2016 - 2020

CORPORATE BUSINESS PLAN

Adopted 27 June 2016

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It is with pleasure that I welcome you to the Shire of York Corporate Business Plan for 2016 to 2026. This document is all about implementing the Strategic Community Plan and ensuring the program is affordable and deliverable in terms of organisation capacity. We have created a four-year work program and projected the costs as robustly as possible.

The Shire faces very significant demands on its limited financial resources driven largely by the need to provide services to a small but busy rural community and to maintain assets at an appropriate level to support those services to a reasonable standard. This is critical to facilitate the wealth-creating economic activities and the quality of life in the Shire. The rating base is small, necessitating a quite heavy reliance on grants from State and Federal governments.

Managing in this environment requires a smart approach to building partnerships within the community and with State and Federal governments. The plan includes many opportunities to work in partnership to deliver on Council's and the community's priorities. Potentially there are also significant benefits to be gained from working collaboratively with neighbouring Shires and with the private sector. This is an excellent way of ensuring scarce funds are utilised to the maximum value.

As the Shire of York's new Chief Executive Officer, I am committed to providing the Shire's elected members with the best possible advice and tools for decision-making. I am also committed to delivering on the Council's program for the next four years in a way that builds a positive relationship with the community. At the heart of this lies the Council's determination that services and community interactions will be delivered with empathy for circumstance and with respect for all.

The Corporate Business Plan contains a major focus on organisation development that will see the President, Councillors and staff working closely together to ensure that the Shire's governance and operations are contemporary.

I encourage you to read the document and contact the Shire if you have any questions or feedback on the future of York

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. The next (minor) strategic review will occur in 2018/19, and every two years from then on, with alternating major and minor reviews (see planning cycle diagram below).

KEY POINTS OF THE PLAN

The Corporate Business Plan follows *York 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, development of a second septic pond site. It also includes bringing the Old Convent School up to code 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 of the tennis courts and 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

  relocation of RV parking

  investment over three years in Christmas lights and banners

  progressing design and construction of the Avon Trail

  funding support for a new centrally located skate park from 2019/20.

- *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 recent rates 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.

- Total Council rates revenue over the four years will be as follows:

  - 2016/17   3.50%

  - 2017/18   3.75%

  - 2018/19   4.0%

  - 2019/20   4.25%

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 right hand diagram.

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.

"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	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	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	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.	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	5.1 Effective and informed governance and decision-making 5.2 Skilled effective and committed Shire staff	5.3 A financially sustainable Shire 5.4 Open and accountable systems 5.5 A strong collective voice	5.6 High levels of community engagement 5.7 Shire and community exhibit a responsive can-do philosophy	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 2011 3396 Projected 2021 4600 2026 5100
Property base growth	0.5%
Interest rates (borrowings)	3.5%
Local Government Cost Index (LGCI)	2.7% (2016/17) 2.7% (2017/18) 2.9% (2018/19) 2.9% (2019/20)
Payroll	1.5% annually over four years
The wider policy or legislative environment	Royalties for Regions reduction to 2013/14 levels from 2016/17 Roads to Recovery reduction to 2013/14 levels from 2016/17 State approach to growth management will continue No major change to legislative environment other than in the area of building control.
Staffing levels	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) Note: the currently funded community/economic development officer position will be filled from 2016/17.
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	

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				

RECENT HISTORY

A number of issues have arisen in recent years involving the governance and administration of the Shire of York. The cumulative impacts have been of concern to the community and have imposed costs on the capacity of the organisation to deliver services. The Shire has become isolated from its neighbours in the process, missing opportunities to leverage resources.

A new Council is now in place and a new Chief Executive Officer has been appointed. Both are focused on moving forward in a way that restores confidence and trust in the institution and York civic life.

Making progress involves acknowledging the issues that have arisen, taking active steps to resolve legacy issues and through policy decisions, governance processes and allocation of resources, to improve or rectify systemic issues.

PROBITY, GOVERNANCE AND ACCOUNTABILITY

A summary of the systemic issues raised in the Department of Local Government and Communities 2014 Probity Report, is set out below along with the steps already taken to address them and any additional actions planned in the next four years.

RECOMMENDATIONS OF PROBITY REPORT	ACTIONS TAKEN TO DATE
1: That council members and key members of staff receive training on declarations of interest at council meetings, and the proper recording of the declarations in the minutes of those meetings.	■ initial training provided November/ December 2015. ■ new policy setting out training at time of Councillor induction ■ professional training policy to be developed for Shire staff
2: That the CEO amend the register of financial interests and disclosure forms to provide for the disclosure of information which complies with the Act.	■ register implemented September 2015
3: That council members and key members of staff receive training on the recording of information in financial interest returns.	■ Training undertaken for suspended Councillors ■ post -election training also undertaken November/ December 2015 ■ new policy setting out training at time of Councillor induction
4: That relevant council members and employees make the necessary corrections to time periods, dates, missing signatures and blank sections of their returns by amending each return or replacing the return with the correct information where applicable.	■ completed
5: The CEO implements a process that checks for discrepancies in the manner in which information is completed in financial interest returns with any discrepancies being brought to the relevant elected member's attention for correction.	■ Compliance officer training undertaken. ■ post -election training also undertaken November/ December 2015

