



2018 - 2022

CORPORATE BUSINESS PLAN

Adopted 27 June 2016
Update Adopted 26 February 2018

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The last two years have seen the Shire make significant improvements to governance, financial sustainability and compliance whilst delivering many major priorities and actions required by the Council. These improvements are set to continue through the next four years.

The Shire is moving into a phase of maintenance, renewal and upgrade of its assets. This Corporate Business Plan review focuses upon the improvement of existing assets such as Roads, Footpaths, the Swimming Pool, Town Hall, Avon Terrace, Mount Brown and Avon Park.

The Shire's focus upon economic development continues with Council providing support for events and committing to prepare a Trails Master Plan and an Arts and Cultural Plan in the next two years. Both strategies are expected to assist the economic development of the Shire. Furthermore, the completion of the new Local Planning Strategy and Scheme should identify opportunities and provide certainty for continued private sector investment in the Shire.

Organisational development remains a focus with the implementation of the improvement program coming from the

review of our financial systems and audit regulation 17 as well as restructuring the Shire's records system and improving plant/fleet management.

We are still resolving some legacy issues from the past including the management of the bar and kitchen at the York Recreation and Convention Centre and the Old Convent School. I expect these issues to be resolved over the term of this Corporate Business Plan.

The Shire's financial position has improved however more work needs to be done, particularly once the outcomes of our asset management plans are known and understood.

Only one new staffing position has been identified to be created over the next four years being a Community Development Officer. This position will focus upon implementing youth, community, recreation, volunteering and cultural programs in the Shire.

My team and I look forward to working with the Council and community to deliver upon the priorities and actions in this document over the coming 4 years.

Paul Martin
Chief Executive Officer

INTRODUCTION

Welcome to the Shire of York's Corporate Business Plan. The Council adopted the Plan at a meeting of the Council held on 27 June 2016. The Plan will be updated annually and reviewed in conjunction with the strategic reviews required under the Integrated Planning and Reporting framework. A minor strategic review has been undertaken in 2017/18, and will occur every two years from now on, with alternating major and minor reviews (see planning cycle diagram below).

KEY POINTS OF THE PLAN

The Corporate Business Plan follows *York 2016 - 2026*, the Strategic Community Plan and delivers the following over the next four years in addition to 'status quo' services.

- *Improvement of asset management planning:* new roads, bridges and footpaths asset plans, development of scheduled buildings and parks assets maintenance and renewals schedule and asset plan, development of a parks maintenance and renewals schedule as a precursor to development of a parks asset plan.
- *Addressing risk:* some increased funding of building renewals where known, external painting and re-stumping of the Town Hall, a small increase to drainage/ stormwater planned maintenance, improved maintenance and drainage management at the York cemetery and development of a business continuity plan for the Shire. It also includes the development of a business plan prior to making a decision about its retention or disposal and building up infrastructure reserves to fund future renewals.
- *Retrieval of failed or failing assets:* replacement and upgrade of the swimming pool pump room, balance tanks, pipe work and wet deck.
- *Being development ready:* review of the Local Planning Strategy and the Town Planning Scheme. Improved framework for charging development contributions from new development and specification of standards for new infrastructure at time of subdivision.
- *Increased levels of service*
 - a small increase in funding for parks, community projects (river restoration, parks development) and street tree planting
 - investment over four years in Christmas lights and banners
 - endorsement of a Trails Masterplan that incorporates walk, bike, drive, bridle trails, signage and interpretation to support applications for funding
 - funding support for a new centrally located skate park from 2021/22.

- *Exploring ways to reduce reliance on rates and grants for revenue.* This will involve the review and development of a strategic property management portfolio.
- *Developing and promoting a state/ region/ shire funding partnership* around a major heritage tourism development project.

This Council also places priority on the following projects and programs already funded from existing budgets:

- economic development including tourism, marketing and events
- community development and working with community networks
- developing positive working partnerships between the Shire and the community built around particular projects
- improving delivery standards for the Shire's roads as part of the reseal and gravel re-sheeting programs
- strengthening the capacity of the Shire administration to undertake and deliver projects, work collaboratively with the community and understand and meet strategic issues and challenges.

RATES IMPACT

The community has experienced significant rates increases in 2014/15 and 2015/16 (16% and 9.5% respectively) with the five years prior to that having rates rises 2-3% above inflation. With this impact in mind, the extent and timing of projects and expenditure has been smoothed as much as possible to reduce impacts while making progress in certain areas.

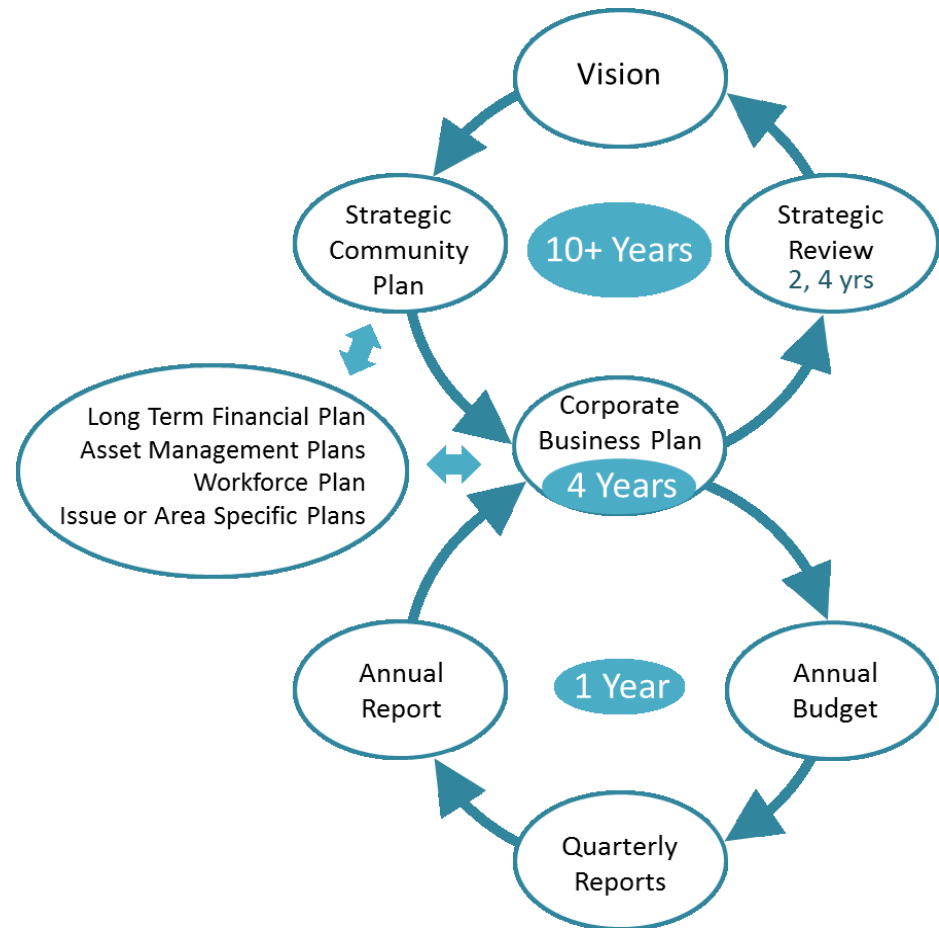
The Council planned an average rates increase of 5% per annum in the Long Term Financial Plan adopted in June 2016. However, Council has since determined that rate rises need to be balanced against affordability and risk and to consider new projects with this in mind. Therefore, the rate increase for 2017/18 was capped at 1.5%.

- Rates increases will be capped at 3% for the next four years.

WESTERN AUSTRALIA LOCAL GOVERNMENT INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is shown in the diagram on the right. The Strategic Community Plan is a ten-year plan and sets the scene for the whole Framework. The detailed implementation for the next four years is covered in the Corporate Business Plan. The Informing Strategies show how the Plan will be managed and resourced. The Strategic Community Plan is not fixed for ten years. Rather it is a “rolling” plan, which is reviewed every two years as shown in the diagram at right.

The two yearly strategic reviews alternate between a mini review (updating as needed) and a major review (going through all the steps again). The plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term. The Corporate Business Plan is updated annually.



STRATEGIC DIRECTION

COMMUNITY VISION

The following vision was distilled from the 2015 community survey results and the subsequent 2016 engagement processes and remains consistent with the responses to the Community Perceptions Survey undertaken in February 2017.

“A vibrant and inviting agricultural, heritage and tourist town and a Shire community that is focused on and works collaboratively to improve and promote the town and the Shire of York as a destination and wonderful place to live”

THEMES AND COMMUNITY OUTCOMES

- **THE PLACE TO LIVE:** To be a place which is attractive and accessible for the young and elderly, and attracts people in the middle age groups to work and settle in the Shire. The York community aspires to a balanced population structure in the short and long term.
- **A LEADER IN CULTURAL HERITAGE AND ENVIRONMENT:** To be a place which is renowned for its cultural heritage and the quality of its natural environment, and for the care taken by the community of both.

- **DRIVING THE YORK ECONOMY FORWARD:** To have a vital, diverse and prosperous local economy that is sustainable in the long term, makes sustainable use of its natural and built heritage and community assets, and delivers benefit in the form of local jobs, business opportunities and a positive image for the Shire.
- **BUILT FOR RESILIENCE:** To have secured an infrastructure base (e.g. buildings, roads, footpaths, parks, communications, water and energy, public health) which is affordable, is managed at a level of risk accepted by the community, supports a sustainable environment, increases rural and town resilience, and is responsive to community needs.
- **STRONG LEADERSHIP AND GOVERNANCE:** To be a community where there is effective and responsive leadership and governance, a sense of collective purpose and shared direction and a willingness and desire to work together for that future.

