SY161-12/17
APPENDIX D

PROGRESS AGAINST CORPORATE BUSNESS PLAN 2016 - 2020

As at 31 October 2017

CAPITAL

Key Add/Amend ~~Deletions~~ **To be discussed**

Key Plan Deliver

Strategic link	Strategic capital project	Yr 1	Yr 2	Yr 3	Yr 4		Comment
Theme 1	~~Resurface tennis courts~~						Completed 2016.
Theme 1	Skatepark (design, fund raising and 1st stage contribution to build)						Site determined as part of concept design for Avon Park. Skatepark plan now to be prepared in accordance with budget allocations and timeline.
Theme 1	Memorial Swimming Pool Replacement Stage 1						Works undertaken in accordance with budget allocation which included repairing leaks, painting toilets, repairs to plumbing in changerooms and major clean up of surrounding area.
Theme 1	Memorial Swimming Pool Replacement Stage 2						Revised scope of project adopted by Council XXXX. Design, capital estimate and whole of life costings required for funding application which will be completed in the 2017/18 FY and application for funding submitted in 2018/19 FY.
Theme 1	Avon Park play equipment replacement						Included in concept design for Avon Park. Funding applications for implementation to be made.
Theme 1	**Community Bus (with wheelchair access)**						Grant writing consultant engaged August 2017 to prepare and submit Lottery west funding application. Discussion with Lotterywest have indicated they will not fund replacement of an asset previously purchased with LW funding.
Theme 2	Cemetery improvements (flood protection)						Preliminary site plan prepared and will be presented to Council for adoption in 2017/18 FY.
Theme 2	Town Hall Upgrades – restumping, painting and acoustic improvements						Funding secured. Quotes obtained and works for stage 1 to be delivered in 2017/18 FY.
Theme 2	Avon Trail - detailed physical design and construction						Not proposed to commence until 2018/19
Theme 2	Old Convent School – (bring up to Code – structural)						Council noted the process of purchase of site reported to Public Sector Commission by CEO. Advice now received and options to be presented to Council in 2017/18. Recommended to change wording of action to "Finalise future of Old Convent School" by 30 June 2018.
Theme 3	Avon Terrace Christmas Lights/ Street Banners etc						Xmas Decorations working group established to determine direction. Initial purchases of cards, waste bin surrounds and Xmas tree in 2016. Banners and further cards to be purchased in 2017.
Theme 3	RV relocation						Location determined with adoption of Avon Park Concept Plan. Relocation of RV's included in 2017/18 budget and will be undertaken asap.
Theme 4	Road resealing and gravel re-sheeting program (ongoing)						On track. Capital works (roads) program developed for 2017/18 and 2018/19.
Theme 4	Commence major drainage network upgrades						Not proposed to commence until 2019/20
Theme 4	Footpaths and associated street trees (on-going)						Footpath project undertaken in McCartney Street and Clifford Street with funding from State Govt. Council direction sought on Avon Terrace Street Trees, funding for which is included in the 2017/18 budget.