RECOMMENDATIONS OF PROBITY REPORT	ACTIONS TAKEN TO DATE
▪ 6: Council members undertake training in council meeting process and statutory meeting procedure	▪ Training was undertaken by council members as part of the training program for suspended Councillors. ▪ On-going real-time guidance provided by the Mentoring Panel post 2015 election. The issue was also addressed during postelection induction November, December 2015, January 2016 Council meetings and workshops
▪ 7: That council ensures all of its motions are in a form that is clear in the intent. Each motion should stand alone and allow a person to understand exactly what decision has been made without the need to refer to any other document.	▪ Training was undertaken by council members and key members of staff as part of the training program for suspended Councillors. – April 2015
▪ 8: The key members of staff undertake training in report writing and the framing of recommendations that support clarity in council motions.	▪ Training was undertaken by key members of staff. April 2015 ▪ Internal checks are in place with final sign off prior to Agenda release by the CEO. ▪ On-going monitoring by the Chief Executive Officer.
▪ 9: The council undertakes a review of its Local Law (Standing Orders) to reflect contemporary meeting processes, legislative changes and the manner in which the Council wishes to conduct its meetings.	▪ Approved for consultation April 2016 Ordinary Council meeting
▪ 10: That Council members and key members of staff training in regard to the Shire's recordkeeping plan for recording and retaining information and relevant provisions in the State Records Act 2000 regarding the keeping of records.	▪ Review completed and submitted to the State Records Office. May 2015. ▪ 2015 Record Keeping Plan provided to the SRO in November 2015, amended in response to their recommendations and final approval 31 March 2016. ▪ In January 2016 the Council adopted a new policy to provide clear guidelines on how they will comply with their responsibilities under the State Records Act .
▪ 11: That council review its committee structure and each committees' terms of reference to ensure that its function and operation complies with the Act and that all members of committees are made aware of their statutory obligations, and the proper role that committees are to play in the decision making process.	▪ The Commissioner disbanded the Finance, Risk and Audit Committee, and subsequently disbanded the Works and Heritage Committees June 2015. ▪ The Council established its new structure at its inaugural meeting in October 2015. One committee was created. The Audit Committee is a committee of the whole with no delegated powers.

RECOMMENDATIONS OF PROBITY REPORT	ACTIONS TAKEN TO DATE
■ 12: As part of the review undertaken, in accordance with recommendation 13, that council consider the option of disbanding its advisory committees, except for its FRAC, and hold two council meetings per month to deal with matters previously dealt with by the committees.	■ The Council conducts its business in one Council meeting monthly. There are currently no advisory committees. A briefing conducted by the Chief Executive Officer is held on the Monday preceding the Council meeting. This briefing covers matters that will be submitted to the Council at the forthcoming Ordinary Council Meeting and gives an early indication of items that are in the pipeline for future meetings. Subject specific briefings and site visits are conducted on an as required basis. ■ January 2016 new Policy introduced on Reference Groups
■ 13: That the Shire's complaints officer reviews the information contained in the complaints register regarding the description recorded for a minor breach and amends the information to ensure that it complies with section 5.121(2)(c) of the Act.	■ Amended and recorded in the 2013/14 Annual Report tabled at the Annual Electors meeting in May 2015.
■ 14: That council gives priority to the preparation of a new draft comprehensive complaints policy that is to contain guidance on the process and procedure to be followed when dealing with complaints made to the Shire.	■ A Comprehensive Complaints policy was adopted by the Council on 28 January 2016 and came into effect on 28 March 2016
■ 15: That council and the CEO give priority to undertaking a review of delegations that includes updating the register by amending out of date delegations and deleting invalid or unnecessary delegations.	■ Reviewed and adopted April 2016.
■ 16: That council give priority to reviewing its policy manual and policies to support a high standard of direction and guidance in its decision making processes.	■ An extensive review of policies has been undertaken with the first tranche of 24 policies being adopted in January 2016 and the second tranche of 18 adopted in February 2016.

A number of the issues and recommendations contained in the probity report relate to the training of Councillors. Two policies were adopted in January and February 2016 to address this. These are Policy G1.2 Councillors: Professional Development and G1.5 Induction for Councillors. Policy G1.2 makes it a responsibility of the Chief Executive Officer to prepare annually in consultation with Councillors a Governance Training Package for implementation in that year. Policy G1.5 makes it a responsibility of the Chief Executive Officer to prepare an induction program for Councillors to commence immediately after an election and to be completed no later than three months after the election date. The policy has appended to it the titles of the subject matter to be included but the program is not limited to that subject matter.

New policies recently adopted which are also focused on probity matters and good governance are:

- G 1.1 Councillors: Code of Conduct
- G 1.8 Councillors: Record Keeping
- G 2.1 Comprehensive Complaints Response
- G 2.2 Community Access to Information

- G 2.7 Conduct of Council Forums
- G 3.2 Fraud, Corruption and Misconduct Prevention
- G 4.1 IPR (Planning)
- G 4.2 IPR (Reporting)

- CP 1.5 Compliance and Enforcement
- F 1.2 Procurement
- F 1.6 Corporate Credit Card

BUDGETS AND PROGRAM DELIVERY

A number of issues have also been identified in strategic planning and budget management.   These are:

- significant budget increases and concern that resources were allocated away from identified projects. Of particular interest are the 2014/15 and 2015/16 budgets.

- non-delivery of projects and their carry-forward with minimal subsequent adjustment to the following year's planned program, budget and the rates levy, creating a bow wave effect.

The proposed program found in this Corporate Business Plan for the next four years, adjusts down both the capital program and specific operating projects.   This is done for two reasons: organisation capacity to deliver and rates impact, given the last two years of significant increases.   The organisation also needs time to rebuild and recruit in key areas and to reduce reliance on external consultants for core business. This should lead to more effective delivery in the next few years.

- reallocation away from the original budgeted program.

A policy has been adopted which provides for the Council to identify key projects for which it wants regular updates on progress over and above standard reporting requirements. This will allow Council to monitor progress, leading into any mid-year or annual budget review.   Reallocation of budgets will be a decision of Council.

FOUR YEAR BUDGETED PRIORITIES

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.

Projects which have no costing information are already funded by existing budgets and no change has been made to the amount funded from 2015/16. The exception is the inclusion of the roads upgrades and project and the footpaths budget because of a major reduction of external funding. The footpaths budget is also included because it includes an increase of between $10,000 and $20,000 over the 2015/16 provision.

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.

