



APPENDICES

Ordinary Council Meeting

Monday, 16 December 2019

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SY184-12/19 Major Strategic Review 2020 - Community Engagement Plan and Levels of Service Review

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Levels of Service – Progress as at November 2019

Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years (reviewed Nov 2017)	Progress Comment as at November 2019
1.1 Governance Support			2017 Review	
<p>The Council maintains a high standard of governance and accountability</p> <p>Strategic Links: 5.1, 5.4</p>	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Undertake a Review of the Shire's Local Laws Implement paperless agendas/minutes process for Councillors 	<ul style="list-style-type: none"> 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 in November annually iPads distributed to all Councillors. InfoCouncil implemented to streamline agenda/minutes process which are now made available online. Compliance Calendar developed and implemented to ensure compliance deadlines are met. Local law legislation expected to change as part of the review of the Local Government Act. Therefore, review of Local Laws postponed.
1.2 Strategic and Corporate Planning			2017 Review	
<p>Develop and implement a Strategic Community Plan, Corporate Business Plan and an integrated suite of informing strategies, in accordance with the Local Government Act. Management of input surveys.</p> <p>Strategic Links: 5.1, 5.2, 5.6, 5.8</p>	<p>Integrated Planning and Reporting Framework in place:</p> <ul style="list-style-type: none"> Strategic Community Plan and Corporate Business Plan operative 'Minor review' of SCP 2017/18 Major strategic review 2019/20 	<p>Increase</p> <p>[Budgeted]</p>	<ul style="list-style-type: none"> Completed asset plans/stormwater plan followed by 'minor-review' of SCP and CBP Ratepayer satisfaction survey (2 yearly) Develop, implement and review arts, cultural and heritage policies for the Shire 	<ul style="list-style-type: none"> KPIs set in accordance with CBP and CSP Minor review completed in 2018. Major review to be commenced in December 2019 and completed by June 2020. Transport asset management plan is in place and has been adopted (although it should be noted that it is a living document) Ratepayer satisfaction survey undertaken Feb 2017 and Dec 2018. Overall performance increased by 5 points. Arts, Culture & Heritage Plan deferred until 2019/20.

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1.3 Advocacy and collaboration			2017 Review	
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	<ul style="list-style-type: none"> Active improvement of relationships and opportunities for networks and collaboration. Active advocacy around key priorities set out in SCP and emerging issues of interest. 	<ul style="list-style-type: none"> 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, Upgrade to York/Merredin Road Discussions with York Society regarding joint training for collection management and policy alignment. MOU with UWA in place for Heritage Masters studies students and archeological investigations Meetings with Federal and State Politicians Successful lobbying for funding for Skate Park
1.4 Community Engagement and Consultation			2017 Review	
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]	<ul style="list-style-type: none"> Full delivery against specified engagement and consultation requirements (Policy 2.9) - including for those areas where Council identifies a need for a process, whether or not statutory requirements. 	<ul style="list-style-type: none"> Community Engagement Policy in place Working groups established for specific activities eg Avon Park, Christmas Decorations, Age-Friendly Planning Access & Inclusion Advisory Committee established to oversee the Shire's new DAIP. Community Engagement plans required for all major projects.
1.5 Aboriginal Relationships			2017 Review	
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	<ul style="list-style-type: none"> Extend direct CEO engagement. Reconciliation Action Plan to be developed 	<ul style="list-style-type: none"> Aboriginal flag flown for the first time outside Shire Office in 2017. Flag now permanently raised. Reconciliation Day flag raising ceremony Two Aboriginal artworks by local artworks presented to Residency Museum as part of NAIDOC Week 2017 Consultation with Noongar residents regarding Northam cultural centre

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Strategic Links: 5.1, 5.6, 5.8, 5.9				<ul style="list-style-type: none"> • CANWA arts workshops with Noongar artists • Residency Museum NAIDOC Week activity – Noongar artists week long residency at York DHS • Consultation with Noongar residents regarding Trails Master Plan, archaeological digs, Avon Park redevelopment, walk and cycle trails brochures interpretation • Active Noongar participation in Greenhills Trail interpretation • Support for CRC NAIDOC Week celebrations • Reconciliation Action Plan budgeted for 2019/20.
1.6 Organisation Development			2017 Review	
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.	<ul style="list-style-type: none"> • Workforce Plan developed, endorsed and implemented. • Annual training schedule in place • Annual Performance Management process introduced and implemented. • KPI's set for CEO and organisation based on CBP priorities. • Independent review of CEO's performance introduced.
Strategic Links: 5.1, 5.2, 5.7, 5.8				
1.7 Cultural Heritage Services			2017 Review	
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 <i>[subject to capacity review]</i>	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.	<ul style="list-style-type: none"> • Creation of, community Involvement in and support for significant and successful ANZAC Project that took place April - Jul 2018. • Co-ordination of National Heritage Festival activities in York April-May 2019 • Increased volunteers and artefact donations at the Museum • Input into Town Hall refurbishment • Partnership with UWA to undertake archeological digs at the Museum site, research into Gerald Aboriginal Mission at Mile Pool, site survey of York main Cemetery • Significant amount of work undertaken to progress Greenhills Heritage Trail with Lotterywest grant obtained - on track for completion April 2020 • Visit by Heritage Council/DPLH to York • \$250,000 funding received for an Earthquake Building Risk Mitigation Project in partnership with GeoScience Australia,
Strategic Links: 2.1, 2.2, 2.3, 2.9, 2.10, 3.6, 3.8				

