 - engage and external consultant/contractor
- c) a new opportunity is identified and is pursued –
 - recruit a person to undertake the task
 - engage and external consultant/contractor
- d) one-off projects such as construction of a building –
 - engage and external consultant/contractor
- e) specialist skills are required –
- f) engage and external consultant/contractor

Two opportunities were identified in the Workforce Plan –

1. Youth Development Officer
 - to work with the youth living in the town of Menzies
 - subject to adequate funding for State or Commonwealth government
2. Building Maintenance Officer
 - To assist in the maintenance of numerous buildings and structures for which the Shire is responsible

One issue that inhibits both opportunities is the lack of quality housing controlled by the Shire. This is being addressed with plans to construct new housing.

4.2 Workforce Summary

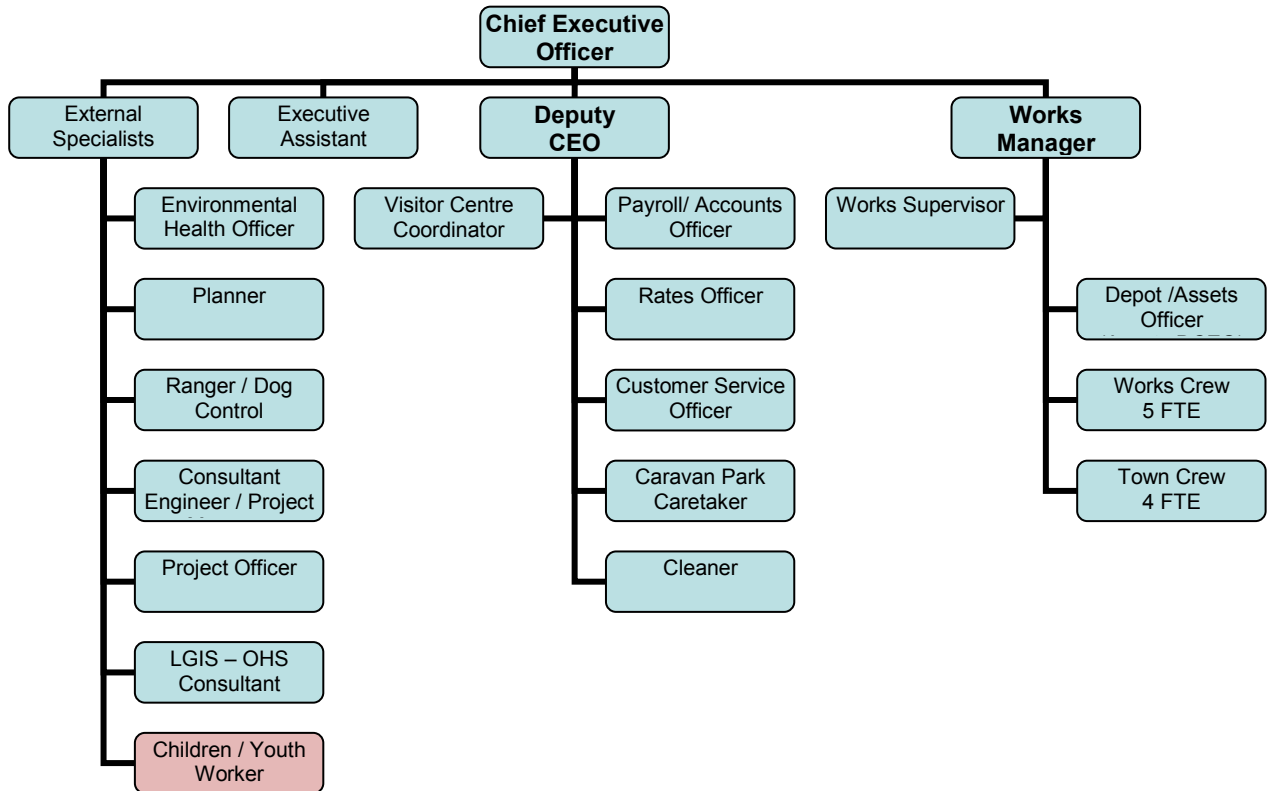
The Shire is adequately staffed when all positions are occupied to cope with day-to-day operations and recurrent projects.

One off projects, whether administrative, roads, buildings or other infrastructure, require external assistance, as will the increasing burden of detailed compliance requirements.

Due to the accelerated growth of compliance and administrative tasks imposed on local government generally, increase in consultancy costs will be substantial. Consultants will be required due to –

- High staff turnover rate – means continuity of corporate knowledge cannot be achieved internally,
- our small size – results in employment of staff for these tasks not being economic,
- pressure of business as usual – requires that the expectations of the community are addressed ahead of compliance.