From Year 2 (2017/18), the 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 Community 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 upgrade Stages 1 and 2 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 | |

Strategic link	Strategic capital project	Year 1 (2016-2017)	Year 2 (2017-2018)	Year 3 (2018-2019)	Year 4 (2019-2020)
Theme 1	Resurface tennis courts	Deliver			
Theme 1	Skatepark (design, fund raising and 1st stage contribution to build)		Plan	Plan	Deliver
Theme 1	Memorial Swimming Pool Replacement Stage 1	Deliver			
Theme 1	Memorial Swimming Pool Replacement Stage 2	Plan	Deliver	Deliver	
Theme 1	Avon Park play equipment replacement				Deliver
Theme 1	Community Bus (with wheelchair access)	Deliver			
Theme 2	Cemetery improvements (flood protection)		Plan	Deliver	Deliver
Theme 2	Town Hall Upgrades – restumping, painting and acoustic improvements	Plan	Deliver	Plan	Deliver
Theme 2	Avon Trail - detailed physical design and construction			Plan	Deliver
Theme 2	Old Convent School – (bring up to Code – structural)	Deliver			
Theme 3	Avon Terrace Christmas Lights/ Street Banners etc	Deliver	Deliver	Deliver	Deliver
Theme 3	RV relocation	Plan	Deliver	Deliver	
Theme 4	Road resealing and gravel re-sheeting program (ongoing)	Deliver	Deliver	Deliver	Deliver
Theme 4	Commence major drainage network upgrades				Deliver
Theme 4	Footpaths and associated street trees (on-going)	Deliver	Deliver	Deliver	Deliver
		Deliver	Deliver	Deliver	Deliver

Strategic Link	Strategic	2016/17 Funding		2017/18 Funding		2018/19 Funding		2019/20 Funding	
		Shire	Other	Shire	Other	Shire	Other	Shire	Other
Theme 1	Resurface tennis courts	$176,000							
Theme 1	Skatepark (design and 1st stage contribution to build)							$40,000	$160,000
Theme 1	Memorial Swimming Pool Replacement Stage 1 and 2	$530,000*		$400,000*	$200,000	$400,000*	$200,000		
Theme 1	Avon Park play equipment replacement							$80,000	
Theme 1	Community Bus (with wheelchair access)	$70,000	$70,000						
Theme 2	Cemetery improvements (flood protection)					$25,000		$15,000	
Theme 2	Town hall external painting			$30,000	$30,000				
Theme 2	Town Hall re-stumping							$30,000	
Theme 2	Avon Trail design and construction					$10,000	$10,000	$25,000	$25,000
Theme 2	Old Convent School – (bring up to Code)	$25,000	$25,000						
Theme 3	RV relocation			20,000		$20,000			
Theme 3	Avon Terrace Lights/ Banners etc	20,000		10,000		10,000		10,000	
Theme 4	Road reconstruction, resealing and gravel re-sheeting program (ongoing)	$702,366	$1,501,769	$663,333	$709,869	$672,333	$709,869	$684,838	$709,869
Theme 4	Drainage network upgrades (following completion of plan)							$70,000	
Theme 4	Footpaths and associated street trees (on-going)	$80,000		$70,000		$90,000		$90,000	

SUMMARY OF OUR BUDGETED PRIORITY OPERATING PROJECTS

Strategic link	Strategic operating project	Year 1 (2016-2017)	Year 2 (2017-2018)	Year 3 (2018-2019)	Year 4 (2019-2020)
Theme 1	Community/ economic development facilitation	■	■	■	■
Theme 1	Community partnership projects – e.g. river, parks, Avon Tce	■	■	■	■
Theme 1	YRCC capital and operating costings review and future management arrangements	■			
Theme 1	Youth centre and associated projects (on-going)	■	■	■	■
Theme 1	**Community plans: children and youth, age friendly communities**	■	■	■	
Theme 1	Advocate for improvements to services at York Hospital including availability of Doctors	■	■	■	■
Theme 2	Avon Park, riverside restoration, Avon Trail etc concept design implement in partnership with local community groups	■			
Theme 2	Investigate the creation of the York Equine Precinct				■
Theme 2	Beautification of York	■	■	■	■
Theme 2	Actively work to encourage community partnerships to develop and maintain parks and trees, including "friends of each park"	■	■	■	■
Theme 3	Events review and promotion	■			
Theme 3	Avon Terrace revitalisation projects – e.g. painting	■	■		
Theme 3	Economic development including clusters development			■	■
Theme 3	Review of industrial land availability, demand and best location	■			
Theme 3	Prepare a Business Case on the development of the "Wandoo Way – scenic route to York and Beverley"			■	

Strategic link	Strategic operating project	Year 1 (2016-2017)	Year 2 (2017-2018)	Year 3 (2018-2019)	Year 4 (2019-2020)
Theme 3	Work with the community to investigate the development of the Barladong track		�	▒	
Theme 3	Review the Management Plan for Mt Bakewell				▒
Theme 4	Asset projects – parks/ buildings renewals schedules and plans	▒		▒	▒
Theme 4	Road, Bridges, Footpaths and Trails Asset Plan	▒	▒		
Theme 4	"Asset Improvement Program" to bring roads, footpaths and drainage up to a standard which can be maintained into the future by the Shire – Lobby State Government for one-off program	▒	▒	▒	▒
Theme 4	Lobby the State Government for upgrades and improvements to Great Southern Highway (Lakes/Chidlow Road)	▒	▒	▒	▒
Theme 4	Drainage Network Plan	▒	▒	▒	
Theme 4	Drainage - planned maintenance (ongoing)	▒	▒	▒	▒
Theme 5	Local Planning Strategy and Planning Scheme Review	▒	▒		
Theme 5	Minor/ major strategic review		▒		▒
Theme 5	Ratepayer and residents service satisfaction survey	▒		▒	
Theme 5	Governance improvement: risk, training, internal audit, S.17	▒		▒	
Theme 5	Review communication methods between the organisation and the community	▒			
Theme 5	Review the format and process for Council Agenda Briefing and Councillors' Forum	▒			
Theme 5	Property portfolio review – 2016/17 Old Convent School options	▒	▒		