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					University of Adelaide and DFES to develop risk mitigation strategies for heritage buildings. • Partnership with YA&E to provide interpretation for Wara Art sculptures
1.8 Economic Development (incl. tourism and marketing)			2017 Review		
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		<ul style="list-style-type: none"> • Business forums initiated resulting in formation of York Business Association • Councillor representation on Avon Valley Tourism Association • Additional funds allocated to attract, retain and grow events. • Developed business relationships with peak tourism bodies Destination Perth, Tourism WA and Westcycle to attract and grow tourism-based events • Employed additional staff to extend visitor centre operating hours • Advocating York to coach companies and Registered Tourism Organizations to international visitation • Development of Multilingual tourism brochure and signage to assist international visitors • Regional Tourism collaborations with Northam, Beverley and Toodyay • Increase in online tourism presence including 147,757 visitor centre website views in the 2018/19 FY • Event Policy Review and Event Guideline developed • Launch of new Walk, Cycle, and Wara Art trail brochures • Development of self-drive brochure for launch Dec 2019 • Waymarking of Avon River trail for completion early 2020
1.9 Risk Management/ Asset Planning Improvement			2017 Review		
Oversight of asset management/ risk management improvement processes against requirements to meet IPR standards and	Relevant policies in relation to improvement process adopted against relevant policies.	Increase [Budgeted]	Delivery against policy requirements		<ul style="list-style-type: none"> • Asset Management Officer employed in January 2017 and substantially completed the Asset Management Plans before finding new employment. Engineering Technical Officer has since been employed to assist in implementing the Asset Management Plans.

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requirements of relevant policies. Strategic Links: 4.1, 5.1, 5.2, 5.3					<ul style="list-style-type: none"> Coordinator of Development Services was employed in February 2019 and has been given a lead role in delivering the Building Asset Management Plan. AMPs were adopted by Council in June 2019. Regulation 17 Review undertaken by independent organisation. Risk Working Group (internal) established and training provided by LGIS to develop and maintain an organizational Risk Register. Register is updated and reported to the Audit and Risk Committee on a six monthly basis.
1.10 Communication			2017 Review		
<p>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.</p> <p>Strategic Links: 5.4, 5.5, 5.6, 5.8, 5.9</p>	<p>Focus on newspaper updates and posting of news on Council site. Some use of radio.</p>	<p>Increase</p> <p><i>[subject to capacity review]</i></p>	<p>Development of a range of methods, including a review of the website, to allow, where possible, for improved communication within existing budgets.</p>		<ul style="list-style-type: none"> This area scored highly in both of the Community Surveys undertaken during the four-year period. Community survey sought feedback regarding preferred methods of communication New Shire website developed with positive feedback received Adoption of a Social Media Policy Development and successful implementation of Shire social media outlets

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Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years (reviewed Nov 2017)	Progress Comment as at November 2019
CORPORATE				
2a.1 Finance Services			2017 Review	
<p>Provide financial management services compliant with legislation to enable the Shire to provide sustainable services to the Community</p> <p>Strategic Links: 5.1, 5.3, 5.4</p>	<ul style="list-style-type: none"> ■ Financial management that meets all legislative requirements ■ Long term financial plan ■ Annual report on the financial activities and position of the Shire ■ Notify annual rates and fees through rates and annual budget ■ UV annual revaluation ■ GRV 5 yearly revaluation (due 1 July 2017) ■ Collect rates and follow up debtors 	Maintain		<ul style="list-style-type: none"> • Financial Management Review undertaken and Improvement Plan implemented. Next FMR budgeted for 2019/20. • Review of LTFP undertaken • GRV 5 yearly review undertaken 1 July 2016 • New debt collection agency appointed through a public tender process. Some progress to resolve long term outstanding rates and sundry debts. • Comprehensive Procurement Review undertaken resulting in policy amendments, new procedures and processes being endorsed and staff training provided. • Worked with the Office of the Auditor-General to transition to the OAG undertaking the Shire's financial audit.
2a.2 Monitoring and Reporting			2017 Review	
<p>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.</p> <p>Strategic Links: 5.1, 5.4</p>	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.	<ul style="list-style-type: none"> • Integrated Reporting Framework developed and endorsed by Council in December 2018. • Information bulletin prepared and distributed to Councillors and executive team monthly including update on Council resolutions, delegations and approvals issued. • Six monthly reviews of the Corporate Business Plan now presented to Council. • Reporting Templates developed