PROGRESS AGAINST CORPORATE BUSNESS PLAN 2016 - 2020 OPERATING

As at 31 October 2017

Key Add/Amend ~~Deletions~~ **To be discussed**

Strategic link	Strategic operating project	Yr 1	Yr 2	Yr 3	Yr 4		Comment
Theme 1	Community/ economic development facilitation						Good progress being made in economic development including event attraction and tourism. Limited progress being made in community development due to lack of resources.
Theme 1	Community partnership projects – e.g. river, parks, Avon Tce						Working groups have been established and operated well for Christmas Decorations, Avon Park Concept Plan and Aged Friendly Plan.
Theme 1	YRCC capital and operating costings review and future management arrangements						Final resolution OCM 1017. New model to be implemented. Recommend amendment of wording and timeline for implementation.
Theme 1	**Youth centre and associated projects (on-going)**						Limited resources in youth and community development has resulted in little action to date in this area. Relocation of Women's Health Hub to old Youth Centre requires consideration of future location and services for young people.
Theme 1	Community plans: children and youth, age friendly communities, **Disability Access & Inclusion Plan**						Age-Friendly Plan OCM 1017 to inform Strategic Review and annual budget allocations. DAIP to be completed by June 2018. Children and youth plan to be developed in 2018/19
Theme 1	Advocate for improvements to services at York Hospital including availability of Doctors						Discussions with IPN Medical Centre on GP services in town. Inclusion of budget allocation for vehicle and accommodation. Lobbying undertaken.
Theme 2	Avon Park, riverside restoration, Avon Trail etc concept design implement in partnership with local community groups						Avon Park Working Group established and Concept Plan adopted by Council. Funding for implementation to be sought.
Theme 2	Investigate the creation of the York Equine Precinct						Not due to commence until 2019/20
Theme 2	Beautification of York						Heritage Rubbish Bin surrounds designed and installed in Avon Terrace. Avon Terrace Revitalisation grants introduced. Horticultural officer engaged.
Theme 2	Actively work to encourage community partnerships to develop and maintain parks and trees, including "friends of each park"						Re-structure of Outside crew to for three teams. Parks & Gardens Leading Hand engaged in September 2017 which may provide some capacity, however limited resources in the community development area has impacted progress in this area.
Theme 3	Events review and promotion						Report to Council in February 2016/17 identifying priorities for events in York. Events Working Group (internal) established to improve communication and approval processes across the Shire. New events attracted.
Theme 3	Avon Terrace revitalisation projects – e.g. painting						Avon Terrace Revitalisation Grants program established in 2016/17. Low take-up. Amount and timeframe increased in 2017/18. Heritage Society has also initiated a modest program. Council direction to be sought on grant conditions for 2017/18.
Theme 3	Economic development including clusters development						Business forums established. York Business Association formed. Economic Development/ Tourism Strategy to be discussed. Inaugural arts and cultural forum held October 2017.
Theme 3	Review of industrial land availability, demand and best location						Survey completed. Preliminary feasibility of sites will be undertaken as part of the Local Planning Strategy.
Theme 3	Prepare a Business Case on the development of the "Wandoo Way – scenic route to York and Beverley"						Officers recommend this be amended to be a Trails Plan for York.

PROGRESS AGAINST CORPORATE BUSNESS PLAN 2016 - 20

As at 31 October 2017

OPERATING

Key Add/Amend ~~Deletions~~ **To be discussed**

Strategic link	Strategic operating project	Yr 1	Yr 2	Yr 3	Yr 4		Comment
Theme 3	Work with the community to investigate the development of the Barladong track						Officers recommend this action be incorporated in the Trails Plan referred to above.
Theme 3	Review the Management Plan for Mt Bakewell						Demands increasing for access and uses to occur on Mt Bakewell. Aboriginal consultation to be considered as part of any management plan.
Theme 4	Asset projects – parks/ buildings renewals schedules and plans						Asset Management Officer appointed. Data currently being collected and entered. Plans to be finalised by June 2018.
Theme 4	Road, Bridges, Footpaths and Trails Asset Plan						Asset Management Officer appointed. Transport Asset Management Plan to be completed by December 2017
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						Asset Management Officer appointed. Asset Improvement Plans to be included as Addendum to Asset Management Plan for each asset class.
Theme 4	Lobby the State Government for upgrades and improvements to Great Southern Highway (Lakes/Chidlow Road)						Engagement with Main Roads regarding the York By-pass. Council endorsement of Bypass Option. Lobbying for upgrade of York Chidlow Road has occurred with a number of politicians and Main Roads. Project Scope being prepared for upgrade of York Chidlow Road and Bypass project.
Theme 4	Drainage Network Plan						Budget allocation in 2016/17 and 2017/18 to undertaken planning. Project scope to be developed and finalised in 2017/18 FY.
Theme 4	Drainage - planned maintenance (ongoing)						Bobcat purchased in 2017/18 FY to assist with drainage maintenance which has already commenced.
Theme 5	Local Planning Strategy and Planning Scheme Review						GHD appointed. Commenced with a view to completion by 30 June 2018. Community Consultation adopted by Council.
Theme 5	Minor/ major strategic review						Review of progress to date undertaken.
Theme 5	Ratepayer and residents service satisfaction survey						Survey undertaken in February 2017 and results presented to OCM 0317.
Theme 5	Governance improvement: risk, training, internal audit, S.17						Moore Stephens engaged to undertake Audit Reg 17. Outcomes and Risk Improvement Plan presented to OCM 0817. Risk Working Group (internal) established and training undertaken with LGIS.
Theme 5	Review communication methods between the organisation and the community						Complete. Report presented to Council at OCM 0617. Social media policy adopted and FB to be developed by December 2017.
Theme 5	Review the format and process for Council Agenda Briefing and Councillors' Forum						Complete. Report presented to Council OCM 1116
Theme 5	Property portfolio review – 2016/17 Old Convent School options						Property Review reports presented to Council. Outstanding leases currently being negotiated and finalised.