Organisational Structure



5 Asset Management Framework

5.1 The Need for Asset Management

Asset management is about ensuring that the local government has the necessary plans in place to ensure that funds and resources are on hand at the optimum time to repair or replace the building roof before it starts to leak and threaten the ongoing delivery of the service.

The Shire has care, control and responsibility of a large network of differing assets which supports existing and new service delivery and creates significant demand to renew / refurbish / replace them with finite resources. The management of these assets and the balance of available resources is a complex issue.

An Asset Management Framework has been prepared setting out how to implement and improve asset management practices and processes. The key objective being asset management plans which link to the long-term financial plan and set out what resources we intend to allocate in the coming years.

The Asset Management Framework requires significant improvement in the first few years, is part of the overall asset management approach. A range of matters need to be addressed, and as disclosed in the Asset Management Plan, specific actions are required.

In particular, Menzies intends to work with other Councils in the region for asset management process and plans as the preferred option. If this is unavailable, an appropriate consultant will be engaged to address the matters identified. Provision will be made within each Budget, firstly for the increased development of the Asset Management Framework, systems, process and collection of data etc, and then to maintain the overall requirements into the future.

5.2 Asset Management Approach

Asset Management is the task of managing our non-current assets for the lowest lifecycle cost. It is a multi-discipline task combining the key activities of –

- Management;
- Finance;
- Economics; and
- Engineering.

Not all of our property or plant will be considered an Asset. The endorsed Council policy establishes a financial value and/or a minimum useful life that defines what is treated as an Asset. By excluding small value items, the Council ensures that investment and resources on maintenance and renewal are focused in the most efficient and effective way.

We have care, control and responsibility of a diverse and extensive portfolio of infrastructure assets which are used to deliver our services to the community. Assets have been accumulated over a number of years and have been either purchased, constructed or gifted from other tiers of government, private developers or the community.

Assets are often built in waves that align with economic need or prosperity (e.g. post war construction, mining boom, and economic stimulus). Often infrastructure assets are provided by means other than our own source funding e.g. via State or Federal Government grants rather than rates. All these various assets requiring maintenance, refurbishment and renewal that means if we want our services to continue using the relevant assets we need to plan for and ensure suitable expenditure at the correct time.

The most cost effective way to do this is to maintain or renew the asset at the optimum time. Renewing the asset too early wastes life in the asset, renewing the asset too late increases risk and consequently cost. The challenge for us as a local government is to pick the optimum time and ensure that we have the cash and resources on hand to fund the maintenance and renewal at whatever the optimum time is.

A problem that we face is that often the same source of funding that provided the asset does not supply ongoing revenue to maintain the asset and is no longer available to replace the asset when the optimum time arrives. It can also be a significant challenge for most local governments to pick the optimum time

for replacement. 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 we own or control 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 our Strategic Community Plan and Corporate Business Plan;
- Have all of the above summarised in an asset management plan; and
- Ensure all our costs are captured in the financial management system and entered into the Long Term Financial Plan.

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

5.3 Steps that the Shire of Menzies is taking

The Shire of Menzies has undertaken a series of initiatives in order to adapt to the changing environment presented under the IPR framework. While the broad local government reforms have resulted in this changing landscape, the context provides each local government in Western Australia the opportunity to prepare themselves for future generations. So far we have undertaken the following asset management initiatives –

i) Capability –

In such a small Shire, and facing such a complex task, there is little choice but to engage consultants to carry out the asset management task, collect and maintain data, prepare reports etc for information and budgeting. However, the Shire is slowly developing local capacity within the staff body. The Shire's capability is restricted due to –

- small staff numbers, to be able to incorporate asset management requirements into business as usual
- regular turnover of staff and therefore lack of continuity of knowledge and skills, requiring constant training
- lack of suitable systems accessible to current staff, as many systems such as ROMAN 2 are unnecessarily detailed and "data heavy"
- high complexity of asset management requirements

Accordingly, the need to work with other Councils regionally, either through directly employed staff or consultant is essential.

ii) Data Collection –

Ensuring we know what assets we have, their condition, maintenance requirements including renewal liabilities, and observing whether or not the data reflects a fair assessment of reality.

Collection and collation of data is a prime improvement task identified.

iii) Tasks –

The tasks for an appropriately scaled asset management program are detailed in the Asset Management Framework.