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2a.3 Community Access to Information			2017 Review		
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.		<ul style="list-style-type: none"> • Council agendas made available to elected members and the community 10 days prior to Council meetings. • Relevant reports made public in a timely manner eg Audit Reg 17 Review & FMR, Community Survey Results. • FOI training undertaken and processes improved to ensure communication and timely provision of information in accordance with the FOI Act. • Information Statement reviewed annually. • All documents provided in alternative formats upon request.
2a.4 Human Resources			2017 Review		
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	<p>Significant focus on delivering on organisation culture change and good practice across areas specified by CEO.</p> <p>Updated position descriptions for all positions and full performance review for all positions.</p>		<ul style="list-style-type: none"> • Comprehensive review of the organizational structure, PD's, HR policies and procedures undertaken in March 2017. • All PD's reviewed and signed off by employees annually. • Confidentiality agreement signed by all employees. • Recruitment and induction processes improved and documented. • Workforce Plan developed and endorsed. • Annual performance review process documented and implemented. • Internal policies developed and training provided (eg Harassment & Bullying, Disciplinary Procedures, Equal Opportunity/Discrimination) • OHS Audit undertaken. Internal OHS Committee to be established. • 5 day OHS training provided for relevant staff.
2a.5 External Grants Funding			2017 Review		
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.		<ul style="list-style-type: none"> • An area that still requires some work. Limited resources with grants applied for and received across different business units means that responsibility lies within each area and the officer who applied for the grant.

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appropriateness, organisational capability to deliver.					
Strategic Links: 5.1, 5.2, 5.3					
2a.6 Payroll and Records			2017 Review		
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			<ul style="list-style-type: none"> Improved record keeping practices and processes of review. Records Awareness Training undertaken by all relevant staff. Records Archiving and Disposal Training undertaken by relevant staff. Record keeping plan updated. Movement to full electronic record-keeping continuing. Records strategic plan to be developed in 2019/20. Payroll amendment reports now checked and counter-signed. All changes to payroll details are required in writing.
Strategic Links: 5.2, 5.4					
2a.7 Administration and Customer Services			2017 Review		
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			<ul style="list-style-type: none"> Customer service charter reviewed and adopted. Restructure of Customer Service area to provide role clarity Automated phone routing implemented to improved responsiveness to incoming calls. Booking forms updated New ICT provider engaged and upgrades to SIP and NBN implemented.
Strategic Link: 5.7, 5.8					
2a.8 Licensing			2017 Review		
As an on-line Licensing Agency, provide a full range of licensing services.	Licensing services between 8.30 am and 4pm <ul style="list-style-type: none"> Vehicle registrations, renewals, transfers Change of plates, special plates driver's licence theory tests 	Maintain			<ul style="list-style-type: none"> New agreement entered into with the Department of Transport. 5 day training provided for 2 more staff to ensure cover for leave periods.
Strategic Link: 5.7					

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COMMUNITY SERVICES					
2b.1 Library			2017 Review		
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.	Maintain			<ul style="list-style-type: none"> • Qualified Storytime Coordinator engaged in 2018/19 which has grown participation and awareness. • Provision for a public access computer provided for in the 2019/20 FY. • Input provided into the State Library's new tiered system of access. • Staffing adjusted to ensure one dedicated library staff member is rostered during opening times.
2b.2 Community Housing and Care			2017 Review		
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.		<ul style="list-style-type: none"> • Register maintained. • Age-Friendly Plan consultation identified a need for housing options for seniors. • Lease for Pioneer Memorial Lodge to be finalised during 2019/20. • Liaison with York Hospital and Friends of the York Hospital to install a generator at PML.
2b.3 Community Leases			2017 Review		
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 Building 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.		<ul style="list-style-type: none"> • Portfolio review undertaken. • Community leases (existence and status) identified. • Finalisation of backlog of community leases progressing with KPIs implemented requiring 2 leases to be finalised each year. • Building Condition Reports being undertaken.
2b.4 Recreation Services YRCC			2017 Review		
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.		<ul style="list-style-type: none"> • New cleaner engaged with responsibility for Pavilion and Stadium • YRCC Management model options explored and stakeholders consulted. • Council approval of in-principle terms of a lease for the hospitality facilities and provision of start-up funding and a loan. • Lease with newly established incorporated association to be finalised in 2019/20.