Key Performance Indicators – Review November 2017

CBP Key Program/ Service Indicators

CBP Key Program/ Service Indicators	Desired Trend/Target	Current Result		New Actions/Trends/Targets
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	Community Survey undertaken February 2017. Overall Performance Index Score is 55%, 10 index points below the industry average for Western Australia.		Overall Performance Index Score is equal to the industry average for Western Australia in the 2018/19 Survey.
Capital Program Delivery – an assessment of the delivery of the Corporate Business Plan strategic capital program	On time, on budget, to required standard	2016/17 capital works program delivered on-time and on-budget to agreed standard. Performance Index Score for Road Maintenance in Feb 2017 was 33% and for Footpaths and Cycleways was 35%. Industry standard was 53%.		
~~**Other measures** to be developed in conjunction with the 2018/19 minor strategic review~~ **Responsiveness –** the extent to which community feedback has been integrated into strategic and operational planning	Identified community priorities progressed	Extensive community consultation undertaken develop Strategic Community Plan. Progress in accordance with Action Progress Report. Following public consultation, Cultural Heritage Interpretation Master Plan presented to Council in October 2017. Avon Park and CBD revitalization progressed in 2016/17 and 2017/18.		
Leadership and Transparency – an assessment of the community's satisfaction with the leadership and transparency of the Shire.	Overall Performance Index Score is equal to the industry average for Western Australia in the 2018/19 Survey.	Community Survey overall rating for Governance and Communication is 36 with an industry average of 47.		

Key Performance Indicators – Review November 2017

Financial Management

Financial Management Indicators	Desired Trend/Target	Current Result		New Actions/Trends/Targets
Operating Surplus Ratio The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	~~10% or greater~~	0.04*		Change Target to align with DLGCI guidelines - >0.00. Moore Stephens suggests 0.01 – 0.05 * Note early payment of FAGS grant
Current Ratio The liquidity position of a local government that has arisen from the past years transactions.	~~1:1 or greater~~	3.19		Change Target to align with DLGCI guidelines - >1.00 * Note early payment of FAGS grant
Debt Service Cover Ratio The ratio of cash available for debt servicing to interest, principal and lease payments.	~~2 or greater~~ >2.00	8.25		Moore Stephens suggests 2.0 – 5.0
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%~~	0.77		Change Target to align with DLGCI guidelines - >0.4. Moore Stephens suggests 0.4 – 0.9

Key Performance Indicators – Review November 2017

Asset Management

Asset Management Indicators	Desired Trend/Target	Current Result		New Actions/Trends/Targets
Asset Consumption Ratio The ratio highlights the aged condition of the local government's stock of physical assets.	~~50% or greater~~	0.73*		Change Target to align with DLGCI guidelines - >0.5 Moore Stephens suggests 0.5 – 0.75 * Asset Management Plans not yet completed. Will be affected by condition assessments undertaken during asset management planning.
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~~	1.1*		Change Target to align with DLGCI guidelines - >0.9. Moore Stephens suggests 0.9 – 1.1. * Asset Management Plans not yet completed. Will be affected by condition assessments undertaken during asset management planning.
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%.~~	0.97*		Change Target to align with DLGCI guidelines - >0.75 Moore Stephens suggests 0.75 – 1.05 * Asset Management Plans not yet completed. Will be affected by condition assessments undertaken during asset management planning.

Key Performance Indicators – Review November 2017

Workforce Management

Workforce/ HR Management Indicators	Desired Trend/Target	Current Result		New Actions/Trends/Targets
Staff Turnover	15% or less	7%		10% or less per annum
Employee Satisfaction	Establish Baseline	Employee survey undertaken in January 2017.		No issue or area for improvement is identified by more than 25% of respondents in biennial staff survey.