THEMES	THE PLACE TO LIVE	A LEADER IN CULTURAL HERITAGE AND ENVIRONMENT	DRIVING THE ECONOMY FORWARD	BUILDING RESILIENCE
OUTCOMES	<ul style="list-style-type: none"> 1.1 Children and young people feel valued 1.2 Older citizens feel safe and valued 1.3 People of working age are settling in the Shire 1.4 Few barriers to safe easy movement 1.5 Health and support services locally provided 1.6 Affordable and appropriate housing choice 1.7 Positive, active and involved community 1.8 A clean nuisance free and safe environment 	<ul style="list-style-type: none"> 2.1 Aboriginal culture is respected and showcased 2.2 Heritage buildings and assets are maintained and promoted 2.3 Heritage character is protected 2.4 Performance and arts are a strong part of the Shire’s image 2.5 Avon River is restored to health 2.6 Green and shady streets and parks 2.7 Wildflower and at-risk habitats are protected 2.8 Water conserved and sustainably harvested 2.9 Appropriate scale, form and timing of development 	<ul style="list-style-type: none"> 3.1 Economic base provides for a range of employment choices. 3.2 York is known for business innovation and networks 3.3 A resilient business community 3.4 Innovative growing and self-reliant tourism sector 3.5 Skills development and education opportunities 3.6 Well located available industrial land 3.7 Prosperous and cared for Avon Terrace shops. 3.8 Strong business clusters built on Shire strengths. 	<ul style="list-style-type: none"> 4.1 The value of assets is protected. 4.2 Drainage catchments are actively managed. 4.3 A guaranteed and sustainable water supply 4.4 Rural roads are safe and easy to use 4.5 Reliable energy network designed for sustainable production 4.6 Town network of safe easily used roads, footpaths, trails and cycle paths 4.7 Reliable energy network with sufficient capacity 4.8 Comprehensive communications services 4.9 Adequate and sustainable public health infrastructure
STRONG AND EFFECTIVE LEADERSHIP				
OUTCOMES	<ul style="list-style-type: none"> 5.1 Effective and informed governance and decision-making 5.2 Skilled effective and committed Shire staff 	<ul style="list-style-type: none"> 5.3 A financially sustainable Shire 5.4 Open and accountable systems 5.5 A strong collective voice 	<ul style="list-style-type: none"> 5.6 High levels of community engagement 5.7 Shire and community exhibit a responsive can-do philosophy 	<ul style="list-style-type: none"> 5.8 Open, smart communication between Shire and community 5.9 Community networks supported to increase civic involvement

HOW WE CONTRIBUTE TO THE STRATEGIC COMMUNITY PLAN

THE SHIRE'S ROLES

Local governments operate under Statute but also with some discretion. The primary roles the Council has are:

- **Delivery of facilities and services**

This includes delivery of facilities such as parks and gardens, roads, footpaths, drainage, waste management, sport and recreation facilities, cultural facilities such as the museum and library, events, community grants, support for community groups.

- **Regulation**

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land.

- **Facilitation**

In some cases, the Shire enables or facilitates services to be provided by others or in partnership with the Shire. This is an important role for the Shire, given that it has limited resources in some areas to provide

services and the community as a whole relies on strong well-functioning networks.

- **Influence and advocacy**

Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire is an important role. Advocacy to regional agencies and the State Government for recognition, funding, or policy support is a good example of this role. The Shire can also have an advocacy role in statutory processes, such as before the Western Australian Planning Commission, on matters of strong interest to the community.

- **Civic Leadership**

Good governance and leadership can play a central role in signalling community confidence in its future, attracting people to the Shire and the town, and positioning the community to leverage external funding and investment.

KEY ASSUMPTIONS

Shire Population	Current	2016	3606	Projected	2021	4020	2026	4260
Property base growth	0.5%							
Interest rates (borrowings)	3.5%							
Local Government Cost Index (LGCI)	2.0% (2017/18) 2.1% (2018/19) 2.3% (2019/20) 2.5% (2020/21)							
Payroll	2.5% annually over four years							
The wider policy or legislative environment	<p>Royalties for Regions: reduction to 2013/14 levels from 2016/17 Roads to Recovery: reduction to 2013/14 levels from 2016/17</p> <p>State approach to growth management will continue No major change to legislative environment other than in the area of building control.</p>							
Staffing levels	<p>1 new FTE from 2016/17 – asset management data capture, maintenance and renewals costings, asset plans development (reduced external consultant costs apart from technical guidance and review) 1 new FTE from 2018/19 – Community Development Officer</p>							
Other	Assumed level of external funding for some key operating and capital projects. These projects will not proceed at the budgeted time if funding is not granted.							

COUNCIL DECISION-MAKING CRITERIA

These criteria show what Council takes into account when considering significant issues. They reflect the decision-making approach applied to developing this plan and will continue to be applied as it is implemented.

- ***Is it consistent with our culture?***

How well does the option fit with our culture, the valued social and physical character of the Shire, the way of doing things, the organisational values?

- ***How well does it fit our strategic direction?***

Does the option help to achieve our vision and strategic priorities?

- ***Who benefits?***

Are we ensuring an equitable distribution of benefits in the community?

- ***Can we afford it?***

How well does the option fit within our long-term financial plan? What do we need to do to manage the costs over the lifecycle of the asset/project/service?

- ***Does it involve a tolerable risk?***

What level of risk is associated with the option? How can it be managed? Does the residual risk fit within our risk tolerance level?

OUR SERVICES AT A GLANCE AND HOW THEY LINK TO OUTCOMES

We provide a range of services that contribute towards the outcomes, as shown in the table below. Many services contribute to more than one outcome. Indeed, the outcomes themselves are inter-related. Roads, for example, contribute to social and economic outcomes and

they should be managed with due care for the natural environment. The Council is mindful of this and actively seeks to achieve multiple outcomes where possible.

Service	Theme 1 The Place to Live	Theme 2 A Leader in Heritage and the Environment	Theme 3 Driving the Economy Forward	Theme 4 Built for Resilience	Theme 5 Strong and Effective Governance
Governance support					X
Strategic and corporate planning	X	X	X	X	X
Advocacy and collaboration	X	X	X	X	X
Community engagement and consultation	X	X	X	X	X
Aboriginal relationships		X			X
Asset planning and risk management			X	X	X
Economic development, tourism, marketing	X		X		
Visitor Information services		X	X		
Cultural heritage services		X	X		
Libraries	X	X			X
Community housing	X				
Community leases	X				
Recreation services	X				
Community development	X	X			X
Youth support	X				X
Community funding	X	X	X		
Civic and community events	X				
Disability access and inclusion planning	X		X		
Older persons support	X			X	
Roads and bridges	X		X	X	
Footpaths and trails	X	X	X	X	
Drainage and catchment management		X	X	X	
Parks and open space (passive)	X	X		X	

EMPATHY

RESPECT

COURAGE

Service	Theme 1 The Place to Live	Theme 2 A Leader in Heritage and the Environment	Theme 3 Driving the Economy Forward	Theme 4 Built for Resilience	Theme 5 Strong and Effective Governance
Parks - active recreation	X		X		
Cemetery	X	X		X	
Environment services		X			
Building and property asset services		X	X	X	
Council heritage buildings		X	X		
Recreation facilities	X		X		
Swimming pool	X		X		
Community halls	X			X	
Strategic land-use planning	X	X	X	X	
Planning administration	X	X	X	X	
Planning (heritage protection)		X	X		
Building control	X	X		X	
Fire and emergency services	X				
Environmental Health	X				
Ranger services	X		X		
Waste management	X	X			
Septic ponds management	X	X			
Organisation development					X
Asset planning and risk management			X	X	X
Finance services					X
Monitoring and reporting					X
Community access to information	X				X
Human resources					X
External grants funding					X
Administration and customer services					X
Licensing	X				

PROGRESS OVERVIEW

The focus since the adoption of the Corporate Business Plan in June 2016 has been on consolidating and improving governance and operations. Outlined below is a summary of progress made to date.

HUMAN RESOURCES IMPROVEMENTS

- An Organisational Review was endorsed by Council and a new structure was implemented in August 2017.
- A Workforce Plan has been developed that included a review of roles and responsibilities, position descriptions and human resources policies and procedures.
- Key Performance Indicators relating to the CBP and SCP have been developed for all staff and a performance management process established.
- A Code of Conduct has been adopted for Councillors, Committee members and employees.

GOVERNANCE IMPROVEMENTS

- A comprehensive review of Council policies and delegations has been undertaken and adopted by Council
- In 2017 Moore Stephens was engaged to undertake the Shire's;
 - four yearly Financial Management Review in accordance with Regulation 5 of the *Local Government (Financial Management) Regulations 1996*, and

- biennial review of Risk Management, Legislative Compliance and Internal Controls required by Regulation 17 of the *Local Government (Audit) Regulations 1996*.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

- A Stakeholder Management Plan has been developed and adopted
- CATALYSE was engaged to undertake a Community Perceptions Survey in February 2017 resulting in the Community Scorecard which has informed the Minor Strategic Review
- A number of working groups have been formed to provide community input and feedback regarding planning and emerging issues.

MAJOR INITIATIVES

- Development of an Avon Park Concept Plan
- Capital works program completed to a high standard
- Christmas Decorations installed

FOUR YEAR BUDGETED PRIORITIES

The focus for Council over the next four years is on maintaining and renewing existing Shire assets.

The following section sets out the priority strategic projects (capital and operational expenditure) which will be delivered over the next four years. These four year priorities should be read in conjunction with the Council's stated longer-term priorities which can be found in the Strategic Community Plan. The capital projects timeline is followed by an outline of costs for new projects. The same approach is used for operating projects – timeline followed by costs for new projects.

Impacts of Storm Events on Budgets

There is an increased budget for planned maintenance of the drainage network and a reallocation of some funding within the roads budget to allow a greater focus on dealing with preparing for storm events. However, if there is a greater than normal incidence of storms, particularly summer storms, this may require some reallocation within a financial year to focus on clean-up and maintenance. This may lead to the slowing of some other projects. If reallocation is required, the Council will if necessary, review and re-prioritise the forward program.

Making Provision for Stormwater/ Drainage Network Investment

This climate change impact on budgets, along with the effect on property, are the primary reasons why the Council has placed such an

emphasis on dealing with the design of a comprehensive drainage system over the next four years.