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				<ul style="list-style-type: none"> Master planning for the precinct underway and to be considered as part of Major Strategic Review.
2b.5 Community Development			2017 Review	
<p>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.</p> <p>Strategic Links: 1.1, 1.2, 1.3, 1.7, 2.10</p>	New role 2016/17.	<p>Increase</p> <p><i>[subject to capacity review]</i></p>	<p>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.</p>	<ul style="list-style-type: none"> Community and Economic Development Officer engaged in 2016 but focus was required on increased events and economic development. YRCC Project Officer engaged in 2018 (0.6 FTE) to assist with transition of management of the YRCC hospitality functions. Transitioned to Community Development Officer as part of 2019/20 budget. Volunteer information workshop provided in December 2017 in collaboration with Volunteering WA. Community Development Officer role combined with Social Media liaison in 2019 to constitute full-time role.
2b.6 Youth Support			2017 Review	
<p>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.</p> <p>Strategic Links: 1.1, 2.10, 5.6, 5.9</p>	Service has been in abeyance in last few years.	<p>Increase</p> <p><i>[subject to capacity review]</i></p>	<p>Program to be determined.</p>	<ul style="list-style-type: none"> Community engagement undertaken to determine element of a possible skate park in Avon Terrace. Successful funding application for Skate Park to be included in the Avon Park redevelopment. Collaboration with the CRC to support youth initiatives. Engagement of a dedicated Storytime Coordinator at the Library. Agreement with York DHS to provide free access to the gym for students. Community sponsorship support for youth activities.
2.b7 Medical Services			2017 Review	
<p>Financial subsidy for after-hours doctor service.</p> <p>Strategic Link: 1.5</p>	Funding provided but no take up at present. Need to actively pursue.	Maintain		<ul style="list-style-type: none"> Discussions with IPN to determine needs. Age-Friendly consultation identified that more communication is needed around what is currently available. Inaugural Seniors Expo held in May 2018 that included service provider stallholders which was very well received.

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2b.8 Community Funding			2017 Review		
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			<ul style="list-style-type: none"> 2 rounds available each year Specific budget allocations incorporated into 'pool' of funding available. Guidelines developed and policy reviewed. Some work needed to tighten procedures for timely provision of acquittals.
Strategic Links: 1.1, 1.2, 1.7, 2.4					
2b.9 Visitor Information Services			2017 Review		
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.		<ul style="list-style-type: none"> Accreditation received. Visitor numbers to YVC increased by 26% in September 2018 compared to 2017 Operations reviewed to address increased visitation with opening hours extended and additional staff engaged. Development of Multilingual tourism brochure and signage to assist international visitors Increase in online tourism presence including 147,757 visitor centre website views in the 2018/19 FY Launch of new Walk, Cycle, and Wara Art trail brochures Development of self-drive brochure for launch Dec 2019 Waymarking of Avon River trail for completion early 2020
Strategic Links: 2.2, 2.4, 3.4					
2b.10 Civic and community events			2017 Review		
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			<ul style="list-style-type: none"> Maintained Current support for: <ul style="list-style-type: none"> Australia Day celebrations ANZAC Day York Agricultural Show Annual Christmas Festival Citizenship awards and ceremonies
Strategic Links: 1.1, 1.2, 1.3, 1.7, 2.4, 5.9					
2b.11 Disability Access and Inclusion			2017 Review		
Planning and delivery to ensure the needs of people with disability are considered in the	Completed DAIP and some implementation of provisions.	Increase	Greater oversight and embedding of disability		<ul style="list-style-type: none"> Access and Inclusion Advisory Committee established by resolution of Council.

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provision of assets, services, information and employment opportunities. Strategic Links: 1.4, 1.5, 5.9			considerations in projects and programs.		<ul style="list-style-type: none"> • New DAIP developed in 2017/18 following community consultation and input of the AIAC • Access and Inclusion Audit undertaken in 2018/19 resulting in key priority areas identified which informed the annual budget process.
2b.12 Age friendly community			2017 Review		
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.		<ul style="list-style-type: none"> • Age-Friendly Plan adopted by Council. • Process included: <ul style="list-style-type: none"> ○ Establishment of a Community Reference Group ○ Community survey ○ Focus group workshops ○ Age-Friendly facilities audit ○ Council workshop ○ Public advertising

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Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years (reviewed Nov 2017)		Progress Comment as at November 2019
3.1 Works Asset Management Plans			2017 Review		
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.		<ul style="list-style-type: none"> Asset Management Officer engaged Data collected and entered into RAMM for roads, footpaths, bridges Transport Asset Management planning informed 2017/18, 2018/19 & 2019/20 capital works priorities Parks and Drainage asset management plans in progress to be completed 2020/21 Asset Management Working Group (internal) established. Has been in recess but will be reactivated to assist with Parks & Drainage AMP and ongoing reviews or other AMPs.
3.2 Roads and Bridges			2017 Review		
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.		<ul style="list-style-type: none"> Progress achieved with 100% of the roads works program completed in 2016/17 Due to quality issues road construction has been brought back inhouse with only technical works, sealing, footpath and larger drainage projects undertaken by contractors. Level of service and construction standards for different classifications of roads to be developed and incorporated in the AMP. Forward Capital works program has been developed with a view to improving the highest risk roads.
3.3 Footpaths and Trails			2017 Review		