Levels of Service – Progress as at 31 October 2017

Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years		Progress Comment
1.1 Governance Support					
The Council maintains a high standard of governance and accountability Strategic Links: 5.1, 5.4	▪ 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	• Undertake a Review of the Shire's Local Laws • Implement paperless agendas/minutes process for Councillors		• Agendas now generally distributed to Councillors and made available on the Shire's website 10 days prior to Ordinary Council meetings. • Minutes distributed within 10 days of meeting • Register of delegations updated Oct 16 • Compliance return submitted one day late in 2017 – noted in FMR
1.2 Strategic and Corporate Planning					
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. Strategic Links: 5.1, 5.2, 5.6, 5.8	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) ▪ Develop, implement and review arts, cultural and heritage policies for the Shire		• KPIs set in accordance with CBP and CSP • Minor review taking place • Transport asset management plan 90% complete • Ratepayer satisfaction survey undertaken Feb 2017

Levels of Service – *Progress as at 31 October 2017*

1.3 Advocacy and collaboration					
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. Strategic Links: 5.1, 5.5, 5.8	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.		• CEO and SP active members of AROC • Stakeholder engagement plan developed and endorsed • Participation in working groups/lobbying for emerging issues of interest – eg Landfill site, York Bypass • Discussions with York Society regarding joint training for collection management and policy alignment. • MOU with UWA in place for Heritage Masters studies students • Discussion regarding MOU with Curtin University Aboriginal Studies Unit • Meetings with Federal and State Politicians • Wheatbelt Development Commission Board
1.4 Community Engagement and Consultation					
Timely engagement and consultation processes for statutory and non-statutory processes, according to Council's policy standards and identified program. Strategic Links: 5.4, 5.6	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.		• Community Engagement Policy in place • Working groups formed eg Avon Park, Christmas Decorations, Age-Friendly
1.5 Aboriginal Relationships					
Maintenance of a productive and positive relationship with the Noongar people, groups and organisations - general and related to projects. Strategic Links: 5.1, 5.6, 5.8, 5.9	Relationship via Museum based projects only.	Increase	Extend direct CEO engagement. Reconciliation Action Plan to be developed		• Aboriginal flag flown for the first time outside Shire Office. • Two Aboriginal artworks by local artworks presented to Residency Museum as part of NAIDOC Week • CEO working with Marion Kickett to develop a relationship between Curtin University and Shire

Levels of Service – *Progress as at 31 October 2017*

					• CEO waived Residency Museum entry fees for Aboriginal cultural heritage tours as part of the York Festival – stimulus for Aboriginal cultural tourism? • Consultation with Noongar residents regarding Northam cultural centre • Reconciliation Day flag raising ceremony • CANWA arts workshops with Noongar artists • Residency Museum NAIDOC Week activity – Noongar artists week long residency at York DHS
1.6 Organisation Development					
Manage and develop the Shire Workforce to enable delivery of services to the community Strategic Links: 5.1, 5.2, 5.7, 5.8	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.		• Workforce Plan developed, endorsed and implemented. • Annual training schedule in place • Performance Management process introduced and implemented • WALGA induction training for newly elected members • KPI's set for CEO and organisation. • Independent review of CEO's performance introduced.
1.7 Cultural Heritage Services					
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. Strategic Links: 2.1, 2.2, 2.3, 2.9, 2.10, 3.6, 3.8	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.		• Limited capacity due to significant ANZAC Project to take place in 2018. • Increased volunteers at the Museum • Input into Town Hall refurbishment • Significant amount of work undertaken to progress Greenhills Heritage Trail (deferred by community).

Levels of Service – Progress as at 31 October 2017

1.8 Economic Development (incl. tourism and marketing)					
Manage available Council resources to support business growth and development, including a focus on tourism and marketing. Oversight of visitor services development. Strategic Links: 1.3, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.8	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. Destination Tourism Marketing Strategy		• Visitor numbers to YVC increased by 67% in September 2017 compared to 2016 • Business forums initiated resulting in formation of York Business Association • Councillor representation on AVTA • Additional funds allocated to attract, retain and grow events.
S1.9 Risk Management/ Asset Planning Improvement					
Oversight of asset management/ risk management improvement processes against requirements to meet IPR standards and requirements of relevant policies. Strategic Links: 4.1, 5.1, 5.2, 5.3	Relevant policies in relation to improvement process adopted against relevant policies.	Increase *[Budgeted]*	Delivery against policy requirements		• Asset Management Officer employed in January 2017. • AMPs in progress and to be completed by June 2018. • Risk Working Group (internal) established. • Regulation 17 Review undertaken by independent organisation.
1.10 Communication					
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. Strategic Links: 5.4, 5.5, 5.6, 5.8, 5.9	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. Procedures and policies developed and implemented (Staffing?)		• This area scored highly in the Community Survey. • Community survey sought feedback regarding preferred methods of communication • New Shire website developed with positive feedback received • Adoption of a Social Media Policy • Development of a Shire Facebook page endorsed