6 Long Term Financial Plan

6.1 Purpose of the LTFP

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

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

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

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

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

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

The LTFP supports the delivery of our whole Local Government and will ensure we plan delivery and financial solutions based on community need rather than traditional bottom up approaches.

6.2 LTFP Accuracy and Reliability

Care must be taken not to give the estimates in the LTFP undue weight. There are a great many variables that cannot be estimated accurately, and the presumed reliability deteriorates rapidly.

It must be stressed that it is a plan, and while the figures included are best estimates, it is impossible to provide an accurate forecast beyond a year or two due to –

- changing economics,
- political realities,
- funding from State and Commonwealth governments
- changing community expectations or requirements etc

7 Reporting Process

7.1 Assessment

An interim assessment of progress of the Corporate Business Plan will be made in conjunction with the mandatory Budget review, in the mid financial year.

In the Section 8 tables, each goal has a series of actions that have been identified in order to achieve the desired outcome. Where able success indicators, budgets, responsible person and timeframe are noted to assess progress.

The assessment of progress is to include –

- Action commencement and anticipated completion
- Current status
- Priority achievability
- Action to be continued or discontinued

7.2 Reporting Role and Responsibilities

Monitoring and reporting is the task of the CEO and senior staff nominated by the CEO.

As per the tables in the Section 8, a responsible person is nominated to see the action through to completion. Part of the role of the business unit is therefore to ensure that exception reporting is delivered, showing progress.

7.3 Next Steps

It is a requirement of the Local Government Act (1995) s.5.56 that the Corporate Business Plan be reviewed annually. The annual review will generally be aligned with the setting of the Annual Budget, which is required to be informed by the CBP.

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

8 Community Priorities into the future

Defining influences

The defining influences identified in the Strategic Community Plan are –

1. Local economy

We envisage –

- A strong local economy, diversified through commercial growth, providing jobs and services.
- A local economy that has close working partnerships with mining companies and industries.
- A local economy accessing the commercial options and services in place, for timely development.

2. Community

We envisage –

- Our community will be cohesive, inclusive and interactive, where people feel safe, are welcomed and can live comfortably.
- Our community will value each other, building relationships and networks to interact, socialise and for recreation.
- Our community will have access to all necessary service requirements.

3. Civic Leadership

We envisage –

- Sustainability through our leadership, our regional and government partnerships and ensure we make informed resource decisions for our community good.
- Engagement with our community, to advocate on behalf of our community, to be accountable and to manage within our governance and legislative framework.
- Participation in regional activities to the benefit of our community.

4. Heritage

We envisage –

- Our natural environment will be protected and preserved for future generations.
- Our built environment will be managed to sustain our growing needs, while protecting and restoring buildings of historical value.
- Heritage and cultural places and items will be protected.
- A strengthening of our cultural and heritage awareness and values.

8.1 Measurement

Development and completion of performance measures can be awkward, absorb a lot of time in accessing a range of data for reporting, and if convoluted, can then be inconsistent year to year. Measurement need to be a simple as possible to respond to, and importantly, must be replicable.

Accordingly the following principles have been applied to the performance measure proposed –

- if the Shire is going to be measured and held accountable for the actions, then the performance measures have to be within the ability of the Shire to control, or at least influence at a minimum.
 - o eg: it is outside the Shire's ability to control population growth, so the measure is inaccurate, misleading and unfair. The Shire can participate in actions to try to retain population, and it may be appropriate that these be measured, but it is not up to the Shire whether the population grows or declines.

- where able, a simple “Yes/No” response is adequate, with the opportunity to then comment on the actions taken or progress achieved. It is possible to spend a lot of money on an activity and achieve very little, so costs are often a misleading indicator of progress.
 - o e.g.: have you participated in the regional record keeping project or not?
 - o or, was there more spent on road maintenance this year than last, and is the activity going to have similar effort next year?
- if it is appropriate that costs be quoted, that these are able to be sourced directly from the financial statements, without the need to extract multiple costs to create a performance measure. Ease of extraction of numbers from obvious locations means that any comparisons year to year are far more likely to be accurate and consistent.
 - o eg: the cost of pest plant activities undertaken that year.
- time requirement for staff to meet compliance requirements, filling out annual reports, reviewing plans, the ease of integration with Corporate Business Plan and reporting etc, not only for integrated planning, but the many demands of Government Departments for compliance.
 - o eg: is there any response that cannot be made from internal knowledge, or is there something that will need external assistance to obtain? Given that the documents don't have a great deal of value really, the less time there is spent on unproductive activities for the sake of compliance, the better.