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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 <i>[Budgeted]</i>	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.		<ul style="list-style-type: none"> Trails Master Plan has been adopted. Capital works Program for 2017/18 includes some footpath infill and upgrade 10-year footpath development/replacement program included in AMP. To be reviewed prior to 2020/21 budget. Council has agreed to use brick paving in town centre, asphalt in heritage areas and concrete in all other areas. Department of Transport is developing a Regional Bike plan
3.4 Drainage and Catchment Management			2017 Review		
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 <i>[Budgeted]</i>	Increased provision for planned maintenance work and from Year 4, stormwater capital works.		<ul style="list-style-type: none"> New skidsteer loader was purchased in 2017/18 to assist with maintenance of drainage. On road drainage (culverts & table drains) has been assessed and budget increased to address identified drainage issues. A full Drainage AMP is to be developed by 2020/21. An interim drain cleaning/clearing program is to be developed and implemented 2019/20.
3.5 Parks and Open Space (passive)			2017 Review		

Levels of Service – Progress as at November 2019

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 pre-cursor to a full asset plan. Relocation of RVs.		<ul style="list-style-type: none"> Avon Park redevelopment has been designed in conjunction with the public and is due for completion in 2019/20. As part of the project the RV Park has been relocated. Peace Park had a minor make over, turf area at Candice Bateman Park has been upgraded and a fenced Dog exercise area installed. Lack of staff/fund has hampered further development of our parks. New position of Parks and Gardens Leading Hand with horticultural experience engaged and when the person was promoted to Works Coordinator the position was not replaced as the horticultural knowledge was still in house. A full Parks AMP is to be developed by 2020/21.
3.6 Parks – Active Recreation			2017 Review		
Maintenance of Forrest Oval and other sports surfaces. Strategic Links: 1.7, 2.8	Reticulation, maintenance of surfaces to specified standards	Maintain			<ul style="list-style-type: none"> Works Coordinator has developed a routine of turf renovations between seasons including aeration, top dressing and fertilising. Formal program to be developed 2019/20.
3.7 Cemetery			2017 Review		
Maintain the York Cemetery to a level and to protect 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 to 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		<ul style="list-style-type: none"> Works planned completed 2017/18. Weekly maintenance levels have been increased within budget constraints. Dialogue commenced with DPLH regarding entry to State register Dialogue with NT regarding their use of East Perth Cemeteries for dramatic interpretation Approaches made to Aboriginal Heritage section of DPLH re: funding but ineligible as not Registered Aboriginal site/traditional grave area UWA field school surface survey undertaken 2018
3.8 Environment Services			2017 Review		

Levels of Service – Progress as at November 2019

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.		<ul style="list-style-type: none"> The Shire has developed a good working relationship with the Wildflower Society and the River Conservation Society. Joint projects include redevelopment of the Peace Park Gardens, Gray Street native garden park, plantings in conjunction with Fire Mitigation works along the Avon River and future Avon Riverbank restoration. Street Tree planting guide being developed. Wildflower brochure updated and reprinted Funding has increased for Roadside tree pruning and ongoing priorities have been developed.
3.9 Works Operations			2017 Review		
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.		<ul style="list-style-type: none"> Areas for improvement identified and training undertaken with particular emphasis on OHS and plant operation. Plant replacement program analysed and implemented 2017/18 to be reviewed 2019/20. Work Coordinator has undertaken considerable leadership/supervision training along with technical training.

Levels of Service – Progress as at November 2019

Service / Activity Description	Current Level of Service	Change?	Level of Service Change over 4 years (reviewed Nov 2017)	Progress Comment as at November 2019
4.1 Buildings and Property Asset Plan			2017 Review	
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 2017/18 minor strategic review. Completion of 1 st stage asset plan by 2019/20.	<ul style="list-style-type: none"> Building Asset Management Plan was adopted by Council in June 2018. Basic asset data collected and general condition assessment data collected. Detailed condition assessment to be completed 2019/20. Some facilities have been noted as requiring upgrades. The Museum disabled access toilets and PML kitchen upgrade have been funded for 2019/20. Development Services Coordinator in conjunction with Property Maintenance Officer is developing detailed maintenance schedules in accordance with the adopted AMP by 2019/20
4.2 Building and Property Asset Services			2017 Review	
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.	<ul style="list-style-type: none"> Development Services Coordinator in conjunction with Property Maintenance Officer is developing detailed maintenance schedules in accordance with the adopted AMP by 2019/20
4.3 Council Heritage Buildings			2017 Review	
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. Strategic Links: 2.2, 2.5, 3.4, 4.1	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.	<ul style="list-style-type: none"> Town Hall painting and new curtains complete. Successful grant application for sound lighting and acoustic treatments for Town Hall to be implemented in 2019/20. Tender process to dispose of Old Convent Building. No tenders received. To be considered by Council as part of major strategic review. Partnership with GeoScience Australia, University of Adelaide and DFES to undertake Earthquake Building Risk Mitigation Study and Pilot with \$250,000 received in funding.