Levels of Service – Progress as at 31 October 2017

Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years		Progress Comment
CORPORATE					
2a.1 Finance Services					
Provide financial management services compliant with legislation to enable the Shire to provide sustainable services to the Community Strategic Links: 5.1, 5.3, 5.4	▪ 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			• Financial Management Review undertaken and Improvement Plan implemented • Review of LTFP undertaken • Proposed rate in the $ publicly advertised prior to budget adoption • GRV 5 yearly review undertaken 1 July 2016 • New debt collection agency appointed through a public tender process
2a.2 Monitoring and Reporting					
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. Strategic Links: 5.1, 5.4	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.		• Some development of reporting templates and processes undertaken but more work to be done in this area particularly with regard to reporting to the community. • Information bulletin prepared and distributed to Councillors and executive team monthly including update on Council resolutions, delegations and approvals issued.

Levels of Service – Progress as at 31 October 2017

2a.3 Community Access to Information					
Timely publication of information and reports etc. Delivery of FOI requirements against required principles and KPIs. Strategic Links: 5.5, 5.6, 5.8, 5.9	FOI administration and limited information upload.	Increase	Full delivery of requirements against Council specified requirements under Policy G 2.2 Community Access to Information.		• Relevant reports made public in a timely manner eg Audit Reg 17 Review & FMR, Community Survey Results • FOI processes improved to ensure communication and timely provision of information in accordance with the FOI Act
2a.4 Human Resources					
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. Strategic Link: 5.2	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.		• Consultants engaged to undertake a review of the organizational structure, PD's, HR policies and procedures. • All PD's reviewed and signed off by employees • Confidentiality agreement signed by all employees • Recruitment and induction processes improved and documented. • Workforce Plan developed and endorsed. • OHS Audit undertaken. More work to be done in this area.
2a.5 External Grants Funding					
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	Fragmented application for grants. Acquittal processes and monitoring unclear.	Increase	Over four years, introduction of process checks and clearer quality control.		• Budget allocation in 2017/18 to engage consultancy services to undertake grant writing due to limited internal capacity.

Levels of Service – *Progress as at 31 October 2017*

appropriateness, organisational capability to deliver. Strategic Links: 5.1, 5.2, 5.3					
2a.6 Payroll and Records					
Manage the Shire's records to ensure retention and/or proper disposal of information. Maintain payroll systems. Strategic Links: 5.2, 5.4	Timely processing of incoming and outgoing correspondence and retrieval of central records information. Payroll requirements discharged.	Maintain			• Improved record keeping practices. • Records Awareness Training undertaken by all relevant staff. • Records Archiving and Disposal Training undertaken by relevant staff. • Record keeping plan updated.
2a.7 Administration and Customer Services					
Provide customer service to the community via front counter, telephone and email. Provide IT infrastructure and resources to effectively support the delivery of services. Strategic Link: 5.7, 5.8	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			• Customer service charter reviewed and adopted. • Restructure of Customer Service area to provide role clarity • Investigating automated phone routing • Booking forms updated
2a.8 Licensing					
As an on-line Licensing Agency, provide a full range of licensing services. Strategic Link: 5.7	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			• On-going

Levels of Service – Progress as at 31 October 2017

COMMUNITY SERVICES					
2b.1 Library					
Provision of a Shire library with-up-to date book stock and resources with some limited outreach services. Strategic Links: 1.1, 1.3, 1.7, 3.5	Open 5 days a week 8.30-4.30pm. Children's story time.	Increase	Provide computer access to public databases.		• Need to investigate the provision of public computer access.
2b.2 Community Housing and Care					
Provision of housing units for elderly. Provision of facility and building services for PML building. Strategic Links: 1.2, 1.5, 1.6	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.		• Register maintained. • Age-Friendly Plan consultation identified a need for housing options for seniors. TPS review to consider.
2b.3 Community Leases					
Management of community leases. Framework, agreements and monitoring. Active management to ensure use of existing Council buildings. Liaison with community groups. Strategic Link: 1.7	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.		• Portfolio review undertaken. • Community leases (existence and status) identified. • Finalisation of backlog of community leases progressing.
2b.4 Recreation Services YRCC					
Provision of management services etc. at YRCC and operational maintenance of associated facilities at the Forrest Precinct. Liaison with recreation groups. Strategic Link: 1.7	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.		• New cleaner engaged with responsibility for Pavilion and Stadium • YRCC Management model options explored and stakeholders consulted.