Making Provision for Infrastructure Renewals.

Council has begun to set aside 'unallocated funding' for infrastructure renewals. This is essentially a 'place holder' which will allow the Council to allocate the funding to needed asset renewals once these have been identified to a more detailed level via the asset planning process. This commitment is essential. There is a known funding gap, identified since 2012/13 – the issue is the extent and nature for each asset class, not whether it exists. The level of funding set aside will continue to address gaps but is unlikely to fully close them. This will be a matter for further review once better asset information is forthcoming.

External Funding Grants.

In a number of cases the Corporate Business Plan assumes a level of external funding alongside municipal/ rates funding. If this funding is not forthcoming, the Council will review the project.

Debt Funded Projects.

The swimming pool upgrades are debt funded. Further discussion of the approach to using debt as a financial management tool can be found on Page 12 of the Long Term Financial Plan.

SUMMARY OF OUR PRIORITY BUDGETED STRATEGIC CAPITAL PROJECTS

Key:	Plan		Deliver	
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Strategic link	Strategic capital project	Year 1 (2018-19)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)
BUILDING AND PROPERTY					
Theme 1	Memorial Swimming Pool Refurbishment – Stage 2 – new plant room, pipework, drainage, concourse, lighting				
Theme 2	Town Hall Upgrades –Stage 2 – acoustic and lighting upgrades				
Theme 2	Old Convent School - implement the outcomes of the future use review				
Theme 5	Develop and implement a Depot upgrade to improve security and access				
Theme 5	Administration Building Renewal				
OPEN SPACE ASSETS					
Theme 1	Implement Avon Park Concept Design – Stage 1: Playground and Amenities				
Theme 1	Implement Avon Park Concept Design – Stage 2 Skatepark				
Theme 1	Implement Bush Fire Risk Mitigation Strategy (dependent on funding)				
Theme 3	Avon Terrace Christmas Decorations				
Theme 4	Improvement Program – Mt Brown				
TRANSPORT ASSETS					
Theme 3	Avon Terrace - Staged Improvement Program				
Theme 4	Road resealing and gravel re-sheeting program (ongoing)				
Theme 4	Drainage network upgrades and renewal				

Key:	Plan		Deliver	
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Strategic link	Strategic capital project	Year 1 (2018-19)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)
Theme 4	Footpaths and associated street trees (on-going)				
Theme 4	Implement a structured tree pruning program to ensure transport safety				

Strategic Link	Strategic Capital Projects	2018/19 Funding		2019/20 Funding		2020/21 Funding		2021/22 Funding	
		Shire	Other	Shire	Other	Shire	Other	Shire	Other
BUILDING AND PROPERTY									
Theme 1	Memorial Swimming Pool Refurbishment – Stage 2 – new plant room, pipework, drainage, concourse				\$780,000				
Theme 2	Town Hall Upgrades –Stage 2 – acoustic and lighting upgrades					\$30,000	\$30,000		
Theme 2	Old Convent School - implement the outcomes of the future use review								
Theme 5	Depot Upgrade to improve security and access	\$15,000							
Theme 5	Administration Building Renewal							\$40,000	
OPEN SPACE ASSETS									
Theme 1	Implement Avon Park Concept Design – Stage 1: Playground and Amenities	\$250,000	\$350,000						
Theme 1	Implement Avon Park Concept Design – Stage 2 Skatepark							\$110,000	\$140,000
Theme 1	Implement Bush Fire Risk Mitigation Strategy	\$10,000	\$20,000	\$10,000	\$20,000	\$10,000	\$20,000	\$10,000	\$20,000
Theme 3	Avon Terrace Christmas Decorations	\$10,000		\$10,000		\$10,000		\$10,000	
Theme 4	Improvement Program – Mt Brown			\$10,000		\$25,000		\$25,000	
TRANSPORT ASSETS									
Theme 3	Avon Terrace Staged Improvement Program	\$20,000				\$100,000		\$100,000	

Strategic Link	Strategic Capital Projects	2018/19 Funding		2019/20 Funding		2020/21 Funding		2021/22 Funding	
		Shire	Other	Shire	Other	Shire	Other	Shire	Other
Theme 4	Road resealing and gravel re-sheeting program (ongoing)	\$350,283	\$1,539,323	\$626,658	\$799,869	\$532,925	\$709,869	\$539,317	\$709,869
Theme 4	Drainage network upgrades and renewal	\$80,000		\$80,000		\$80,000		\$80,000	
Theme 4	Footpaths and associated street trees (on-going)	\$35,000		\$35,000		\$35,000		\$35,000	
Theme 4	Implement a structured tree pruning plan to ensure transport safety*								

SUMMARY OF OUR BUDGETED PRIORITY OPERATING PROJECTS

Strategic link	Strategic operating project	Year 1 (2018-2019)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)
ECONOMIC DEVELOPMENT					
Theme 2	Investigate the creation of the York Equine Precinct				
Theme 3	Economic Development including cluster development				
Theme 3	Events and promotion				
Theme 3	Avon Terrace Revitalisation Funding				
Theme 3	Prepare a comprehensive Trails Master Plan that incorporates walk, bike, drive, bridle trails, signage and interpretation				
COMMUNITY DEVELOPMENT					
Theme 1	Consider employment of a Community Development Officer				
Theme 1	Establish in partnership with WAPOL and York DHS a Youth Centre at the YRCC				
Theme 1	Develop and implement Community plans: children and youth, age friendly communities, disability access and inclusion, arts and culture.				
Theme 1	Develop and implement a strategy to support increased volunteerism in York (dependent upon CDO resource)				
Theme 1	Undertake feasibility and develop business case for replacement of Community Bus				
Theme 1	Implement preferred management model for the YRCC				
Theme 2	Actively work to encourage community partnerships to develop and maintain parks and trees, including "friends of each park"				

Strategic link	Strategic operating project	Year 1 (2018-2019)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)
STRATEGIC PLANNING					
Theme 2	Develop a concept plan for Town Hall Upgrades – Stage 3: new backstage facilities				
Theme 2	Finalisation and Gazettal of Local Planning Strategy and Scheme				
Theme 3	Review the Management of and Access to Mt Bakewell				
Theme 4	Develop a plan for new, renewed and upgraded footpaths for the townsite				
Theme 5	Minor / major review and update Asset Management Plans				
Theme 5	Develop a Plant / Fleet Replacement Plan				
Theme 5	Minor / major strategic review				
Theme 5	Review the management of the Waste Transfer Station				
Theme 5	Review Rating Model				
ADVOCACY INITIATIVES					
Theme 1	Advocate for improvements to services at York Hospital including availability of Doctors				
Theme 4	Lobby the State Government for upgrades and improvements to Great Southern Highway (Lakes/Chidlow Road, York By-Pass)				
Theme 5	Ratepayer and residents service satisfaction survey				

Strategic link	Strategic operating project	Year 1 (2018-2019)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)
ORGANISATIONAL DEVELOPMENT					
Theme 5	Audit Regulation 17 Review (biennial) and Financial Management Review (4 yearly)				
Theme 5	Implement the outcome of governance and risk reviews and provide regular progress reports				
Theme 5	Restructure the Shire's records system				

Strategic Link	Program/ Project	2018/19 Funding		2019/20 Funding		2020/21 Funding		2021/22 Funding	
		Shire	Other	Shire	Other	Shire	Other	Shire	Other
ECONOMIC DEVELOPMENT									
Theme 2	Investigate the creation of the York Equine Precinct								
Theme 3	Economic Development including cluster development								
Theme 3	Events and promotion*	\$175,000		\$175,000		\$175,000		\$175,000	
Theme 3	Avon Terrace Revitalisation Funding*	\$10,000		\$10,000		\$10,000		\$10,000	
Theme 3	Prepare a comprehensive Trails Master Plan that incorporates walk, bike, drive, bridle trails, signage and interpretation	\$35,000							
COMMUNITY DEVELOPMENT									
Theme 1	Consider employment of a Community Development Officer	\$61,000		\$61,000		\$61,000		\$61,000	
Theme 1	Investigate a partnership with WAPOL and York DHS to develop and operate a Youth Centre at the YRCC	\$8,500		\$8,500		\$8,500		\$8,500	
Theme 1	Develop and implement Community plans: children and youth, age friendly communities, disability access and inclusion, arts and culture.	\$20,000				\$10,000			
Theme 1	Develop and implement a strategy to support increased volunteerism in York (dependent upon CDO resource)								
Theme 1	Undertake feasibility and develop business case for replacement of Community Bus								
Theme 1	Implement preferred management model for the YRCC*	\$10,000		\$10,000					
Theme 2	Actively work to encourage community partnerships to develop and maintain parks and trees, including "friends of each park"								

* Note: these projects are funded from a reallocation of existing budgets but are included here because are new and significant projects for the community.

Strategic Link	Program/ Project	2018/19 Funding		2019/20 Funding		2020/21 Funding		2021/22 Funding	
		Shire	Other	Shire	Other	Shire	Other	Shire	Other
STRATEGIC PLANNING									
Theme 2	Develop a concept plan for Town Hall Upgrades – Stage 3: new backstage facilities			\$30,000					
Theme 2	Finalisation and Gazettal of Local Planning Strategy and Scheme	\$20,000							
Theme 3	Review the Management of and Access to Mt Bakewell								
Theme 4	Develop a plan for new, renewed and upgraded footpaths for the townsite								
Theme 5	Minor / major review and update Asset Management Plans								
Theme 5	Develop a Plant/Fleet Replacement Plan								
Theme 5	Minor/ major strategic review			\$40,000				\$5,000	
Theme 5	Review the management of the Waste Transfer Station								
Theme 5	Review Rating Model			\$10,000					
ADVOCACY INITIATIVES									
Theme 1	Advocate for improvements to services at York Hospital including availability of Doctors								
Theme 4	Lobby for road upgrades and improvements (Lakes/Chidlow Road, York By-Pass)								
Theme 5	Ratepayer and residents service satisfaction survey	\$15,000				\$15,000			
ORGANISATIONAL DEVELOPMENT									
Theme 5	Audit Regulation 17 Review (biennial) and Financial Management Review (4 yearly)	\$10,000				\$20,000			
Theme 5	Implement the outcome of governance and risk reviews and provide regular progress reports	\$5,000		\$5,000		\$5,000		\$5,000	
Theme 5	Restructure the Shire's records system							\$40,000	

PURSUING TOURISM HERITAGE DEVELOPMENT

York is recognised at the national level as a heritage town of great importance. It has proven tourism development value in that it is a significant catalyst for drawing WA (principally Perth based) visitor spend into the Wheatbelt. It has an emerging role in drawing international tourists into the Wheatbelt as the key first stop from Perth – e.g. the recent Singapore based Volvo conference, and tour buses.