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					Discussions with DPLH regarding funding to implement improvements at the Residency Museum.
4.4 Recreation Facilities			2017 Review		
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.		<ul style="list-style-type: none"> • New FT cleaner engaged with responsibility for stadium and tearooms • Tennis court surface renewed 2016/17 • Property Maintenance Officer working through issues at Forrest Oval precinct • Lease agreements being developed to clearly identify roles and responsibilities • Lease being negotiated for York Community Social Centre Inc to assume management of hospitality functions at the YRCC
4.5 Swimming Pool			2017 Review		
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.		<ul style="list-style-type: none"> • Geotechnical investigation to be completed in 2019 to inform requirements for upgrades. • Design work to be undertaken and new quotations sought for upgrade works. • Following meeting to update DLGSC, it was confirmed that an application will be submitted to CSRFF in 2020.
4.6 Community Halls and Public Toilets			2017 Review		
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			<ul style="list-style-type: none"> • Full-time cleaner engaged. Positive feedback. Toilets in Howick St replaced October 2017. • Arrangement with National Trust to open courthouse toilets during events. • Lease for Talbot Hall was adopted by Council in December 2018. Lease has been registered with Landgate and is in place.

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4.7 Strategic Land-use Planning			2017 Review		
<p>Develop and maintain strategic land-use Planning frameworks</p> <p>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</p>	<p>Development and review of Local Planning Strategy and Town Planning Scheme.</p>	<p>Increase</p> <p>[Budgeted]</p>	<p>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:</p> <ul style="list-style-type: none"> Public open space policy review Stormwater plan Community facilities development plan. 		<ul style="list-style-type: none"> Contract with Hames Sharley terminated. Council resolved to commence development of new LP Strategy and Scheme with GHD appointed to undertake works. Council adopted Community Engagement Plan. Draft Local Planning Scheme & Strategy adopted by Council for public consultation at OCM 25 June 2018 EPA decision not to assess Scheme received 21 November 2018 DPLH certification & approval to advertise received April/May 2019 Public advertising ended 24 October 2019 Report to Council to consider submissions and either support, support with modifications or not support anticipated for December 2019 OCM. Documents to be referred to DPLH for assessment following Council resolution.
4.8 Planning Administration			2017 Review		
<p>Consideration of land-use planning applications. Development of appropriate reports and decision processes. Enforcement of planning conditions and requirements.</p> <p>Strategic Link: 5.1</p>	<p>Administration of land-use planning applications. Limited enforcement focus.</p>	<p>Maintain</p>	<p>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.</p>		<ul style="list-style-type: none"> Limited capacity until 2019 with reactive compliance only able to be carried out. Engagement of Development Services Coordinator has assisted in this area Council to review Compliance Policy.
4.9 Planning (heritage protection)			2017 Review		
<p>Active monitoring of effectiveness of planning controls and associated incentives structures on heritage buildings and sites, and cumulative impact on heritage character.</p> <p>Strategic Link: 2.2</p>	<p>Administration of existing rules and associated guidelines in the town planning scheme. Review at time of formal Scheme review.</p>	<p>Increase</p>	<p>Input into 2016/17 LPS and town planning review and subsequent annual assessment and reporting on effectiveness of controls and impacts of development</p> <p>Audit of municipal heritage inventory to be completed</p>		<ul style="list-style-type: none"> To be considered as part of Local Planning Strategy. Some internal monitoring taking place. Procedures required regarding Shire undertaking works in Heritage Precincts. Revised Local Heritage Survey, Heritage List, Heritage Areas and minor update of Local Planning Policy Heritage Conservation & Development adopted by Council November 2019. Notification of adoption to be completed.

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			however no resources currently allocated. State heritage referrals undertaken/progressed		<ul style="list-style-type: none"> Budget allocation included in 19/20 to undertake further review of Local Planning Policy Heritage Conservation & Development – budget was not anticipated to cover adoption of new heritage area but will request in quote to see if this can be covered. Request for quotes to be issued December 2019 – was pending adoption of heritage documents above. Investigation & report to Council on potential heritage incentives – desirable to have completed Feb 2020 to allow for consideration of any budget implications in 2020/21 FY. Dialogue with Heritage Council/DPLH commenced regarding registration of York CBD in line with Fremantle/Guildford.
4.10 Building Control			2017 Review		
<p>Ensure the health, safety and amenity in and around buildings within the Shire through effective building control</p> <p>Strategic Link: 1.8</p>	<ul style="list-style-type: none"> Process building permits applications: <ul style="list-style-type: none"> uncertified within 25 business days certified within 10 days Process demolition permits within 10 days Process requests for signage 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			<ul style="list-style-type: none"> Meeting all statutory timeframes. Signage control undertaken by Senior Planner. Overall review to be undertaken by Development Services Coordinator. Complaints responded to in a timely manner. Required Swimming Pool inspections undertaken.