It is considered that the performance measure are appropriate in that they are things the Shire can influence/control, simple to respond to with just a yes/no response or information straight out of the statements, and take as little time as possible to find the answers for future reporting.



Menzies 2013

8.1 Local economy

	Outcomes	Priority / Objective – What will we do?	Task / Measurement – How will we know when we've got there?	Priority	Budget	Responsible Person	Financial year ending 30 June			
							2015	2016	2017	2018
1.1	Land development	Adequate land for commercial, industrial and residential purposes	a) Lots are available for purchase	High	Operational	CEO	●	●		
			b) Town planning scheme includes provision of at least 10 residential lots, 2 light industrial lots and a heavy industrial park	High	30,000	Consultant	●	●		
1.2	Mining partnerships	Working in partnership with the local mining industry to formalise service levels and funding arrangements to deliver mutual benefits	a) Road network maintenance and renewal is sustainable now (as per Asset Management Plan) and into the future (as per known mining development) with equitable funding agreements	High	Operational	CEO Consultant	●	●	●	●
			b) A consistent framework is in place for – - Development contributions - Community benefit contributions	High	Operational	CEO Consultant	●	Verify		
1.3	Reliable utilities	Ensure reliable access to power and water with the capacity for future demand	All privately owned land in the Menzies townsite – - Outside the Dept Mines and Petroleum buffer zones and - West of the railway line, and - Within 200m of Kensington Street have a Horizon Power service and Water Corporation service available at the property boundary	High	Operational	CEO	●	●	●	●
1.4	Safe and useable road network	All seasons access to major roads	a) Menzies-Evanston and Sandstone Roads are trafficable at all times of the year	Medium	Operational	MWS	●	●	●	●
			b) The road safety management or action plan using the safe system approach is current	Medium	20,000	MWSr	●	●	●	●
1.5	Commercial and industrial growth	Facilitate Commercial and Service Industry Growth	The Shire's Local Purchasing Policy is current.	High	Operational	CEO	●	●	●	●
1.6	Increase visitors	Support Menzies as a regional place to visit	a) The Shire remains a member of the Goldfields Tourism Network Association .	Medium	Operational	DCEO	●	●	●	●
			b) Support of the local visitor centre has been maintained or increased, subject to revenue generated	Medium	Operational	DCEO	●	●	●	●
			c) The Shire's budget to build tourism capability through events, arts, history, walkways, and cultural experiences has been maintained or increased.	Low	Operational	CEO **MAC	●	●	●	●

**MAC – Menzies Aboriginal Corporation

8.2 Community

	Outcomes	Priority / Objective – What will we do?	Task / Measurement – How will we know when we've got there?	Priority	Budget	Responsible Person	Financial year ending 30 June			
							2015	2016	2017	2018
2.1	Health	Adequate access to health services	Adequately resourced nursing post is providing 24 hour service	High	Operational	CEO	●	●	●	●
2.2	Essential Services	Adequate and appropriate essential services are available	Active volunteer base of 20 people for both Ambulance and Fire brigade providing year round services	High	Operational	CEO	●	●	●	●
2.3	Recreation facilities	Logical and affordable development of recreation facilities	The Recreation Facilities Development Plan has been prepared and is current	Medium	Operational	DCEO	●	Check		
2.4	Connected community	Strengthen community cohesiveness and participation	a) The Shire has participated in development of a regional plan for the provision of aged care services.	Medium	Operational	CEO	●		Check	
			b) An outline to capture specific youth activities and opportunities has been developed and is maintained regularly.	Low	Operational Check	CEO MAC	●	●	●	●
			c) An outline to support cultural experience such as events, festivals, crafts, entertainment has been developed and is maintained regularly.	Low	Operational Check	DCEO MAC	●	●	●	●
2.5	Community needs and services are met	Ensure access to quality services to meet changing needs within the community	a) Regular contact with WA Police Force locally (Leonora) and regionally (Kalgoorlie) regarding local community safety, security and well being has been maintained	Medium	Operational	DCEO	●	●	●	●
			b) Define role, level of service, and develop partnerships for delivery.	Medium	Operational	CEO MWS	●			
			c) Access to Nursing Post services have improved (eg: nurse practitioner in attendance rather than clinical nurse, more than 1 day per week etc)..	Medium	Operational	CEO	●	●	●	●
2.6	Improved quality of our assets planned	Upgrade and maintain our infrastructure	The Asset Management Plans are fully developed, implemented and integrated with financial systems.	High	50,000	CEO Consultant	●			
2.7	Increased capacity and diversity of housing choices	Construct a variety of new housing	a) Lots are available for purchase	High	Operational	Consultant	●	●	●	●
			b) Local Planning Policies applicable to residential development are current and appropriate .	Medium	Operational	CEO	●			