The town already has:

- an advanced heritage product development plan
- good accommodation infrastructure
- links to the local Noongar community and a first stage of cultural materials development
- a regionally significant museum resource
- potential for education spin-offs in relation to heritage conservation architecture and trades skills training – development of a working skills heritage tourism product.

The Issue

York is reliant on piecemeal fragmented grants funding for particular heritage projects. Direction and priorities are set by external grants funding parameters and priorities rather than preferred strategic direction. Consequently, progress is slow and opportunities for wider economic development lost.

What is Needed:

York wishes to move beyond the current incremental and piecemeal development of tourism heritage products. It will be actively seeking a comprehensive state, region and Shire project partnership with significant levels of external funding programmed over a five-year period, targeted to:

- heritage infrastructure development and use – including buildings, trails etc
- heritage tourism product development – including working buildings, published material
- clusters development around conservation tourism and conservation tertiary and trade skills training opportunities linked to public and private heritage buildings – with international links
- events and promotion – attraction of high profile events to York
- marketing – links to WA and international marketing

The Shire of York will be actively advocating for a state and region funding partnership around this concept and project.

PROPERTY HOLDINGS AND PORTFOLIO

In January 2016, the Council adopted a policy that committed to consulting on the management of its property assets in terms of potential acquisition and disposal. Over the next four years the Council proposes to undertake the following:

- a full review in 2016/17 of the options for the Old Convent School. This will take account of the ideas raised in the 2016 Major Strategic Review consultation process and will canvass all options from retention for a range of uses to disposal. The community will be consulted before a final decision is made. (Note that the purchase of the Old Convent was referred to the Public Sector Commission)
- A full review in 2017/18 of the Shire of York's landholdings. The intent is to examine ways in which the Shire's revenue sources can be expanded.
- Sale of the Dinsdale Street staff housing with all sale money being allocated to reserves. No funding would be used for operating costs.
- Review and formalisation of all leases held by the Shire – community and commercial.

FINANCIAL PROFILE

RATE SETTING STATEMENT

PROPOSED ESTIMATES	2017/18	2018/19	2019/20	2020/21	2021/22
OPERATING REVENUE					
General Purpose Funding	955,444	1,728,409	1,739,804	1,759,505	1,780,209
Governance	8,486	8,573	8,664	8,759	8,857
Law, Order Public Safety	222,878	94,621	96,436	98,325	100,293
Health	16,500	16,500	16,500	16,500	16,500
Education and Welfare	35,190	35,925	36,744	37,651	38,685
Community Amenities	699,787	713,481	728,756	745,693	765,055
Recreation and Culture	561,748	877,941	822,189	597,994	744,472
Transport	2,498,949	1,695,085	956,957	867,610	868,989
Economic Services	180,401	104,150	108,100	112,264	116,654
Other Property and Services	61,951	58,365	59,932	61,553	63,231
	5,241,334	5,333,051	4,574,083	4,305,854	4,502,944
LESS OPERATING EXPENDITURE					
General Purpose Funding	(302,384)	(278,113)	(326,961)	(285,399)	(290,504)
Governance	(657,841)	(679,861)	(740,052)	(709,661)	(737,814)
Law, Order, Public Safety	(439,794)	(476,839)	(486,588)	(497,859)	(508,878)
Health	(247,672)	(249,962)	(254,174)	(259,137)	(263,902)
Education and Welfare	(127,513)	(137,674)	(133,678)	(135,452)	(142,971)
Community Amenities	(1,213,437)	(1,064,089)	(1,045,846)	(1,080,227)	(1,095,123)
Recreation and Culture	(3,189,738)	(3,211,709)	(3,308,598)	(3,302,779)	(3,353,377)
Transport	(2,829,561)	(2,949,046)	(2,986,014)	(3,023,939)	(3,063,830)
Economic Services	(857,467)	(911,288)	(915,442)	(899,196)	(933,629)
Other Property & Services	(65,465)	(66,160)	(66,903)	(67,691)	(68,541)
	(9,930,871)	(10,024,741)	(10,264,256)	(10,261,340)	(10,458,568)
<i>Increase(Decrease)</i>	(4,689,537)	(4,691,691)	(5,690,173)	(5,955,486)	(5,955,624)
ADD					
Profit/ (Loss) on the disposal of assets	(151,302)	(74,068)	(81,668)	(61,918)	(76,843)
Depreciation Written Back	2,444,360	2,584,364	2,584,364	2,584,364	2,584,364
Book Value of Assets Sold Written Back	760,102	405,068	315,068	356,718	388,143
	3,053,160	2,915,364	2,817,764	2,879,164	2,895,664
<i>Sub Total</i>	(1,636,377)	(1,776,326)	(2,872,409)	(3,076,321)	(3,059,959)

RATE SETTING STATEMENT

Continued....

PROPOSED ESTIMATES	2017/18	2018/19	2019/20	2020/21	2021/22
LESS CAPITAL PROGRAMME					
Purchase Tools	-	-	-	-	-
Purchase Land & Buildings	(169,670)	(630,000)	(15,000)	(90,000)	(290,000)
Infrastructure Assets - Roads	(2,963,550)	(2,004,606)	(1,541,527)	(1,457,794)	(1,464,186)
Infrastructure Assets - Recreation Facilities	(137,000)	(5,000)	(830,000)	(25,000)	(54,600)
Infrastructure Assets - Other	(80,000)	(40,000)	(20,000)	(15,000)	-
Purchase Plant and Equipment	(1,296,100)	(750,000)	(542,500)	(753,000)	(768,500)
Purchase Furniture and Equipment	(54,500)	(79,000)	(40,500)	(25,000)	(25,000)
Repayment of Debt - Loan Principal	(214,337)	(223,922)	(282,826)	(295,181)	(304,427)
Transfer to Reserves	(345,419)	(471,451)	(539,314)	(593,151)	(547,791)
	(5,260,576)	(4,203,979)	(3,811,667)	(3,254,126)	(3,454,503)
ABNORMAL ITEMS					
	\$0	\$0	\$0	\$0	\$0
Plus Rounding					
	(5,260,576)	(4,203,979)	(3,811,667)	(3,254,126)	(3,454,503)
<i>Sub Total</i>	(6,896,953)	(5,980,305)	(6,684,075)	(6,330,447)	(6,514,462)
LESS FUNDING FROM					
Reserves	176,707	276,134	528,779	278,892	281,361
Loans Raised	-	-	280,000	-	-
Opening Funds	1,182,214	-	-	-	-
Closing Funds					
	1,358,921	276,134	808,779	278,892	281,361
TO BE MADE UP FROM RATES	(5,538,033)	(5,704,171)	(5,875,296)	(6,051,555)	(6,233,102)

STATEMENT OF COMPREHENSIVE INCOME
BY NATURE AND TYPE

PROPOSED ESTIMATES	2017/18	2018/19	2019/20	2020/21	2021/22
REVENUE					
General Rates	5,548,130	5,714,271	5,885,396	6,061,655	6,243,202
Op Grants, Subsidies and Contributions	1,005,491	1,696,772	1,706,651	1,723,217	1,740,742
Fees and Charges	1,468,270	1,493,226	1,534,572	1,579,512	1,628,177
Interest Earnings	176,419	171,519	174,454	178,368	183,087
Other Revenue	77,512	72,110	73,436	74,789	76,168
	8,275,822	9,147,899	9,374,510	9,617,540	9,871,377
EXPENDITURE	\$	\$	\$	\$	\$
Employee Costs	(3,841,712)	(3,916,708)	(3,981,788)	(4,048,107)	(4,115,693)
Materials and Contracts	(2,634,472)	(2,383,901)	(2,512,439)	(2,427,310)	(2,532,202)
Utility Charges	(279,548)	(295,951)	(315,267)	(335,850)	(357,783)
Depreciation	(2,444,360)	(2,585,005)	(2,585,005)	(2,585,005)	(2,585,005)
Interest Expense	(124,642)	(115,058)	(150,560)	(138,204)	(125,260)
Insurance	(192,610)	(202,023)	(211,913)	(222,298)	(233,208)
Other Expenditure	(413,526)	(526,095)	(507,283)	(504,565)	(509,416)
	(9,930,871)	(10,024,741)	(10,264,256)	(10,261,340)	(10,458,568)
	(1,655,049)	(876,843)	(889,746)	(643,800)	(587,191)
Non-operating Grants and Subsidies	\$2,503,542	\$1,889,323	\$1,074,869	\$739,869	\$864,669
Loss on Revaluation of Fixed Assets					
Profit on Asset Disposal		\$0	\$0	\$0	\$0
Loss on Asset Disposal	(\$151,302)	(\$74,068)	(\$81,668)	(\$61,918)	(\$76,843)
	2,352,240	1,815,255	993,201	677,951	787,826
NET RESULT	697,191	938,412	103,455	34,151	200,635
Other Comprehensive Income					
Changes on Revaluation of Non-current assets	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-
Total Comprehensive Income	697,191	938,412	103,455	34,151	200,635