Levels of Service – Progress as at November 2019

4.11 Fire and Emergency Management			2017 Review		
<p>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.</p> <p>Strategic Link: 1.8</p>	<ul style="list-style-type: none"> ■ Fire prevention including: <ul style="list-style-type: none"> ○ issue permits for protective burning ○ undertake annual firebreak inspections ○ assist in coordinating recovery in the event of emergency affecting the Shire 	Increase	<p>Spend more time on community engagement CRC and other providers – resources</p> <p>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.</p>		<ul style="list-style-type: none"> ● Funding from DFES for Bushfire Risk Mitigation Program on going ● Community engagement undertaken by Community Emergency Services Manager on going ● Depot works management plan for firebreaks – needs more resources. On going
4.12 Environmental Health			2017 Review		
<p>Administer laws and undertake activities to ensure public health is maintained in the Shire</p> <p>Strategic Link: 1.8</p>	<ul style="list-style-type: none"> ■ Food control <ul style="list-style-type: none"> ○ registration and health inspections of food premises annually and as required ○ education ○ process permits for food trading stalls ■ Noise/air quality - investigate complaints ■ Pest Control <ul style="list-style-type: none"> ○ investigate complaints ○ mosquito control ○ vermin control ■ Effluent/sewerage disposal <ul style="list-style-type: none"> ○ inspections of septic tanks ■ Water quality 	Maintain			<ul style="list-style-type: none"> ● Regular visit to all businesses as required. ● Minor compliance issues raised and addressed. ● EHO part of Events Working Group that meets weekly. ● Undertaking regular mosquito program. ● Septic tank applications are investigated via site visit and soil reports. Approval provided in accordance with Shire policy. ● Maintained. Water quality high. Tested monthly during open season. ● 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.

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	<ul style="list-style-type: none"> ○ test public swimming pool monthly ■ Health promotion <ul style="list-style-type: none"> ○ smoking in public places ○ waste and recycling ■ Notifiable diseases - with other agencies carry out investigations and act as a contact in case of reportable diseases 				
4.13 Ranger Services			2017 Review		
<p>Promote and ensure the safety and wellbeing of the community through the education and enforcement of State Government Acts and Shire Local Laws.</p> <p>Strategic Link: 1.8</p>	<ul style="list-style-type: none"> ■ animal control ■ litter ■ parking ■ firebreak inspections 	Increase	<p>Council direction required on increase of Ranger Services –</p> <ul style="list-style-type: none"> • weekend ranger services • parking • out of hours services • during events on weekends. 		<ul style="list-style-type: none"> • Cat Local Law developed • Firebreak inspections carried out • Corellas now culled as managed fauna under the provisions of the Conservation and Biodiversity Regulations • Dog exercise areas are now established and receiving positive feedback from dog owners • Disabled parking bays have been patrolled as a priority resulting in infringements and warnings • New regulatory signage has been installed at Mt Brown resulting in less offences being detected • A graduated approach is now being adopted for non-serious offences including fire breaks resulting in greater compliance and increased community satisfaction
4.14 Waste Management			2017 Review		
<p>Collection and disposal of general waste for town and other residents and businesses, waste diversion/ recycling, waste transfer station.</p> <p>Strategic Links: 1.8, 4.8</p>	Weekly general waste and kerbside collection, six monthly verge collection	Maintain	<p>Council direction required on operation of waste transfer station including tip shop.</p>		<ul style="list-style-type: none"> • Verge collection reviewed and retained inhouse with significant efficiency increases. • Bulk verge collection reduced to once per year in 2017/18 • Waste transfer station operations to be reviewed in 2019/20 • Waste transfer station to be reviewed again after decision on Shire undertaking Container Deposit collection.
4.15 Septic Ponds Management			2017 Review		
Provision and management of septic waste ponds to take pump-outs. Ponds compliance	Provision and management of septic ponds to take pump-outs. Ponds compliance	Maintain			<ul style="list-style-type: none"> • Monitoring and reporting undertaken and recorded. • Liaison with Water Corp. • Monitoring of capacity, maintenance and usage undertaken.

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management. Disposal to landfill. Strategic Links: 1.8, 4.8	management. Disposal to landfill.			
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SHIRE OF YORK COMMUNITY ENGAGEMENT AND CONSULTATION PLAN

Purpose

The purpose of the community engagement and consultation phase of the Major Strategic Review is to seek comprehensive community input to re-envision the future, test the themes and strategies in the current Strategic Community Plan Plan, and identify medium term priorities. It is designed in accordance with Council Policy G2.9 *Community Engagement and Consultation*, and will comply with the provisions of the Local Government Act and Regulations and is consistent with the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Guidelines.

Shire of York Community Engagement and Consultation Policy (G2.9)

This policy is found in full (p183-189) on the Shire website at:

https://www.york.wa.gov.au/Profiles/york/Assets/ClientData/Document-Centre/Council-Policy-Manual/Policy_Manual_-_Final_24_Oct_16_-_amended_29_July_2019.pdf

The policy aims to ensure that community consultation and engagement processes are inclusive, consistent and accessible for residents and ratepayers and that the information derived from any process is used effectively to better inform Councillor decision-making.

The policy requires the development of a Community Engagement and Consultation Plan (the Plan) for a Major Strategic Review and specifies the content required to be included in the Plan.