Strategic Link	Program/ Project	2016/17 Funding		2017/18 Funding		2018/19 Funding		2019/20 Funding	
		Shire	Other	Shire	Other	Shire	Other	Shire	Other
Theme 1	Community/ economic dev.								
Theme 1	Community partnership projects – e.g. river, parks, Avon Tce	$4,500		$16,500		$16,500		$16,500	
Theme 1	YRCC options review and decision								
Theme 1	Youth centre and projects								
Theme 1	Community plans: children and youth, age friendly communities	$9,500	$10,000	$5,000		$5,000			
Theme 2	Avon Park and riverside concept	$12,500							
Theme 3	Events and promotion*	$20,000							
Theme 3	Avon Terrace revitalisation projects (e.g. painting of facades) *	$10,000		$10,000					
Theme 3	Economic development – incl Clusters development								
Theme 4	Asset Projects – parks/ buildings renewals schedules and plans	$75,000		$75,000		$75,000		$75,000	
Theme 4	Road, Bridges, Footpaths and Trails Asset Plan	$10,000		$10,000		$10,000		$10,000	
Theme 4	Drainage Network Plan	$40,000		$20,000		$15,000			
Theme 4	Drainage – planned maintenance	$69,000		$69,000		$69,000		$69,000	
Theme 5	Local Planning Strategy and Planning Scheme Review	$130,000							
Theme 5	Minor/ major strategic review			$10,000				$30,000	
Theme 5	Ratepayer satisfaction survey	$15,000				$15,000			
Theme 5	Governance improvement: risk, training, internal audit, S.17	$17,500		$7,500		$17,500		$7,500	
Theme 5	Property portfolio review (incl. Old Convent School review)								

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

PURSUING A MAJOR TOURISM HERITAGE DEVELOPMENT PROJECT

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
- 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.

OTHER UNFUNDED PRIORITIES

There are projects the Council would like to see included if external funding was available. There are other projects currently in Years 5-10 it would like to advance more quickly if possible. It will actively pursue additional funding for these projects and include them in the four-year program if funding is secured, provided there is also organisation capacity to deliver.

Capital Priorities

- extended development of the trails program
- road reseals and re-sheeting – increased
- town-hall refurbishment - upgrades to acoustics, the Green Room and air conditioning - to be brought forward from Years 5-9.
- parks development
- soundshell/ outside performance stage

Operating Projects

- CBD concept/ revitalisation plan
- equine precinct master plan
- river restoration projects
- youth and children focused projects (e.g. faster development of playgrounds)
- age friendly community projects

What Didn't Make the Cut

- During the community engagement process there was strong interest in construction of a jetty at Avon Park. This has not been included at this stage, partly due to costs but also because progress on the clean-up of the river needed to be achieved first.

- diverting the drainage system around rather than under the bowling green at this stage. There has been a recurrence of subsidence along a drain under the site . This has been repaired but the preference in the long term is to divert around the site. Costs for doing this are not known and will be included at a later stage.

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. The Council has set aside funding in 2016/17 for structural works for the building to be brought up to code, on the basis that whether retained or sold, this needs to occur.

- 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.

FINANCIAL PROFILE

RATE SETTING STATEMENT

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20
OPERATING REVENUE				
General Purpose Funding	1,739,498	1,735,111	1,757,073	1,770,788
Governance	13,887	13,982	14,082	14,185
Law,Order Public Safety	229,625	81,288	83,075	84,937
Health	18,500	18,500	18,500	18,500
Education and Welfare	33,158	33,766	34,480	35,274
Community Amenities	734,383	736,040	749,866	765,307
Recreation and Culture	1,022,697	586,777	591,765	624,014
Transport	1,554,611	924,260	925,842	1,017,456
Economic Services	193,026	125,408	127,839	130,318
Other Property and Services	82,840	80,622	82,460	84,359
	5,622,224	**4,335,755**	**4,384,983**	**4,545,138**
LESS OPERATING EXPENDITURE				
General Purpose Funding	(264,372)	(382,358)	(386,196)	(311,258)
Governance	(705,273)	(630,404)	(621,718)	(668,140)
Law, Order, Public Safety	(545,644)	(549,634)	(559,151)	(567,862)
Health	(342,046)	(346,798)	(355,210)	(351,690)
Education and Welfare	(105,935)	(99,218)	(106,169)	(102,016)
Community Amenities	(1,427,216)	(1,282,916)	(1,307,561)	(1,306,799)
Recreation and Culture	(3,000,360)	(3,048,426)	(3,137,201)	(3,169,037)
Transport	(2,724,601)	(2,757,696)	(2,799,891)	(2,838,862)
Economic Services	(891,345)	(874,623)	(887,717)	(894,444)
Other Property & Services	(48,377)	(48,348)	(49,123)	(49,937)
	(10,055,170)	**(10,020,422)**	**(10,209,936)**	**(10,260,045)**
Increase(Decrease)	**(4,432,946)**	**(5,684,666)**	**(5,824,954)**	**(5,714,907)**
ADD				
Profit/ (Loss) on the disposal of assets	(6,100)	254,675	9,150	1,550
Depreciation Written Back	2,578,414	2,578,414	2,578,414	2,578,414
Book Value of Assets Sold Written Back	296,000	331,625	389,850	299,850
	2,868,314	**3,164,714**	**2,977,414**	**2,879,814**
Sub Total	**(1,564,632)**	**(2,519,952)**	**(2,847,540)**	**(2,835,093)**

RATE SETTING STATEMENT

Continued….