ASSUMPTIONS UNDERPINNING THE PLAN

	2018/19	2019/20	2020/21	2021/22
EXPENSES				
Wage Price Index Percentage Increase	1.50%	1.50%	1.50%	1.50%
Wage Price Index	101.50%	101.50%	101.50%	101.50%
Consumer Price Index Percentage Increase	1.80%	2.00%	2.20%	2.50%
Consumer Price Index	101.80%	102.00%	102.20%	102.50%
Local Government Cost Index Percentage Increase	2.90%	2.90%	2.90%	2.90%
Local Government Cost Index	102.90%	102.90%	102.90%	102.90%
REVENUES				
Rates - Annual Increases Percentage	3.00%	3.00%	3.00%	3.00%
Rates - Annual Increases Index rate	103.00%	103.00%	103.00%	103.00%
Rates - Natural Growth in Rate Base Percentage	0.00%	0.00%	0.00%	0.00%
Interest Earnings	1.50%	1.50%	1.50%	1.50%
Fees and Charges Percentage Increase	4.00%	4.00%	4.00%	4.00%
Fees and Charges Index	104.00%	104.00%	104.00%	104.00%
Others for Consideration				
Electricity Utility Charges Percentage Increase	6.40%	6.40%	6.40%	6.40%
Electricity Utility Charges Index	106.40%	106.40%	106.40%	106.40%
Water Utility Charges Percentage Increase	6.70%	6.70%	6.70%	6.70%
Water Utility Charges Index	106.70%	106.70%	106.70%	106.70%
Interest Expense (based on estimated borrowings)	3.50%	3.50%	3.50%	3.50%
Insurance Expense Percentage Increase	5.00%	5.00%	5.00%	5.00%
Insurance Expense Index	105.00%	105.00%	105.00%	105.00%
Other Expenditure	2.50%	2.50%	2.50%	2.50%
CAPITAL ASSETS				
Depreciation on Non-current Assets (see below)				
Average Depreciation - Buildings	2.00%	2.00%	2.00%	2.00%
Average Depreciation - Buildings Index	102.00%	102.00%	102.00%	102.00%
Average Depreciation - Other	1.00%	1.00%	1.00%	1.00%
Average Depreciation - Other Index	101.00%	101.00%	101.00%	101.00%
Average Depreciation - Infrastructure Roads	1.00%	1.00%	1.00%	1.00%
Average Depreciation - Infrastructure Roads Index	101.00%	101.00%	101.00%	101.00%
Average Depreciation - Infrastructure Other	2.00%	2.00%	2.00%	2.00%
Average Depreciation - Infrastructure Other Index	102.00%	102.00%	102.00%	102.00%

SUMMARY OF OUR SERVICE PLANS

This section sets out the various services provided by the Council and the links they have to delivery of the community's strategic aspirations. In some cases, the services provided will be the sole source of delivery on those actions. In other cases, they will be a contributor alongside other providers. The tables describe the nature of the service, the current level of provision and the proposed change, if any, over the next four years. There are some instances where the Council proposes to increase levels of service beyond the four-year period of this plan. Information on this at a high level is in the Strategic Community Plan.

Each of these service areas are allocated to different members of the senior management team. This allocation is under review. When this is completed, this table will be updated to show where responsibilities lie.

The table also identifies the following:

- Increased levels of service, which do not have any proposed new levels of expenditure. Some will require monitoring to assess the cumulative impact on the administration's capacity to deliver. Should this indicate over time that an increased resource may be needed, this will be assessed in a future strategic review processes – either to adjust expenditure, or to adjust service level expectations.
- Increased levels of service accompanied by increased budget provision. Where these are also marked with an asterisk there is an assumption of grants funding as well as municipal funding for some aspects of the service increase.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
S1.1 Governance Support				
5.1 5.4	The Council maintains a high standard of governance and accountability	<ul style="list-style-type: none"> ■ Provision for Council elections ■ provide timely information advice, agendas and minutes ■ agendas generally available 10 days (8 working days) prior to meetings ■ minutes available 10 working days after meetings ■ a register of delegations from Council to Officers is maintained and delegations reported to Council monthly in the Information Bulletin ■ Submit the Compliance Return to DLGC by 31 March each year ■ maintain current local laws and review policies in accordance with statutory requirements 	Maintain	<ul style="list-style-type: none"> ■ Undertake a Review of the Shire's Local Laws ■ Implement paperless agendas/minutes process
S1.2 Strategic and Corporate Planning				
5.1 5.2 5.6 5.8	Develop and implement a Strategic Community Plan, Corporate Business Plan and an integrated suite of informing strategies, in accordance with the Local Government Act. Management of input surveys.	<p>Integrated Planning and Reporting Framework in place:</p> <ul style="list-style-type: none"> ■ Strategic Community Plan and Corporate Business Plan operative ■ 'Minor review' of SCP 2017/18 ■ Major strategic review 2019/20 ■ KPIs set in accordance with CBP and CSP 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Completed asset plans/ stormwater plan followed by 'minor-review' of SCP and CBP ■ Ratepayer satisfaction survey (2 yearly) ■ Develop, implement and review arts, culture and heritage policies

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	S1.3 Advocacy and collaboration			
5.1 5.5 5.8	Working with the Shire President and councillors to articulate community concerns and position on key matters to relevant agencies etc. Active collaboration with adjacent Shires, agencies etc. to achieve desired outcomes.	<ul style="list-style-type: none"> ■ Active membership of AROC and Avon Midland Country Zone of WALGA ■ Participation in issue specific reference groups ■ Stakeholder engagement Plan endorsed 	Increase	<ul style="list-style-type: none"> ■ Active improvement of relationships and opportunities for networks and collaboration. ■ Active advocacy around key priorities set out in SCP and emerging issues of interest.
	S1.4 Community Engagement and Consultation			
5.4 5.6	Timely engagement and consultation processes for statutory and non-statutory processes, according to Council's policy standards and identified program.	<ul style="list-style-type: none"> ■ Engagement in relation to IPR processes and proposed Local Planning Strategy Process and some smaller scale projects. ■ Reference Group and Committee membership includes community members in accordance with Policy G2.5 	Increase	<ul style="list-style-type: none"> ■ Full delivery against specified engagement and consultation requirements (Policy 2.9) - including for those areas where Council identifies a need for a process, whether or not statutory requirements.
	S1.5 Aboriginal Relationships			
5.1 5.6 5.8 5.9	Maintenance of a productive and positive relationship with the Noongar people, groups and organisations - general and related to projects.	<ul style="list-style-type: none"> ■ Relationship via Museum based projects only. 	Increase	<ul style="list-style-type: none"> ■ Extend direct CEO engagement. ■ Develop a Reconciliation Action Plan ■ Investigate MOU with a tertiary institution

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	S1.6 Organisation Development			
5.1 5.2 5.7 5.8	Manage and develop the Shire Workforce to enable delivery of services to the community	<ul style="list-style-type: none"> ▪ Oversight and review of organisation performance, delivery systems, culture and workforce planning. ▪ Structured approach to elected member development ▪ Workforce Plan endorsed ▪ WALGA training and induction of new elected members 	Maintain	<ul style="list-style-type: none"> ▪ Review and benchmarking against good practice in areas specified in Policy G1.10. ▪ Review Workforce Plan during Major Strategic Review
	S1.7 Cultural Heritage Services			
2.1 2.2 2.3 2.9 2.10 3.6 3.8	Museum management and development, and outreach. Oversight of collateral development for heritage interpretation. Liaison with heritage groups. Incentives for heritage building maintenance and heritage grants funding. Links to wider marketing and visitor services program.	<ul style="list-style-type: none"> ▪ Museum development and outreach, associated exhibitions development. ▪ High level volunteering at Museum. ▪ Strong donor relationships. ▪ Significant ANZAC exhibition in 2017/18. 	Increase <i>[subject to capacity review]</i>	<ul style="list-style-type: none"> ▪ Liaison with community groups. ▪ Development of an external heritage grants/ resources funding plan with wider community, including for private assets. ▪ Focus on Avon Terrace shops painting during period. ▪ Management of heritage information development for trails etc.
	S1.8 Economic Development (incl. tourism and marketing)			