Engagement and Consultation Plan

LEVEL OF ENGAGEMENT

The policy defines the broad categories of community participation and the major Strategic Review process is aimed at the "involve" level which seeks to actively engage the public throughout the process to ensure community concerns are consistently understood and considered. A range of tools are proposed to achieve this, including promotion of the opportunity for input, community workshops and a survey.

PROMOTION AND INFORMATION

The Shire will publicly communicate the nature and purpose of the Major Strategic Review and promote the community workshops and survey. A range of channels will be used including:

- Local newspaper and radio
- Shire website and Facebook page
- Community Noticeboards in Shire Office, CRC and at the IGA
- Direct promotion to hard to reach groups

KEY QUESTIONS FOR THE COMMUNITY

The engagement described below will gather the required input for the Strategic Community Plan and Corporate Business Plan, including the following:

- Vision
- Ranking services – importance and satisfaction
- What should Council focus on as its priorities in the medium term?
- Heritage buildings – what should we do to support building owners to help maintain character of town?
- Level of service for rubbish collection/recycling/disposal
- What is the Shire's most important role in improving your experience of living in York?
- How can the Shire encourage new business?
- What big project could we achieve in the next 10 years?
- What's one thing that money can't buy?

ENGAGEMENT LAUNCH

The engagement period will be launched at the Australia Day event on 26 January 2020. The event will include fun activities for all ages to give their input. The community survey (see below) will open on this day.

COMMUNITY WORKSHOPS

There will be two face to face community workshops facilitated by Localise. The workshops will be highly engaging and interactive, utilising a mix of techniques to ensure that everyone has a say. They will incorporate the following:

- registration
- refreshments available throughout
- participants place own sticker on demographic pie chart to visually record gender and age mix against the community's demographic profile
- everyone gathered for welcome, introductions, purpose, program
- then walk around 'stations' according to own pace and interest (using digital technology to capture the results if possible)
- everyone re-gather for report back and close

COMMUNITY SURVEY

A community survey will be designed to supplement the community workshops so that the data can be aggregated as much as possible. The survey will be available online and in hard copy from key outlets.

The survey will not be a statistically valid representative sample. It is however intended to include questions based on real choices to robustly test the priorities (in other words, to go deeper than a 'wish list'). Identification of medium term priorities is the mechanism for linking the Strategic Community Plan and Corporate Business Plan. This is what enables line of sight from the community's vision right through to the annual budget and work program. The key choices will be confirmed at the scene-setting workshop.

PARALLEL ENGAGEMENTS

The Shire will undertake parallel engagements with particular groups. The groups will be determined by the Shire but could include seniors, young people, business owners and the Aboriginal community). Localise will support these engagements with advice and materials as required. All engagements will be conducted to enable the results to be aggregated across participants as much as possible. This will enable common themes to emerge, as well as identifying where particular parts of the community have particular priorities. In this way, Council will be able to overcome the common problem where 'the tyranny of the majority' masks the issues and views of particular groups in the population.

ENGAGEMENT REPORT

Localise will prepare a report on the community engagement that is "plan-ready" summarising the process and results of the of the face-to-face engagement and the survey. Key findings of the community engagement will be published by the Shire utilising the channels adopted for the promotion of the engagement phase.

STATUTORY CONSULTATION

The Local Government Act requires formal consultation on the draft Strategic Community Plan. This provides the opportunity for members of the public to make formal submissions on the draft plan and for those submissions to be considered and determined by the Council. It is the practice of the Shire of York to also put the draft Corporate Business Plan out for consultation and this will be done concurrently with the Strategic Community Plan.

The names and contact details of all participants in the engagement phase will be recorded as much as possible. When the draft plans are adopted, participants will be written to advising how the input has been addressed in the plans and invited to make a submission through the statutory process if they so wish.

COUNCILLOR INVOLVEMENT

Communities typically want their elected members to be visible in engagement activities. Councillors are strongly encouraged to attend the community workshops. It is also suggested that the community

is invited to attend to observe any Council meetings where any aspect of the strategic review is being formally considered.

Engagement Parameters

Geographic Boundaries	The subject area for the Major Strategic Review engagement and consultation process is the Shire of York geographical area.
Legislative	The Major Strategic Review is being conducted in accordance with the provisions of the Local Government Act 1995 and Regulations and is consistent with the provisions of the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Guidelines.
Timelines	The community engagement program will run from 26 January to 16 February 2020. The final suite of integrated Planning and Reporting Plans will be adopted by the Council in June 2020.

ENGAGEMENT PROGRAM

ENGAGEMENT ACTIVITY	DATE
Council approves Engagement Plan	16 December 2019
Promotion of Engagement Opportunities	17 December 2019 – 16 February 2020
Community Survey	3-16 February 2020
Community Workshop #1	11 February 2020 (evening) – date tbc
Community Workshop #2	15 February 2020 (afternoon) – date tbc
Parallel engagement with particular groups	3-16 February 2020
Engagement Report submitted	25 February 2020