Levels of Service – *Progress as at 31 October 2017*

2b.5 Community Development					
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. Strategic Links: 1.1, 1.2, 1.3, 1.7, 2.10	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.		• Community and Economic Development Officer engaged in 2016. • Limited progress in this area due to increased events and economic development requiring focus of the officer. • More work needed to support volunteers and to increase attraction and retention
2b.6 Youth Support					
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. Strategic Links: 1.1, 2.10, 5.6, 5.9	Service has been in abeyance in last few years.	Increase *[subject to capacity review]*	Program to be determined.		• Community & Economic Development officer engaged but limited capacity to achieve progress in this area. • No planning or development in this area undertaken.
2.b7 Medical Services					
Financial subsidy for after-hours doctor service. Strategic Link: 1.5	Funding provided but no take up at present. Need to actively pursue.	Maintain			• Discussions with IPN to determine needs. • Age-Friendly consultation identified that more communication is needed around what is currently available. •

Levels of Service – Progress as at 31 October 2017

2b.8 Community Funding					
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) Strategic Links: 1.1, 1.2, 1.7, 2.4	Provision of funding support for community projects, sporting projects as per policy.	Maintain			• 2 rounds available each year • Specific budget allocations incorporated into 'pool' of funding available. • Guidelines developed and policy reviewed.
2b.9 Visitor Information Services					
Delivery of visitor information services. Development of interpretation and information resources. Strategic Links: 2.2, 2.4, 3.4	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.		• Accreditation received. • Visitor numbers increased • Operations need to be reviewed to address increased visitation
2b.10 Civic and community events					
Direct and regular support of specified community events with a civic focus for general community enjoyment. Strategic Links: 1.1, 1.2, 1.3, 1.7, 2.4, 5.9	Australia Day, Recurring support for Christmas Event, York Agricultural Show etc.	Maintain			• Maintained
2b.11 Disability Access and Inclusion					
Planning and delivery to ensure the needs of people with disability are considered in the provision of assets, services,	Completed DAIP and some implementation of provisions.	Increase	Greater oversight and embedding of disability considerations in projects and programs.		• New DAIP to be developed in 2017/18 • Access and Inclusion Advisory Committee established by resolution of Council.

information and employment opportunities. Strategic Links: 1.4, 1.5, 5.9					
2b.12 Age friendly community					
Age friendly community framework and programs. Advocacy on age related issues. Strategic Links: 1.2, 1.5, 4.6, 5.9	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.		• Age-Friendly Plan endorsed for public consultation. • Process included: o Establishment of a Community Reference Group o Community survey o Focus group workshops o Age-Friendly facilities audit o Council workshop o Public advertising

Levels of Service – Progress as at 31 October 2017

Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years		Progress Comment
3.1 Works Asset Management Plans					
Condition rating, data management, updating of renewals programs budgeting, asset management plan development for parks, stormwater, roads and bridges, footpaths, trails and cycleways. Strategic Link: 4.1	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.		• Asset Management Officer engaged • Data collected and entered into RAMM for roads, footpaths, bridges • Transport Asset Management planning informed 2017/18 capital works priorities • Other asset management plans in progress • Asset Management Working Group (internal) established
3.2 Roads and Bridges					
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. Strategic Links: 1.4, 2.6, 4.4, 4.6	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. Road Condition Index to be developed and implemented. New level of service to be identified.		• Progress achieved with 100% of the roads works program completed in 2016/17 • 75% of road construction works awarded by tender to ensure quality and capacity to complete

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3.3 Footpaths and Trails					
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. Strategic Links: 1.4, 2.3, 2.6, 2.7, 4.6	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.		• Some progress made. • Capital works Program for 2017/18 includes some footpath infill and upgrade • No formal plan for development and maintenance as yet. • Master plans not finalised and adopted yet. • Require Council direction on use of asphalt
3.4 Drainage and Catchment Management					
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. Strategic Links: 1.8, 2.5, 2.6, 4.2	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.		• New bobcat and loader purchased in 2017/18 to assist with maintenance of drainage.