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
1.3, 3.1 3.2, 3.3 3.4, 3.5 3.6, 3.8	Manage available Council resources to support business growth and development, including a focus on tourism and marketing. Oversight of visitor services development.	<ul style="list-style-type: none"> ■ Events funding, participation in local business network, tourism funding including membership of Avon tourism. ■ York Business Association formed following Business Forums initiated by Shire. 	Maintain	<ul style="list-style-type: none"> ■ Active development of events calendar, marketing plan and networking to support businesses, events development and tourism funding support (funding pool). Improved external liaison. ■ Develop an Economic and Tourism Development Strategy
	S1.9 Risk Management/ Asset Planning Improvement			
4.1 5.1 5.2 5.3	Oversight of asset management/ risk management improvement processes against requirements to meet IPR standards and requirements of relevant policies.	<ul style="list-style-type: none"> ■ Relevant policies in relation to improvement process adopted against relevant policies. ■ Asset Management Officer in place. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Delivery against policy requirements ■ Develop and implement Risk Framework and Register
	1.10 Communication			
5.4 5.5 5.6 5.8 5.9	Delivery of good quality, factual, information about Shire business to the community, using a range of communication methods designed for a range of end users.	<ul style="list-style-type: none"> ■ Focus on newspaper updates and posting of news on Council site. Some use of radio. ■ Social Media Policy G2.8 adopted by Council. ■ New website implemented. 	Increase	<ul style="list-style-type: none"> ■ Development of a range of methods, including social media platforms, to allow, where possible, for improved communication within existing budgets.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	CORPORATE			
	2a.1 Finance Services			
5.1 5.3 5.4	Provide financial management services compliant with legislation to enable the Shire to provide sustainable services to the Community	<ul style="list-style-type: none"> ■ Financial management that meets all legislative requirements ■ Long term financial plan ■ Annual report on the financial activities and position of the Shire ■ Notify annual rates and fees through rates and annual budget ■ UV annual revaluation ■ GRV 5 yearly revaluation ■ Collect rates and follow up debtors ■ Engage Debt Collection agency in accordance with Policy F1.1 <i>Revenue Collection</i> 	Maintain	
	2a.2 Monitoring and Reporting			
5.1 5.4	Provide monitoring reports to Council to allow it to properly discharge its governance role. Provision of statutory and project based reporting against policy requirements. Monitoring improvement processes. Management of input surveys.	<ul style="list-style-type: none"> ■ Statutory compliance monitoring and reporting only. 	Increase	<ul style="list-style-type: none"> ■ Full delivery of requirements against Council annually specified reporting areas. Policy G4.2 <i>Integrated Planning and Reporting (reporting)</i>. ■ Development of reporting templates.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
2a.3 Community Access to Information				
5.5 5.6 5.8 5.9	Timely publication of information and reports etc. Delivery of FOI requirements against required principles and KPIs.	<ul style="list-style-type: none"> ■ FOI administration and updated Information Statement ■ New website with timely updates ■ Relevant reports made public in a timely manner ■ Full delivery of requirements against Council specified requirements under Policy G 2.2 <i>Community Access to Information</i>. 	Maintain	
2a.4 Human Resources				
5.2	Management of human resources processes, standards, and compliance with statutory requirements. Workforce planning including continuity and skills development. EEO policies and delivery against good practice. Workforce Plan in place, payroll system maintained, training and development as required. Administer the requirements of the Occupational Health and Safety Act.	<ul style="list-style-type: none"> ■ Current position descriptions for all employees ■ Workforce Plan endorsed and implemented 	Increase	<ul style="list-style-type: none"> ■ Develop and implement HR policies. ■ Comprehensive Employee Manual provided to all staff.
2a.5 External Grants Funding				
5.1 5.2 5.3	A structured external grants procurement, oversight and acquittal function. Ensures links to Corporate Business Plan provisions and 'front-ending' of key major projects. Oversight of smaller scale funding	<ul style="list-style-type: none"> ■ Fragmented application for grants. ■ Acquittal processes and monitoring unclear. 	Increase	<ul style="list-style-type: none"> ■ Over four years, introduction of process checks and clearer quality control.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	applications to ensure appropriateness, organisational capability to deliver.			
	2a.6 Payroll and Records			
5.2 5.4	Manage the Shire's records to ensure retention and/or proper disposal of information. Maintain payroll systems.	<ul style="list-style-type: none"> ■ Timely processing of incoming and outgoing correspondence and retrieval of central records information. ■ Payroll requirements discharged. 	Increase	<ul style="list-style-type: none"> ■ Review and update Recordkeeping Plan ■ Investigate restructure of records management system
	2a.7 Administration and Customer Services			
5.7 5.8	Provide customer service to the community via front counter, telephone and email. Provide IT infrastructure and resources to effectively support the delivery of services.	<ul style="list-style-type: none"> ■ Provide direct customer service via telephone or in-person between 8.30 am and 4.30 pm Monday to Friday. ■ Deliver central IT systems (Synergy), maintain IT capability. ■ Manage community facilities' bookings. ■ Maintain cemetery registers ■ Automated phone routing introduced as a trial to improve responsiveness ■ Customer service charter reviewed and endorsed 	Maintain	
	2a.8 Licensing			
5.7	As an on-line Licensing Agency, provide a full range of licensing services.	<p>Licensing services between 8.30 am and 4pm</p> <ul style="list-style-type: none"> ■ vehicle registrations, renewals, and transfers ■ change of plates and special plates ■ driver's license theory tests 	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	COMMUNITY SERVICES			
	2b.1 Library			
1.1 1.3 1.7 3.5	Provision of a Shire library with up-to date book stock and resources with some limited outreach services.	<ul style="list-style-type: none"> Open 5 days a week 8.30-4.30pm. Children's story time. 	Increase	<ul style="list-style-type: none"> Provide computer access to public databases.
	2b.2 Community Housing and Care			
1.2 1.5 1.6	Provision of housing units for elderly. Provision of facility and building services for PML building.	<ul style="list-style-type: none"> Six housing units. Pioneer Memorial Lodge – external management agreement. Register of requests for housing assistance maintained. 	Increase	<ul style="list-style-type: none"> Provide for diverse housing options in LPS
	2b.3 Community Leases			
1.7	Management of community leases. Framework, agreements and monitoring. Active management to ensure use of existing Council buildings. Liaison with community groups.	<ul style="list-style-type: none"> Management of formal leases. Portfolio Review undertaken to identify commercial, community and peppercorn leases. 	Maintain	
	2b.4 Recreation Services YRCC			
1.7	Provision of management services etc. at YRCC and operational maintenance of associated facilities at the Forrest Precinct. Liaison with recreation groups.	<ul style="list-style-type: none"> Direct provision of services to specified standards. Cleaner engaged with responsibility for Pavilion and Stadium 	Increase	<ul style="list-style-type: none"> Transition management of bar and kitchen facilities to new management model.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
		<ul style="list-style-type: none"> Management model of the YRCC reviewed and preferred model identified. 		
	2b.5 Community Development			
1.1 1.2 1.3 1.7 2.10	Provision of a dedicated resource to facilitate development of community networks and involvement around projects. Assisting in the building of capacity around grants funding and leveraging of resources.	<ul style="list-style-type: none"> New role 2016/17 but limited capacity in the community area due to increased events and economic development activity 	Increase <i>[subject to capacity review]</i>	<ul style="list-style-type: none"> Work with community to develop networks etc. in the following areas: community partnership projects identified in SCP, encouraging volunteers for Council services and wider community initiatives. Liaise with key entities involved in field. Investigate employment of a Youth and Community Development Officer
	2b.6 Youth Support			
1.1 2.10 5.6 5.9	Facilitation of youth projects, focused to a degree on the youth centre. Co-ordination of projects with other providers - e.g. the CRC. Development of networks including early childhood networks to encourage continuity and volunteers, recognising the changing focus of parents as children get older.	<ul style="list-style-type: none"> Service has been in abeyance in last few years. Wheatbelt Women's Health Hub awarded lease of old Youth Centre 	Increase <i>[subject to capacity review]</i>	<ul style="list-style-type: none"> Investigate the employment of a Youth and Community Development Officer Work in partnership with WAPOL and York DHS to establish a Youth Centre at the Forest Oval Precinct
	2.b7 Medical Services			
1.5	Financial subsidy for after-hours doctor service.	<ul style="list-style-type: none"> Funding provided but no take up at present. Discussion with Independent Practitioners Network to determine needs. 	Maintain	<ul style="list-style-type: none"> Work with stakeholders to provide information about what currently exists.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
2b.8 Community Funding				
1.1 1.2 1.7 2.4	Management of community funding pools and associated applications and assessment processes. (as per Policy C 1.3 Community Funding: Donations, Sponsorships, Grants and Waiving of Fees)	<ul style="list-style-type: none"> ■ Provision of funding support for community projects, sporting projects as per policy. ■ 2 rounds available each year ■ Specific budget allocations incorporated into 'pool' of funding available. ■ Guidelines developed and policy reviewed. 	Maintain	
2b.9 Visitor Information Services				
2.2 2.4 3.4	Delivery of visitor information services. Development of interpretation and information resources.	<ul style="list-style-type: none"> ■ Management of Visitor information centre. ■ Accreditation received. ■ Visitor numbers increased 	Increase [budgeted]*	<ul style="list-style-type: none"> ■ Improved availability of trails information and signage. ■ Investigate staff to address increased visitation and longer opening hours.
2b.10 Civic and community events				
1.1, 1.2 1.3, 1.7 2.4, 5.9	Direct and regular support of specified community events with a civic focus for general community enjoyment.	<ul style="list-style-type: none"> ■ Australia Day, Recurring support for Christmas Event, York Agricultural Show etc. ■ 	Maintain	
2b.11 Disability Access and Inclusion				
1.4 1.5 5.9	Planning and delivery to ensure the needs of people with disability are considered in the provision of assets, services, information and employment opportunities.	<ul style="list-style-type: none"> ■ Access and Inclusion Advisory Committee established to oversee the development of a new DAIP. ■ Annual progress reporting. 	Increase	<ul style="list-style-type: none"> ■ Greater oversight and embedding of disability considerations in projects and programs. ■ Implement new DAIP

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
2b.12 Age friendly community				
1.2 1.5 4.6 5.9	Age friendly community framework and programs. Advocacy on age related issues.	<ul style="list-style-type: none"> ■ Age-Friendly Community Plan developed, adopted and considered as part of Minor Strategic Review. ■ Support for mobility groups and community projects on a case-by-case basis. 	Increase <i>[subject to capacity review]</i>	<ul style="list-style-type: none"> ■ Consider Age-Friendly Community Plan recommendations as part of annual budget process.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	3.1 Works Asset Management Plans			
4.1	Condition rating, data management, updating of renewals programs budgeting, asset management plan development for parks, stormwater, roads and bridges, footpaths, trails and cycleways.	<ul style="list-style-type: none"> ■ Asset Management Officer engaged. ■ Roads, bridges, footpath data captured and entered. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Transport, Buildings, Open space asset management plans developed by 2018/19. ■ Catchment based drainage investment plan with completed consultation by 2019/20 and stormwater asset plan commenced. ■ Full stormwater planned maintenance program developed.
	3.2 Roads and Bridges			
1.4 2.6 4.4 4.6	Provide a safe road network within the Shire of York (other than Main Roads routes) through the construction and maintenance of sealed and unsealed roads.	<ul style="list-style-type: none"> ■ Roads constructed and maintained to a safe standard in accordance with Council policy. ■ Focus on renewals program for rural roads based on risk (bus routes and haulage routes) and maintenance of access on Main Roads. ■ Addressing backlog of Condition 4 and 5 roads within current budget constraints. ■ Responding to Tailis report. 	Maintain	<ul style="list-style-type: none"> ■ Continued reduction in roads classified as being in Condition 5 or 4 categories. ■ Annual budget allocations reflect highest risk areas in accordance with Asset Management Plans.
	3.3 Footpaths and Trails			
1.4 2.3 2.6 2.7 4.6	Development and on-going maintenance of footpaths, trails and cycle paths. Program for trails set by current master plan. Footpaths to include street tree program. Provision of streetlights to specified levels	<ul style="list-style-type: none"> ■ Provision of approximately .8km of footpaths. Length dependent on cost of chosen material or any project. No additional planting of street trees. No 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Footpaths in 'suburban streets developed in accordance with Transport Asset Management Plan