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20
LESS CAPITAL PROGRAMME				
Purchase Tools	-	-	-	-
Purchase Land & Buildings	(71,114)	(71,500)	(26,500)	(125,000)
Infrastructure Assets - Roads	(2,324,212)	(1,478,202)	(1,487,202)	(1,644,707)
Infrastructure Assets - Recreation Facilities	(815,000)	(629,000)	(630,000)	(215,000)
Infrastructure Assets - Other	(20,000)	(40,000)	(52,500)	(25,000)
Purchase Plant and Equipment	(889,400)	(696,900)	(743,700)	(594,300)
Purchase Furniture and Equipment	(108,787)	(39,500)	(79,000)	(50,500)
Proceeds from Sale of Assets	-	-	-	-
Repayment of Debt - Loan Principal	(214,312)	(239,941)	(264,311)	(282,826)
Transfer to Reserves	(778,820)	(648,298)	(481,897)	(527,162)
	(5,221,645)	**(3,843,341)**	**(3,765,110)**	**(3,464,496)**
ABNORMAL ITEMS				
	$0	$0	$0	$0
Plus Rounding				
	(5,221,645)	**(3,843,341)**	**(3,765,110)**	**(3,464,496)**
Sub Total	**(6,786,276)**	**(6,363,294)**	**(6,612,649)**	**(6,299,588)**
LESS FUNDING FROM				
Reserves	453,157	483,830	486,610	301,563
Loans Raised	530,000	400,000	400,000	-
Opening Funds	547,039	-	-	-
Closing Funds				
	1,530,196	**883,830**	**886,610**	**301,563**
TO BE MADE UP FROM RATES	**(5,256,080)**	**(5,479,463)**	**(5,726,039)**	**(5,998,025)**

STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20
EXPENDITURE	$	$	$	$
General Purpose Funding	(264,372)	(382,358)	(386,196)	(311,258)
Governance	(705,273)	(630,404)	(621,718)	(668,140)
Law, Order, Public Safety	(545,644)	(549,634)	(559,151)	(567,862)
Health	(342,046)	(346,798)	(355,210)	(351,690)
Education and Welfare	(105,935)	(99,218)	(106,169)	(102,016)
Housing	-	-	-	-
Community Amenities	(1,427,216)	(1,282,916)	(1,307,561)	(1,306,799)
Recreation and Culture	(3,000,360)	(3,048,426)	(3,137,201)	(3,169,037)
Transport	(2,724,601)	(2,757,696)	(2,799,891)	(2,838,862)
Economic Services	(891,345)	(874,623)	(887,717)	(894,444)
Other Property and Services	(48,377)	(48,348)	(49,123)	(49,937)
	(10,055,170)	**(10,020,422)**	**(10,209,936)**	**(10,260,045)**
REVENUE				
General Purpose Funding	6,995,578	7,214,574	7,483,112	7,768,814
Governance	13,887	13,982	14,082	14,185
Law, Order, Public Safety	229,625	81,288	83,075	84,937
Health	18,500	18,500	18,500	18,500
Education and Welfare	33,158	33,766	34,480	35,274
Housing	-	-	-	-
Community Amenities	734,383	736,040	749,866	765,307
Recreation and Culture	1,022,697	586,777	591,765	624,014
Transport	1,554,611	924,260	925,842	1,017,456
Economic Services	193,026	125,408	127,839	130,318
Other Property & Services	82,840	80,622	82,460	84,359
	10,878,304	**9,815,219**	**10,111,022**	**10,543,164**
Increase(Decrease)	**823,134**	**(205,203)**	**(98,914)**	**283,119**
DISPOSAL OF ASSETS				
Gain (Loss) on Disposal	**(6,100)**	**254,675**	**9,150**	**1,550**
ABNORMAL ITEMS				
Total Comprehensive Income	**817,034**	**49,472**	**(89,764)**	**284,669**

STATEMENT OF COMPREHENSIVE INCOME
BY NATURE & TYPE

PROPOSED ESTIMATES	2016/17	2017/18	2018/19	2019/20
EXPENDITURE	$	$	$	$
Employee Costs	(3,987,231)	(4,067,741)	(4,132,065)	(4,198,302)
Materials and Contracts	(2,515,886)	(2,245,061)	(2,337,262)	(2,446,452)
Utility Charges	(293,744)	(313,186)	(328,541)	(349,986)
Depreciation	(2,578,414)	(2,578,414)	(2,578,414)	(2,578,414)
Interest Expense	(143,452)	(150,785)	(154,893)	(150,560)
Insurance	(213,303)	(213,345)	(223,899)	(234,988)
Other Expenditure	(323,139)	(451,890)	(454,862)	(301,343)
	(10,055,170)	**(10,020,422)**	**(10,209,936)**	**(10,260,045)**
REVENUE				
General Rates	5,281,180	5,499,563	5,746,139	6,018,126
Op Grants, Subsidies and Contributions	1,760,962	1,716,473	1,726,311	1,736,295
Fees and Charges	1,562,486	1,599,541	1,639,798	1,682,135
Interest Earnings	177,558	177,026	190,628	195,901
Other Revenue	95,349	82,747	88,277	85,838
	8,877,535	**9,075,350**	**9,391,153**	**9,718,295**
	(1,177,635)	**(945,072)**	**(818,783)**	**(541,750)**
Non-operating Grants and Subsidies	$2,000,769	$739,869	$719,869	$824,869
Loss on Revaluation of Fixed Assets				
Profit on Asset Disposal		$254,675	$9,150	$1,550
Loss on Asset Disposal	($6,100)	$0	$0	$0
	1,994,669	**994,544**	**729,019**	**826,419**
NET RESULT	**817,034**	**49,472**	**(89,764)**	**284,669**
Other Comprehensive Income				
	-	-	-	-
Changes on Revaluation of Non-current asset	-	-	-	-
Total Other Comprehensive Income	**-**	**-**	**-**	**-**
Total Comprehensive Income	**817,034**	**49,472**	**(89,764)**	**284,669**