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3.5 Parks and Open Space (passive)					
Development and management of the towns 'passive reserves'. Strategic Links: 1.1, 1.2, 1.3, 1.4, 1.7, 1.8, 2.7, 2.8	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.		• New position of Parks and Gardens Leading Hand with horticultural experience engaged.
3.6 Parks – Active Recreation					
Maintenance of Forrest Oval and other sports surfaces. Strategic Links: 1.7, 2.8	Reticulation, maintenance of surfaces to specified standards	Maintain			• Maintained
3.7 Cemetery					
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. Strategic Links: 1.8, 2.2, 2.7, 4.8	Limited planned maintenance. Reactive maintenance and contour repair program.	Increase *[Budgeted]*	Improved weekly maintenance levels. Immediate improvements to contouring protection for run-off. Complete archeological survey of potential unmarked graves Undertake consultation with Aboriginal community Make the cemetery database accessible to tourists and align with work already done by York Society.		• Works planned for 2016/17 not undertaken and funds carried forward into 2017/18 for implementation.

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3.8 Environment Services					
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. Strategic Links: 1.7, 2.10, 5.9	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.		• Limited work undertaken in this area. Employment of P&G Leading Hand will assist. • Limited resources in community development area impacting upon progress.
3.9 Works Operations					
Management and oversight of the Works Operation staff and deployment of resources. Skills development. Health and safety management. Management of associated plant. Strategic Link: 5.2	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.		• Areas for improvement identified and training undertaken. • Plant replacement program analysed and implemented 2017/18.

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Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years		Progress Comment
4.1 Buildings and Property Asset Plan					
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. Strategic Link: 4.1	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 priorities. 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.		• Building Asset Management Plan to be completed by June 2018. • Some facilities require upgrade including the Museum which has no disabled access toilets. • Basic asset data collected but no condition assessment data collected • New Property Maintenance Officer to develop preventative maintenance plan for each building.
4.2 Building and Property Asset Services					
Delivery of maintenance (planned and reactive) and renewals for all scheduled Council buildings Strategic Links: 1.7, 4.1, 5.2	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.		• As above
4.3 Council Heritage Buildings					
Management of the maintenance and upgrades of Council owned heritage buildings. Restoration of heritage features where specified by Conservation Plans	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		• Town Hall Works to be implemented 2017/18 FY. • Council resolution regarding Old Convent Building.

and development of specified functional purpose. Strategic Links: 2.2, 2.5, 3.4, 4.1			repairs to the Old Convent School Building.		
4.4 Recreation Facilities					
Development and maintenance of YRCC, tennis courts, pavilion, bowling greens, stadium specialist requirements. Building services for recreation buildings, primarily at the Forrest Oval. Strategic Link: 1.7	Maintenance/ renewal of YRCC, stadium, pavilion, bowling green, tennis courts assets.	Maintain	Note: The tennis courts will be replaced in 2016/17.		• New FT cleaner engaged with responsibility for stadium and tearooms • Tennis court surface renewal 2016/17 • Property Maintenance Officer working through issues at Forrest Oval precinct
4.5 Swimming Pool					
Provision of the Memorial Swimming Pool and associated services Strategic Link: 1.7	Pool open November to April 7am-6pm. Risks to opening from deferred renewals.	Uncertain *[Budgeted]* *	Replacement of pump room. New balance tanks, pipework and wet deck. Possible increase in twilight hours opening. Dependent on completion of Stage 1 replacement works which will release staff for longer opening hours.		• Council resolution regarding revised scope. • Further information required to be collected for grant application to CSRFF. Next round in Sept 2018 • Design work to be undertaken and new quotations sought for upgrade works.
4.6 Community Halls and Public Toilets					
Provision of halls and other facilities for use by individual, groups or organizations. Various opening hours. Strategic Links: 1.7, 1.8, 5.6	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			• Full-time cleaner engaged. Positive feedback. Toilets in Howick St replaced October. • Lease being prepared for Talbot Hall and will be presented to Council.