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	of amenity and safety. Regular monitoring, assessment and repair.	increase in street lighting to address gaps in service (service standard not currently specified).		<ul style="list-style-type: none"> ■ Street tree planting included as part of footpath development. ■ Development of a Trails Master Plan that includes walk, cycle, drive, bridle paths. ■ Monitoring and repair on a regular basis.
3.4 Drainage and Catchment Management				
1.8 2.5 2.6 4.2	Install and maintain a safe and effective drainage system that minimises the risk of flood damage. Planned and reactive maintenance, renewals program and capital upgrade program and works.	<ul style="list-style-type: none"> ■ Reactive and some planned maintenance. ■ Retention dam on Ulster Road. ■ Some parts piped network, otherwise open drains and swales. ■ Bobcat purchased to allow maintenance of existing drains and swales. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Increased provision for planned maintenance work ■ Stormwater planning and capital works.
3.5 Parks and Open Space (passive)				
1.1, 1.2 1.3, 1.4 1.7, 1.8 2.7, 2.8	Development and management of the towns 'passive reserves'.	<ul style="list-style-type: none"> ■ Primarily focused on three main parks (Avon, Peace and Candace Bateman) in terms of development and appearance and maintenance of smaller 'pocket parks' (Memorial, Joanna Whitely, Wagon Park and Pioneer Park). ■ Parks and Gardens Leading Hand engaged. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Additional focus on tree management, care, and development of Centennial Park via a community partnership model. Drainage plan for Peace Park. ■ Further incremental development of area between South Street and Balladong Bridge in partnership with community groups. ■ Development of an Open Space Asset Management Plan
3.6 Parks – Active Recreation				
1.7 2.8	Maintenance of Forrest Oval and other sports surfaces.	<ul style="list-style-type: none"> ■ Reticulation, maintenance of surfaces to specified standards 	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	3.7 Cemetery			
1.8 2.2 2.7 4.8	Maintain the York Cemetery to a level and in a way that protects existing and new grave sites and heritage character and develops the amenity of the site as an important tourist heritage destination. Work with community groups to maintain site. Protect in relation stormwater runoff. Manage any future site to specified levels.	<ul style="list-style-type: none"> ■ Limited planned maintenance. ■ Reactive maintenance and contour repair program. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Improved weekly maintenance levels. ■ Complete archeological survey of potential unmarked graves in consultation with Aboriginal community ■ Make cemetery database available to tourists and align with work already done by Historical Society
	3.8 Environment Services			
1.7 2.10 5.9	Liaison with community groups working with Council on Council parks. Street tree planting and management. Management of road corridor vegetation as part of road maintenance.	<ul style="list-style-type: none"> ■ Road corridor maintenance. Some community liaison ■ Parks and Gardens Leading Hand engaged. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Active development of relationship with community groups working in partnership on Council owned assets and river corridor. ■ Active program to encourage community street tree planting and management.
	3.9 Works Operations			
5.2	Management and oversight of the Works Operation staff and deployment of resources. Skills development. Health and safety management. Management of associated plant.	<ul style="list-style-type: none"> ■ Management and oversight. Increasing focus on job design and skills capability. ■ Plant, equipment and fleet used to capacity. ■ Optimised plant replacement. ■ Annual training needs and schedule developed. 	Increase	<ul style="list-style-type: none"> ■ Focus on skills improvement in areas affecting asset quality and efficient use of resources.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	4.1 Buildings and Property Asset Plan			
4.1	Condition rating, data management, updating of renewals programs budgeting, technical service levels, asset management plan development and delivery for Council buildings. Maintenance of a property register and strategic overview of Council's land holdings.	<ul style="list-style-type: none"> Asset Management Officer engaged. Asset Management Plans complete by 2017/18. 	Increase	<ul style="list-style-type: none"> Completed condition review of all Council buildings and identification of 10year plan. Identification of levels of service standards. Documentation of a planned maintenance and renewals program
	4.2 Building and Property Asset Services			
1.7 4.1 5.2	Delivery of maintenance (planned and reactive) and renewals for all scheduled Council buildings	<ul style="list-style-type: none"> Reactive maintenance program only and some scheduled renewals. 	Increase	<ul style="list-style-type: none"> Delivery of maintenance and renewals requirements against specified full maintenance and renewals schedule by 2018/19.
	4.3 Council Heritage Buildings			
2.2 2.5 3.4 4.1	Management of the maintenance and upgrades of Council owned heritage buildings. Restoration of heritage features where specified by Conservation Plans and development of specified functional purpose.	<ul style="list-style-type: none"> Limited maintenance and upgrades (renewals) but at a level insufficient to maintain basic fabric of Town Hall. External painting of Town Hall. Repair of guttering and re-stumping under main floor. Installation of new curtains in the Main and Lesser Halls to reduce acoustic issues 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> Stages 2 & 3 Town Hall upgrades to include lighting and acoustics, new backstage facilities.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	4.4 Recreation Facilities			
1.7	Development and maintenance of YRCC, tennis courts, pavilion, bowling greens, stadium specialist requirements. Building services for recreation buildings, primarily at the Forrest Oval.	Maintenance/ renewal of YRCC, stadium, pavilion, bowling green, tennis courts assets.	Maintain	
	4.5 Swimming Pool			
1.7	Provision of the Memorial Swimming Pool and associated services	<ul style="list-style-type: none"> ■ Pool open November to April 7am-6pm. ■ Risks to opening from deferred renewals. ■ Current planned works to take place 2018/19 	Maintain <i>[Budgeted]*</i>	<ul style="list-style-type: none"> ■ Replacement of pumphouse. New balance tanks, pipework and wetdeck. ■ Possible increase in twilight hours opening.
	4.6 Community Halls and Public Toilets			
1.7 1.8 5.6	Provision of halls and other facilities for use by individual, groups or organizations. Various opening hours.	<ul style="list-style-type: none"> ■ Community halls at Greenhills and Talbot - community managed. Town Hall. ■ Public toilets at Avon Park, Howick Street, Candace Bateman Park, Pavilion. Various opening hours. ■ Discussion with National Trust regarding public use if Courthouse toilets. ■ Howick Street toilets upgraded 2017. Finds received for Avon Park toilet upgrade. 	Maintain	
	4.7 Strategic Land-use Planning			
1.4, 1.5 1.7, 2.1 2.2, 2.3 2.5, 2.6	Develop and maintain strategic land-use Planning frameworks	<ul style="list-style-type: none"> ■ Development and review of Local Planning Strategy and Town Planning Scheme 2017/18. 	Increase <i>[Budgeted]</i>	<ul style="list-style-type: none"> ■ Better integration of statutory land-use planning documents with community strategic aspirations.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
2.7, 2.8 2.9, 3.1 3.7. 4.1 4.2, 4.5 4.6, 4.7 4.8				<ul style="list-style-type: none"> ■ Development of a stronger framework for development contributions: <ul style="list-style-type: none"> ■ Public open space policy review ■ Stormwater plan ■ Community facilities development plan.
	4.8 Planning Administration			
5.1	Consideration of land-use planning applications. Development of appropriate reports and decision processes. Enforcement of planning conditions and requirements.	<ul style="list-style-type: none"> ■ Contractor engaged one day per week to undertake administration of land-use planning applications. ■ Limited enforcement focus. 	Increase	<ul style="list-style-type: none"> ■ Engagement of F/T Building/Compliance Officer ■ More structured approach to enforcement - increased resource focus from current available resources. ■ Monitoring and reporting on level and quality of enforcement activity as per policy.
	4.9 Planning (heritage protection)			
2.2	Active monitoring of effectiveness of planning controls and associated incentives structures on heritage buildings and sites, and cumulative impact on heritage character.	<ul style="list-style-type: none"> ■ Administration of existing rules and associated guidelines in the town planning scheme. ■ Review at time of formal Scheme review. 	Increase	<ul style="list-style-type: none"> ■ Undertake audit of municipal heritage inventory ■ State heritage referrals undertaken or progressed
	4.10 Building Control			
1.8	Ensure the health, safety and amenity in and around buildings within the Shire through effective building control	<ul style="list-style-type: none"> ■ Process building permits applications: <ul style="list-style-type: none"> ■ uncertified within 25 business days ■ certified within 10 days ■ Process demolition permits within 10 days ■ Process requests for signage 	Maintain	<ul style="list-style-type: none"> ■ Overall review to be undertaken once Building/Compliance Officer commences

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
		<ul style="list-style-type: none"> ▪ Undertake additional site inspections according to risk and complaints. ▪ Investigate complaints of dangerous/unsafe/defective buildings. ▪ Regular building inspections ▪ Private swimming pool inspections ▪ - 4 yearly inspections 		
4.11 Fire and Emergency Management				
1.8	Fire safety and emergency management planning, with well-resourced and trained volunteer emergency services ready to assist in emergencies, accidents and natural disasters of all types.	<ul style="list-style-type: none"> ▪ Fire prevention including: <ul style="list-style-type: none"> ▪ issue permits for protective burning ▪ undertake annual firebreak inspections ▪ assist in coordinating recovery in the event of emergency affecting the Shire ▪ Bushfire Risk Management Plan developed 2017/18 with funding from DFES for Coordinator. 	Increase	<ul style="list-style-type: none"> ▪ Increased community engagement, education and awareness ▪ Develop Works management plan for firebreaks
4.12 Environmental Health				
1.8	Administer laws and undertake activities to ensure public health is maintained in the Shire	<ul style="list-style-type: none"> ▪ Food control <ul style="list-style-type: none"> ▪ registration of food premises ▪ health inspections of food premises annually and as required ▪ education ▪ process permits for food trading stalls ▪ Noise/air quality - investigate complaints 	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
		<ul style="list-style-type: none"> ▪ Pest Control <ul style="list-style-type: none"> ▪ investigate complaints ▪ mosquito control ▪ vermin control ▪ Effluent/sewerage disposal <ul style="list-style-type: none"> ▪ inspections of septic tanks ▪ Water quality <ul style="list-style-type: none"> ▪ test public swimming pool monthly ▪ Health promotion <ul style="list-style-type: none"> ▪ smoking in public places ▪ waste and recycling ▪ Notifiable diseases - with other agencies carry out investigations and act as a contact in case of reportable disease 		
4.13 Ranger Services				
1.8	Promote and ensure the safety and wellbeing of the community through the education and enforcement of State Government Acts and Shire Local Laws.	<ul style="list-style-type: none"> ▪ animal control ▪ litter ▪ parking ▪ firebreak inspections 	Maintain	
4.14 Waste Management				
1.8 4.8	Collection and disposal of general waste for town and other residents and businesses, waste diversion/ recycling, waste transfer station.	<ul style="list-style-type: none"> ▪ Weekly general waste and kerbside collection ▪ Annual bulk verge collection 	Maintain	<ul style="list-style-type: none"> ▪ Review management of Waste Transfer Station ▪ Ensure current contracts in place