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	▪ Provision for Council elections ▪ provide timely information advice, agendas and minutes ▪ agendas available 5 days (3 working days) prior to meetings ▪ minutes available 10 working days after meetings ▪ maintain a register of delegations from Council to Officers ▪ Submit the Compliance Return to DLGC by 31 March each year ▪ maintain current local laws and review policies in accordance with statutory requirements	Maintain	
	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.	Integrated Planning and Reporting Framework in place: ▪ Strategic Community Plan and Corporate Business Plan operative ▪ 'Minor review' of SCP 2017/18 ▪ Major strategic review 2019/20	Increase *[Budgeted]*	▪ Completed asset plans/ stormwater plan followed by 'minor-review' of SCP and CBP ▪ Ratepayer satisfaction survey (2 yearly)

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.	Some advocacy into key statutory and other processes around key issues (see SCP priorities) and engagement with key structures (e.g. WALGA). Commenced early contact with adjacent communities.	Increase	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.	Engagement in relation to IPR processes and proposed Local Planning Strategy Process and some smaller scale projects.	Increase *[subject to capacity review]*	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.	Relationship via Museum based projects only.	Increase	Extend direct CEO engagement.

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	Oversight and review of organisation performance, delivery systems, culture and workforce planning. Structured approach to elected member development	Increase	Review and benchmarking against good practice in areas specified in Policy G1.10.
	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.	Museum development and outreach, associated exhibitions development.	Increase *[subject to capacity review]*	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)			
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.	Events funding (reactive), participation in local business network, tourism funding including membership of Avon tourism.	Increase *[subject to capacity review]*	Active development of events calendar, marketing plan and networking to support businesses, events development and tourism funding support (funding pool). Improved external liaison.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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.	Relevant policies in relation to improvement process adopted against relevant policies.	Increase *[Budgeted]*	Delivery against policy requirements
	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.	Focus on newspaper updates and posting of news on Council site. Some use of radio.	Increase *[subject to capacity review]*	Development of a range of methods, including a review of the website, 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	▪ 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 (due 1 July 2017) ▪ Collect rates and follow up debtors	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.	Statutory compliance monitoring and reporting only.	Increase	Full delivery of requirements against Council annually specified reporting areas. Policy G4.2 Integrated Planning and Reporting (reporting). 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.	FOI administration and limited information upload.	Increase	Full delivery of requirements against Council specified requirements under Policy G 2.2 Community Access to Information.
	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.	Statutory compliance. Recruitment and appointment processes.	Increase	Significant focus on delivering on organisation culture change and good practice across areas specified by CEO.

Updated position descriptions for all positions and full performance review for all positions. |
| | **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 applications to ensure appropriateness, organisational capability to deliver. | Fragmented application for grants. Acquittal processes and monitoring unclear. | Increase | 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
	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.	Timely processing of incoming and outgoing correspondence and retrieval of central records information. Payroll requirements discharged.	Maintain	
	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.	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	Maintain	
	2a.8 Licensing			
5.7	As an on-line Licensing Agency, provide a full range of licensing services.	Licensing services between 8.30 am and 4pm ▪ vehicle registrations, renewals, and transfers ▪ change of plates and special plates ▪ driver's license theory tests	Maintain	
	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.	Open 5 days a week 8.30-4.30pm. Children's story time.	Increase	Provide computer access to public databases.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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.	Six housing units. Pioneer Memorial Lodge – external management agreement.	Increase	Maintain a register of requests to Council for housing assistance, as a mechanism to gauge demand for services and as a base for external advocacy.
	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.	Management of formal leases.	Maintain	Increased oversight and liaison. Working with Buildings Services to ensure buildings are able to be and are well used. Leases for all Shire owned land and properties are current or in periodical mode.
	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.	Direct provision of services to specified standards. Currently lower than acceptable operational level of service for Pavilion and Stadium.	Increase	Improved maintenance (cleaning etc.) of existing assets. Review of management framework and decision on preferred model.
	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.	New role 2016/17.	Increase *[subject to capacity review]*	Working 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. Liaising with key entities involved in field.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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.	Service has been in abeyance in last few years.	Increase *[subject to capacity review]*	Program to be determined.
	2.b7 Medical Services			
1.5	Financial subsidy for after-hours doctor service.	Funding provided but no take up at present. Need to actively pursue.	Maintain	
	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)	Provision of funding support for community projects, sporting projects as per policy.	Maintain	
	2b.9 Visitor Information Services			
2.2 2.4 3.4	Delivery of visitor information services. Development of interpretation and information resources.	Management of Visitor information centre. Limited development of information base, particularly external signage.	Increase [budgeted]*	2016/17 - application for accreditation. Improved availability of trails information and signage.
	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.	Australia Day, Recurring support for Christmas Event, York Agricultural Show etc.	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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.	Completed DAIP and some implementation of provisions.	Increase	Greater oversight and embedding of disability considerations in projects and programs.
	2b.12 Age friendly community			
1.2 1.5 4.6 5.9	Age friendly community framework and programs. Advocacy on age related issues.	Completion of Age-friendly communities assessment. Some projects undertaken. Support for mobility groups and community projects on a case-by-case basis.	Increase [subject to capacity review]	At minimum, oversight to ensure projects with an age focus are delivered.