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4.7 Strategic Land-use Planning					
Develop and maintain strategic land-use Planning frameworks Strategic Links: 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	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.		• Contract with Hames Sharley terminated. • Council resolved to commence development of new LP Strategy and Scheme. • GHD appointed to undertake works. • Council adopted Community Engagement Plan. • Draft anticipated to be presented to Council April/May 2018.
4.8 Planning Administration					
Consideration of land-use planning applications. Development of appropriate reports and decision processes. Enforcement of planning conditions and requirements. Strategic Link: 5.1	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.		• Limited capacity. Reactive compliance only at this stage. • Engagement of a Building/Compliance Officer budgeted in 2017/18 FY. • Council to review Compliance Policy.
4.9 Planning (heritage protection)					
Active monitoring of effectiveness of planning controls and associated incentives structures on heritage buildings and sites, and cumulative impact on heritage character. Strategic Link: 2.2	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 Audit of municipal heritage inventory to be completed however no resources currently allocation. State heritage referrals undertaken/progressed		• To be considered as part of Local Planning Strategy. Some internal monitoring taking place. • Funding for heritage advisory services reduced significantly. Municipal heritage inventory unlikely to be completed. • Procedures required regarding Shire undertaking works in Heritage Precincts.

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4.10 Building Control					
Ensure the health, safety and amenity in and around buildings within the Shire through effective building control Strategic Link: 1.8	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			• Meeting all statutory timeframes. • Signage control undertaken by Senior Planner. Overall review to be undertaken once Building/Compliance Officer is appointed. • Complaints responded to. • Swimming Pool inspections undertaken.
4.11 Fire and Emergency Management					
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. Strategic Link: 1.8	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~~ Increase	Spend more time on community engagement CRC and other providers – resources Resilience planning includes community education and awareness – preparedness BRMP is the first step. Need resources to implement. Need to be out in the community raising awareness and that protective measures are being considered.		• BRMP to be completed this FY • Funding from DFES for BRMPC • Community engagement undertaken by CESM • Depot works management plan for firebreaks – needs more resources.

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4.12 Environmental Health					
Administer laws and undertake activities to ensure public health is maintained in the Shire Strategic Link: 1.8	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			• Regular visit to all businesses every 3 months or as required. • Minor compliance issues raised and addressed. One significant complaint received, investigated and is being followed up with the Health Department. • EHO part of Events Working Group that meets weekly. • On-going. Investigation undertaken immediately a complaint is received. • Negotiated with Health Department regarding supply of fogging equipment to implement mosquito control program. • Septic tank applications are investigated via site visit and soil reports. Conditional approval provided in accordance with Shire policy. • Maintained. Water quality high. • Smoking in public place legislation is enacted within capacity. Warnings provided to local businesses. • Promotion through Avon Waste. • Shire participation in national Garage Sale Trail. • Response as required.

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4.13 Ranger Services					
Promote and ensure the safety and wellbeing of the community through the education and enforcement of State Government Acts and Shire Local Laws. Strategic Link: 1.8	▪ animal control ▪ litter ▪ parking ▪ firebreak inspections	~~Maintain~~ Increase	Council direction required on increase of Ranger Services – • weekend ranger services • parking • out of hours services • during events on weekends.		• New process for monitoring and collection of infringements • Cat Local Law developed • Firebreak inspections carried out
4.14 Waste Management					
Collection and disposal of general waste for town and other residents and businesses, waste diversion/ recycling, waste transfer station. Strategic Links: 1.8, 4.8	Weekly general waste and kerbside collection, six monthly verge collection	Maintain	Council direction required on operation of waste transfer station including tip shop.		• Verge collection tender to be scoped and advertised prior to 30 June 2018 • Bulk verge collection reduced to once per year in 2017/18 • Waste transfer station operations to be reviewed in 2017/18 FY.
4.15 Septic Ponds Management					
Provision and management of septic waste ponds to take pump-outs. Ponds compliance management. Disposal to landfill. Strategic Links: 1.8, 4.8	Provision and management of septic ponds to take pump-outs. Ponds compliance management. Disposal to landfill.	Maintain			• Monitoring and reporting undertaken and recorded. • Liaison with Water Corp. • New pond installed and operating as an alternating pond. • Monitoring of capacity, maintenance and usage undertaken.