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	4.15 Septic Ponds Management			
1.8 4.8	Provision and management of septic waste ponds to take pump-outs. Ponds compliance management. Disposal to landfill.	<ul style="list-style-type: none"> ■ Provision and management of septic ponds to take pump-outs. ■ Ponds compliance management. ■ Disposal to landfill. 	Maintain	

SUMMARY OF OUR ORGANISATIONAL DEVELOPMENT PRIORITIES

Organisational development	Year 1 (2018-2019)	Year 2 (2019-2020)	Year 3 (2020-2021)	Year 4 (2021-2022)
Skills update and training – manual handling, fire suppression, working in confined spaces, chemicals handling		✓		✓
Local Government Procurement & Contract Management	✓		✓	
First Aid Certificate/Refresher		✓		✓
Use of equipment – grader, bobcat, lasers, dumpy	✓	✓	✓	✓
Records Awareness Training for all Staff		✓		✓
Business Continuity and Disaster Recovery	✓		✓	
Managing Employee Performance (supervisors)		✓		✓
Skills update and training – records administration, FBT, pool lifeguard, library processes	✓	✓	✓	✓
Licensing training and backup	✓		✓	

Development needs are reviewed during annual performance management interviews and inform the annual budget process.

HOW WE TEST OUR EFFICIENCY AND EFFECTIVENESS

The Councillors agreed to the following measures, to test efficiency and effectiveness.

PLANNED IMPROVEMENTS

- asset management planning
- risk management processes
- on-going review and implementation of Council policies
- strategic planning monitoring and performance reporting to Council
- complaints management and response
- improved provision of information to the community.

AREAS FOR INVESTIGATION

- review of local laws
- on-time/ within budget – project management and delivery of budgets
- potential for resource sharing with adjacent local governments

SUMMARY OF OUR WORKFORCE PLAN

A new Workforce Plan was developed in April 2017 which includes the following goals.

These goals for 2017-2021 aim to address the gaps, risks and omissions identified in the workforce planning process as well as to better resource the needs of the goals and strategies of the SCP and CBP are to:

- improve human resources systems, policies and processes
- implement effective leadership and management structures and chain of command across the Shire with clear direction, accountability, roles, and responsibilities
- improve skills and capacity in key speciality areas of Community/Economic Development and Asset Management
- increase skills and focus in record management, procurement, project management and library services.
- restructure and upskill the Infrastructure Team and increase the focus on outcome based operational planning
- improve efficiency and effectiveness in service delivery to internal and external customers

LINK TO ASSET MANAGEMENT PLANS

The Shire of York is responsible for the following assets:

- roads
- footpaths and trails
- heritage buildings
- buildings and land
- recreation facilities
- drainage (stormwater)
- public open space
- public health – septic ponds and waste

The Shire has engaged an Asset Management Officer who has been responsible for collecting the data required to accurately develop asset management plans for the different asset classes.

During 2018, asset management plans will be finalised for

- Transport assets (roads, footpaths, bridges, drainage)
- Building and Property Assets (buildings, facilities)
- Open Space assets (parks, gardens etc).

The process broadly applies the following steps:

- Identify the stakeholder base
- Identify service attributes important to stakeholders
- Define the customer service levels the Shire delivers
- Develop performance measures
- Consult with stakeholders
- Make service level based decisions.

STRATEGIC RISK MANAGEMENT

A review of the Shire’s Risk was carried out during the Regulation 17 review undertaken in April 2017 in accordance with the *Local Government (Audit) Regulations 1996*.

In the meantime, the Council has undertaken a preliminary assessment of the risks to the achievement of the Strategic Community Plan. These are outlined in the following table.

The Shire has formed a Risk Working Group to develop a Shire wide Risk Register, Risk Framework and to review the Shire’s Risk Policy and procedures.

Risk Category (where risk arises)	Risk Description	Risk Category (where risk arises)	Risk Description
Strategic Risks		Delivery	
Environment	Climate change <ul style="list-style-type: none"> increased rainfall events affecting property and increased clean-up costs drier summers affecting crop yields 	Financial	<ul style="list-style-type: none"> development of a drainage investment plan and associated long-term funding economic diversification
Community	Changing demographics <ul style="list-style-type: none"> loss of working years population static population 	Financial	<ul style="list-style-type: none"> Revenue shortfall from such factors as external grants, funding, fees and charges, rates and cost shifting from and/or Federal government to local government economic development Shire events and promotion Capital costs above assumptions
Community	<ul style="list-style-type: none"> community involvement and support 		<ul style="list-style-type: none"> communication community engagement and partnerships
Economy	<ul style="list-style-type: none"> leakage from local economy 		<ul style="list-style-type: none"> economic development local business support and promotion
Political	<ul style="list-style-type: none"> Core changes to local government – rating powers 	Financial	<ul style="list-style-type: none"> Employee costs above assumptions Advocacy Community engagement
		Human Resources	<ul style="list-style-type: none"> Lack of available skilled staff

Risk Category (where risk arises)	Risk Description	Risk Controls
Human Resources	<ul style="list-style-type: none"> Lack of volunteers for key service delivery 	Responsiveness – the extent to which community feedback has been integrated in operational planning. <ul style="list-style-type: none"> Workforce Plan
Human Resources	<ul style="list-style-type: none"> Lack of available skilled contractors/ suppliers 	Leadership and Transparency – an assessment of the community's satisfaction with transparency of the Shire. <ul style="list-style-type: none"> Volunteer recruitment, support and retention Workforce Plan Tender and Procurement process
Political/ Management Interface	<ul style="list-style-type: none"> Breakdown in relationship 	Customer Service – regular meetings CEO/President <ul style="list-style-type: none"> Regular meetings CEO/President CEO performance review process Code of Conduct Training

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

CBP KEY PROGRAM/ SERVICE INDICATORS

CBP Key Program/ Service Indicators	Desired Trend/Target
Resident Satisfaction – Resident Satisfaction with the Services delivered by the Shire of York	Incremental increase with overall Performance Index \geq industry average for Western Australia by 2020/21.
Capital Program Delivery – an assessment of the delivery of the Corporate Business Plan strategic capital program	Performance Index score for Road Maintenance and Cycleways and Footpaths \geq industry standard in 2020/21

FINANCIAL MANAGEMENT

Note: Ratio targets are based on the guidelines provided by the Department of Local Government, Sport & Cultural Industries.

Financial Management Indicators		Desired Trend/Target
Operating Surplus Ratio - The extent to which revenues raised cover operational expenses only or are available for capital funding purposes.	WORKFORCE MANAGEMENT	≥0.01
Current Ratio - The liquidity position of a local government that has arisen from the balance sheet.	Workforce/ HR Management Indicators	
	Staff Turnover	
Debt Service Cover Ratio - The ratio of cash available for debt servicing to interest, principal and lease payments.	Employee Satisfaction	≥2.0
Own Source Revenue Coverage Ratio - An indicator of a local government's ability to cover its costs through its own revenue efforts.		≥0.4

ASSET MANAGEMENT

Asset Management Indicators	Desired Trend/Target
Asset Consumption Ratio The ratio highlights the aged condition of the local government's stock of physical assets.	≥0.5
Asset Sustainability Ratio This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.	≥0.9
Asset Renewal Funding Ratio This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without: <ul style="list-style-type: none"> - additional operating income; - reductions in operating expenses; or - an increase in net financial liabilities above that currently projected. 	≥0.75

REPORTING ON PROGRESS TO COUNCIL

The Council has adopted an Integrated Planning and Reporting (Reporting) Policy (G4.2) which provides a mechanism for the Council, on the advice of the CEO, to identify which projects (in addition to statutory requirements) it would like to see reported to it on a regular basis each year.

The intent of the policy is to provide the Council with a mechanism to monitor progress on those projects that are strategically significant, or because of the size of the associated expenditure. It also provides the community with insight into progress. This includes preliminary costing and design where relevant and construction.

The Council has identified that it wishes to receive reports on the following key projects on a quarterly or six-monthly basis, or if there are significant emerging risks:

2017/18 REPORTING MAJOR CAPEX PROJECTS

- Swimming Pool replacement
- Town Hall refurbishment – Stage 2
- Avon Park upgrade to playground and amenities
- Avon Terrace - staged improvement program

Appendix One: organisation chart

- Roads, footpaths, drainage upgrades and renewal

2017/18 REPORTING PRIORITY OPERATING PROJECTS

- Youth and community development
- Implement the preferred management model at the YRCC
- Lobbying for road upgrades
- Asset management improvement progress:
 - Transport Assets
 - Building and Property Assets
 - Open Space Assets
- Finalisation and gazettal of Local Planning Strategy and Town Planning Scheme
- Advocating for improvements to services at York Hospital including doctors
- Improved risk management through implementation of the findings of the Shire's Audit Regulation 17 review.

The Council will receive six monthly reports against KPIs including any requirements set out for reporting in Council Policies. Reports on progress against identified desired trends and measures as set out in the Strategic Community Plan and the Corporate Business Plan will be made via the formal strategic review processes.