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.	Asset plan model for roads and bridges, planned and reactive maintenance, condition rating based on visual review (no subsurface review), renewals program but underfunded, first stage asset plan (roads and bridges) Needing review. . No parks asset plan or stormwater plan.	Increase [Budgeted]	New roads and bridges, footpaths etc., Parks asset management plan by 2018/19. Catchment based drainage investment plan with completed consultation by 2018/19 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.	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.	Maintain	Continued reduction in roads classified as being in Condition 5 or 4 categories.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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 of amenity and safety. Regular monitoring, assessment and repair.	Provision of approximately .8km of footpaths. Length dependent on cost of chosen material or any project. No additional planting of street trees. No increase in street lighting to address gaps in service (service standard not currently specified).	Increase [Budgeted}	.5km of asphalt footpaths in 'suburban streets with priorities currently linkages in eastern part of town and closing gaps. Shorter length because includes street tree planting as part of footpath development. Development of Avon River Trail extension followed by Mount Brown if external funding obtained. No specified cycle trail development within 4 years but any new works on town streets will consider design for cycle access. Monitored and repaired 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.	Reactive and some planned maintenance. Retention dam on Ulster Road. Some parts piped network, otherwise open drains and swales.	Increase [Budgeted]	Increased provision for planned maintenance work and from Year 4, stormwater capital works.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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'.	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).	Increase [Budgeted]	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 a parks maintenance and renewal plan as a precursor to a full asset plan. Relocation of RVs.
	3.6 Parks – Active Recreation			
1.7 2.8	Maintenance of Forrest Oval and other sports surfaces.	Reticulation, maintenance of surfaces to specified standards	Maintain	
	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.	Limited planned maintenance. Reactive maintenance and contour repair program.	Increase [Budgeted]	Improved weekly maintenance levels. Immediate improvements to contouring protection for run-off.

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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.	Road corridor maintenance. Some community liaison	Increase

[Budgeted] | 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. | Management and oversight. Increasing focus on job design and skills capability.   Plant, equipment and fleet used to capacity. Optimised plant replacement. | Increase | 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.	Existing asset plan requiring significant improvement. Incomplete buildings maintenance and renewal schedule.	Increase	Completed condition review of all Council buildings and identification of 10 year. Identification of levels of service standards. Documentation of a planned maintenance and renewals program in time for 201718 minor strategic review. Completion of 1st stage asset plan by 2019/20.
	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	Reactive maintenance program only and some scheduled renewals.	Increase	Delivery of maintenance and renewals requirements against specified full maintenance and renewals schedule by 2017/18.
	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.	Limited maintenance and upgrades (renewals) but at a level insufficient to maintain basic fabric of Town Hall.	Increase *[Budgeted]*	External painting of Town Hall. Repair of guttering and re-stumping under main floor. Installation of new curtains in the Main and Lesser Halls and Council Chambers to reduce acoustic issues. Structural repairs to the Old Convent School Building.

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	Note: The tennis courts will be replaced in 2016/17.
	4.5 Swimming Pool			
1.7	Provision of the Memorial Swimming Pool and associated services	Pool open November to April 7am-6pm. Risks to opening from deferred renewals.	Uncertain [Budgeted]*	Replacement of pumproom. New balance tanks, pipework and wetdeck. Possible increase in twilight hours opening. Dependent on completion of Stage 1 replacement works which will release staff for longer opening hours.
	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.	Community halls at Greenhills and Talbot - community managed. Town Hall. Public toilets at Avon Park, Howick Street, Candace Bateman Park, Pavilion. Various opening hours.	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	4.7 Strategic Land-use Planning			
1.4, 1.5 1.7, 2.1 2.2, 2.3 2.5, 2.6 2.7, 2.8 2.9, 3.1 3.7. 4.1 4.2, 4.5 4.6, 4.7 4.8	Develop and maintain strategic land-use Planning frameworks	Development and review of Local Planning Strategy and Town Planning Scheme.	Increase [Budgeted]	Major review 2016/17 will see better integration of statutory land-use planning documents with community strategic aspirations. Development of a stronger framework for development contributions: ▪ 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.	Administration of land-use planning applications. Limited enforcement focus.	Increase	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.	Administration of existing rules and associated guidelines in the town planning scheme. Review at time of formal Scheme review.	Increase	Input into 2016/17 LPS and town planning review and subsequent annual assessment and reporting on effectiveness of controls and impacts of development

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	4.10 Building Control			
1.8	Ensure the health, safety and amenity in and around buildings within the Shire through effective building control	Process building permits applications: ■ uncertified within 25 business days ■ certified within 10 days Process demolition permits within 10 days Process requests for signage 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	Maintain	
	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.	Fire prevention including: ■ issue permits for protective burning ■ undertake annual firebreak inspections ■ assist in coordinating recovery in the event of emergency affecting the Shire	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	4.12 Environmental Health			
1.8	Administer laws and undertake activities to ensure public health is maintained in the Shire	Food control ■ 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 Pest Control ■ investigate complaints ■ mosquito control ■ vermin control Effluent/sewerage disposal ■ inspections of septic tanks Water quality ■ test public swimming pool monthly Health promotion ■ smoking in public places ■ waste and recycling Notifiable diseases - with other agencies carry out investigations and act as a contact in case of reportable diseases	Maintain	

Strategic link	Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years
	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.	▪ 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.	Weekly general waste and kerbside collection, six monthly verge collection	Maintain	
	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.	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 (2016-2017)	Year 2 (2017-2018)	Year 3 (2018-2019)	Year 4 (2019-2020)
Training of external workforce to improve road construction skills – and then on-going	X			

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
- implementation of newly adopted council policies
- strategic planning monitoring and performance reporting to Council
- external workforce skills training
- complaints management and response
- improved provision of information to the community.

AREAS FOR INVESTIGATION

- review of remaining policies
- review under the workforces and human resources policy (G1.10) (Clause 1.1) against good practice benchmarks
- on-time/ within budget – project management and delivery of budgets
- potential for resource sharing with adjacent local governments

SUMMARY OF OUR WORKFORCE PLAN

A review of the Shire's service delivery structure is currently underway, taking into account the direction set by the Strategic Community Plan and the Corporate Business Plan. The Chief Executive Officer will be presenting a business case to Council for consideration in the coming weeks.

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 is not in a position to provide detailed information on proposed asset/ infrastructure, either technical service levels or fully tested and documented renewals and upgrades needs such that there is a clear relationship with proposed spend. The roads and bridges asset plan is the most advanced but still requires further condition data and clearly specified technical levels of service standards.