**MAC – Menzies Aboriginal Corporation

8.3 Civic Leadership

	Outcomes	Priority / Objective – What will we do?	Task / Measurement – How will we know when we've got there?	Priority	Budget	Responsible Person	Financial year ending 30 June			
							2015	2016	2017	2018
3.1	Sustainability	Improve the sustainability of the Shire of Menzies	Integrated Planning and Reporting Framework has been implemented for the sustainable provision of services	High	100,000	CEO DCEO Consultant	●	●	●	●
3.2	Regional Records Facility	Records & archive storage compliant with State Records Office requirements	The Shire is a participant in the Regional Records Facility	Medium	TBA (GEVROC)	CEO	●	●	●	●
3.3	Reliable emergency services	Support local Bushfire Brigades and St Johns Ambulance Sub-Centre	Establishment and operation of Local Emergency Management Committee	High	Operational	CEO	●	●	●	●
3.4	Sustainable Shire workforce	Develop workforce capability, retain and attract the right people	Future skills and development, retention and attraction strategies of Shire staff have been identified.	High	Operational	CEO	●	Check		
3.5	Sustainable resource management	Ensure resources are managed effectively	a) The Long Term Financial Plan to support the yearly budgeting decisions is current.	High	Operational	DCEO Consultant	●	●	●	●
			a) Asset Management plans are current, and have been implemented and integrated with financial systems. .	High	50,000	Consultant	●	●	●	●
3.6	Council and community leadership	Provide leadership on behalf of the community	a) Partnerships and relationships to enhance community services and infrastructure have been developed.	Medium	Operational	CEO	●	●	●	●
			b) The Menzies Nursing Post has a full time resident nurse.	Medium	Operational	CEO	●	●	●	●

8.4 Heritage

	Outcomes – What do we want?	Priority / Objective – What will we do?	Task / Measurement – How will we know when we've got there?	Priority	Budget	Responsible Person	Financial year ending 30 June			
							2015	2016	2017	2018
4.1	Natural environment	Protect and preserve natural environment	a) Programs to eradicate pest plants and animals have been maintained or increased	Medium	Operational	W-Mgr	●	●	●	●
			b) Important fragile areas where people visit regularly have had access by vehicle restricted	High	Operational	CEO	●			
4.2	"Inside Australia" figures and environment at Lake Ballard protected	Manage and maintain the Lake Ballard Reserve	a) Provide and maintain information boards and public toilets	High	10,000	CEO	●	●	●	●
			b) Adopt Local Laws controlling vehicles to the site	High	Operational	CEO	●			
			c) The Management Order for Lake Ballard has been changed to the Shire of Menzies	Medium	Operational	CEO Committee	X	●		
			d) The Council has established a Committee consisting of Shire, Tourism and traditional owners to advise on the management of Lake Ballard, as per the Local Government Act 1995	High	Operational	CEO	●	●	●	●
4.3	Niagara Dam protected	Manage and maintain the Niagara Dam and camping area	Provide and maintain information boards and public toilets	Medium	10,000	CEO	●	●	●	●
4.4	Sculptures in towns to attract and inform visitors	Increase the number and maintain sculptures in Menzies and Kookynie	a) Provide and maintain the sculptures and information boards in consultation with the artist	High	15,000	CEO Consultant MAC	●	●	●	●
			b) Extend the number of sculptures in Menzies and Kookynie	Low	30,000			●		
4.5	Preservation of Indigenous culture and heritage	Work with Menzies Aboriginal Corporation (MAC) and Tjuntjuntjara community (TJC) to appropriately preserve indigenous culture and heritage	As culturally appropriate in consultation with the two communities – a) Create a confidential register of sites that should not be developed b) Information for public use and distribution regarding the culture, heritage, significant sites is readily available.	Medium	25,000	CEO Consultant MAC TJC	●	●	●	●
4.6	Built environment restored and preserved	Restore and maintain historical buildings and places as financially able.	A program for the preservation and restoration of buildings in Menzies, Kookynie, Goongarrie has been adopted	Medium	Operational Budget provision	CEO	●	●	●	●

9 History Summary

	Meeting Date	Purpose	Sections
1	June 2013	Adopted	All
2	June 2014	Review	Amendments made to Section 8 to reflect amendments made to Strategic Community Plan in March 2014
2	July 2015	Review	Amendments made to Section 8 to reflect amendments made to Strategic Community Plan in July 2015