In the meantime, general levels of service are specified in the Summary of Service Plans. The budget provides for developing improved information for the following asset classes is available for the 2017/18 minor strategic review: roads and bridges, footpaths and trails, heritage, public open space and buildings.

POINTS OF OUR ASSET MANAGEMENT IMPROVEMENT PLAN

Asset Management Plans (AMPs) exist for three of these asset classes: roads, bridges and buildings (including Council owned heritage buildings). These are rudimentary and require further development. Set out below are the broad areas of improvement planned across all asset classes over the next four years.

Asset Class	Build Asset Model	Condition Information	Need Clarification of Technical Levels Service?	Maintenance and Renewals Costings	Final Asset Plan
Roads and Bridges		surface testing	yes	revised costings	revised plan
Footpaths and Trails		full condition review	yes	new costings	
Heritage Buildings		full condition review		new costings	
Buildings	yes	full condition review	yes	new costings	revised plan
Land		full condition review		new costings	
Drainage	finalise	update asset information	yes	new costings	
Public open space	yes	full condition review	yes	new costings	new plan
Recreation facilities	yes	full condition review	yes	new costings	
Public health		full condition review	yes	new costings	

STRATEGIC RISK MANAGEMENT

The Shire of York has adopted a Risk Assessment and Management Policy that requires the development and adoption of a risk management framework. 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.

Risk Category (where risk arises)	Risk Description	Risk Controls
Strategic Risks		
Environment	**Climate change** ▪ increased rainfall events affecting property and bringing increased clean-up costs ▪ drier summers affecting crop yields	▪ development of a drainage investment plan and associated long-term funding ▪ economic diversification
Community	**Changing demographics** ▪ loss of working years population ▪ static population	▪ economic development strategy ▪ Shire promotion
Community	▪ community involvement and support	▪ communication ▪ community engagement and partnerships
Economy	▪ leakage from local economy	▪ economic development strategy ▪ local business promotion
Infrastructure	**energy and communications networks** ▪ limited networks capacity, coverage and reliability affecting business development	▪ Advocacy ▪ Community partnerships
Political	▪ Core changes to local government – rating powers	▪ Advocacy ▪ Community engagement
Infrastructure	**Transport costs and policy** ▪ rising costs – impacts on tourism and reduced passenger transport services affecting people with limited choice	▪ Advocacy ▪ Community partnerships ▪ Economic development strategy

Risk Category (where risk arises)	Risk Description	Risk Controls
Delivery		
Financial	▪ Revenue shortfall from such factors as external grants/ funding, fees and charges, rates and cost shifting from State and/or Federal government to local government	▪ Long Term Financial Plan ▪ Budget process ▪ Lobbying and advocacy ▪ External grants management and acquittal processes ▪ IPR communication plan
Financial	▪ Capital costs above assumptions	▪ Long Term Financial Plan ▪ Budget process ▪ Capacity building ▪ Asset Management Plans ▪ Rigour of project management
Financial	▪ Employee costs above assumptions	▪ Long Term Financial Plan ▪ Workforce Plan (WFP) ▪ Operational reviews
Human Resources	▪ Lack of available skilled staff	▪ Workforce Plan
Human Resources	▪ Lack of volunteers for key service delivery	▪ Workforce Plan ▪ Volunteer recruitment, support and retention
Human Resources	▪ Lack of available skilled contractors/ suppliers	▪ Workforce Plan ▪ Tender and Procurement process
Political/ Management Interface	▪ Breakdown in relationship	▪ 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 (Undertake first Resident Satisfaction Survey in 2016/17. The Council will then develop appropriate targets.	Establish baseline
Capital Program Delivery – an assessment of the delivery of the Corporate Business Plan strategic capital program	On time, on budget, to required standard
Other measures to be developed in conjunction with the 2018/19 minor strategic review	tba

FINANCIAL MANAGEMENT

Financial Management Indicators	Desired Trend/Target
Operating Surplus Ratio The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	10% or greater
Current Ratio The liquidity position of a local government that has arisen from the past years transactions.	1:1 or greater
Debt Service Cover Ratio The ratio of cash available for debt servicing to interest, principal and lease payments.	2 or greater
Own Source Revenue Coverage Ratio An indicator of a local government's ability to cover its costs through its own revenue efforts.	Between 40% and 60%

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.	50% or greater
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.	90% or greater
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: – additional operating income; – reductions in operating expenses; or – an increase in net financial liabilities above that currently projected.	Between 75% - 95%.

WORKFORCE MANAGEMENT

Workforce/ HR Management Indicators	Desired Trend/Target
Staff Turnover	15% or less
Employee Satisfaction	Establish Baseline

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:

2016/17 REPORTING
MAJOR CAPEX PROJECTS

- tennis court resurfacing
- swimming pool replacement
- Old Convent School code compliance works
- Town Hall refurbishment
- RV relocation

2016/17 REPORTING
PRIORITY OPERATING PROJECTS

- Avon Terrace revitalisation
- YRCC capital and operating costings review and future management arrangements
- Stormwater network plan progress
- Asset management improvement progress:
  - Roads, Bridges and Footpaths
  - Building Maintenance and Renewals Schedule
  - Parks Maintenance and Renewals Schedule
- Local Planning Strategy and Town Planning Scheme Review
- Youth projects (Youth centre and skateboard park design)
- Avon Park and Riverside concept plan development
- Events review and promotion/ marketing
- Preparation and undertaking of the residents/ ratepayers satisfaction survey
- Strategic property review

The Council will receive the usual 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.

APPENDIX ONE: ORGANISATION CHART

A review of the Shire's service delivery structure is currently underway, taking into account the direction set by the Strategic Community Plan and the Corporate Business Plan. The Chief Executive Officer will be presenting a business case to Council for consideration in the coming weeks.