



Shire of Northam
Heritage, Commerce and Lifestyle

Corporate Plan

2015–2016

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1. Introduction

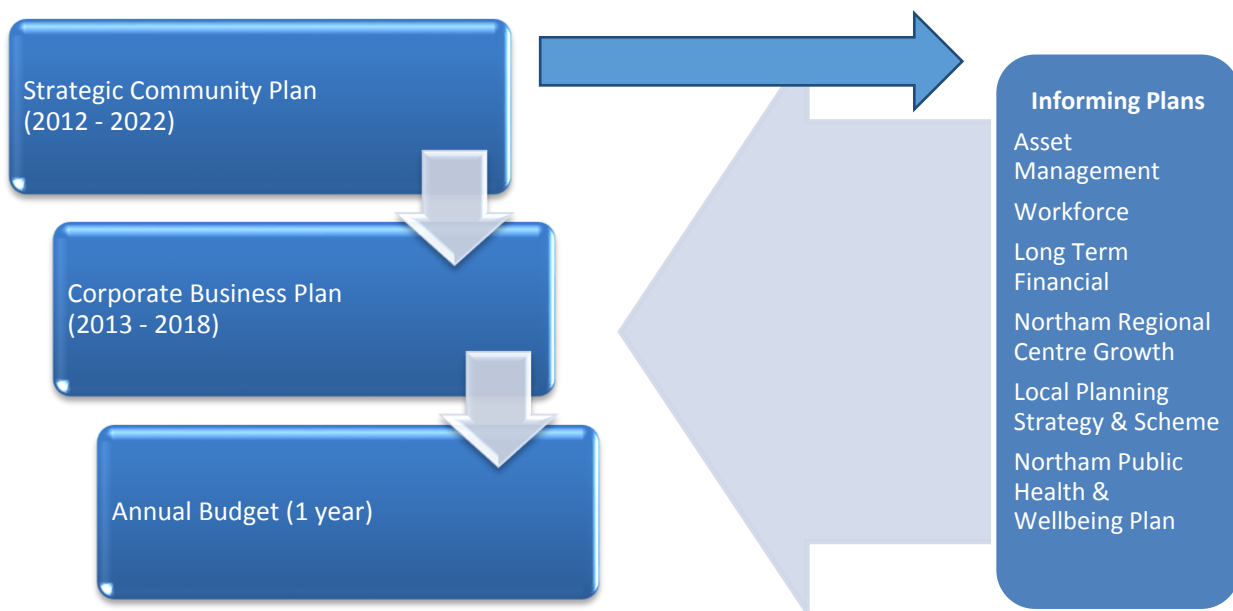
The *Corporate Business Plan* is the Shire of Northam's 5-year service and project delivery program. It is aligned to the strategic direction and priorities set within the *Strategic Community Plan 2012–2022*

All operational planning and reporting is driven by the *Corporate Business Plan 2013–2018*, which is reviewed annually as a precursor to the Annual Budgeting process of the Shire to ensure priorities are achievable and effectively timed.

Whilst the Shire recognises the importance of long term planning it is also cognisant of the importance flexibility and adaptability in acknowledgment of the fast paced environment in which we live and operate. As such it is critical that the Corporate Business Plan is read in this context and acknowledged by the reader that the Council needs to retain the ability to adjust to external and internal influences as they arise. The annual review process enables the Shire to frequently assess its progress and realign actions and tasks against the most currently available information.

2. Planning Context

This document is part of a series of strategic and forward planning documents used by the Shire. The overall process is shown below.



3. Strategic Context

a. Our Vision for Northam (to be confirmed by Council)

An expanding community which boasts a rich heritage, cross pollination of cultures and vibrancy that is consolidating Northam's status as the primary regional centre of the Central Wheatbelt. With a relaxed country lifestyle and situated on the outskirts of Perth, the town meets all expectation and is the envy of other communities

(Taken from Northam Regional Centre Growth Plan, acknowledging that this was developed primarily for Northam it could be adjusted to present a more generic vision for the entire Shire.)

In order to achieve this Vision, the Council will commit to display;

- **LEADERSHIP**
 - *to recognise the community's expectations to provide leadership*
- **RESPECT**
 - *to respect differences in age, culture, values and opinion*
- **TEAMWORK**
 - *to achieve through the efforts of the team*
- **EXCELLENCE**
 - *to aspire to one standard*
- **OPENNESS**
 - *to engender trust through openness*

b. Our Mission

To deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle whilst respecting our heritage and facilitating economic growth.

In order to achieve this Mission, the Organisation will commit to being;

- **SAFE**
 - *focus on importance of safety in the organisation*
- **OPEN**
 - *engage in two way communication, with transparency and trust*
- **ACCOUNTABLE**
 - *know what you are responsible for, take ownership and deliver accordingly*
- **RESPECTFUL**
 - *demonstrate respect for other's skills, knowledge and differing value systems*



Our cultural change emblem which includes an acronym of the values and behaviours we want embedded in our culture will remind us to soar high in our aspirations and work together as an organisation to achieve them.

c. Key Drivers

- Agricultural sector
- Transport and logistics
- Government agency and service sectors
- Location, commutable to and from Perth
- Strong infrastructure connections to Perth and mining centres
- Status as a regional centre and Super Town

d. Challenges facing the Shire of Northam

The Shire of Northam faces a variety of challenges as it develops over the next 10 years. The critical challenges affecting the Shire have been identified through community engagement and the Strategic Community planning process. The Corporate Business Plan has been developed in consideration of these, which include;

- Difficulties attracting and retaining specialised labour to the area
- Economic development and, in particular, the development of a more balanced economy with diversity and choice in employment
- Increasing the engagement of youth through a range of programs and services
- Social and economic issues connected with drive in drive out (DIDO) and population transience
- Perception of Northam from outside of the community
- Ensuring a balanced housing stock attractive to current and potential residents
- Developing an active healthy community

The development of this plan is based on the Shire's current knowledge. However, there are some critical uncertainties that the Shire has no control over, which may affect its planning, resourcing and implementation of the key initiatives described in this plan. Such critical uncertainties include:

- Growth planning funding gap
- Global financial conditions that may affect the resources industry and the Australian economy
- Change of State or Federal government policy
- Climatic/weather changes

e. Key Opportunities

- Realising the benefits of proximity to the Perth
- State Government recognition of Northam as having significant growth potential (Super Towns)
- Diversification of economy into the areas of transport and logistics, professional services, mining related manufacturing
- Developing a tourism market around the natural and manmade assets already existing in Northam, particularly around heritage tourism, recreational aviation and adventure tourism
- Further development of Northam as a health and educational service provider to the wider region
- Land development opportunities, particularly in the smaller communities such as Wundowie and Bakers Hill

f. Roles & Responsibilities

i. The role of the Elected Council;

Council

Council is responsible for setting our strategic direction, which the Shire's administration then implements. In fulfilling this role, Council oversees the Shire of Northam finance and resources, determines its policies, and ensures that the Shire is meeting its statutory and community responsibilities effectively and efficiently.

The Shire of Northam meets twice monthly, on the second Wednesday of the month for an Agenda review and third Wednesday of the month for Full Council, both meetings are open to the public. In addition to this the Council have a quarterly strategic meeting, providing the opportunity for the Elected Council and Executive to discuss high level strategic issues, opportunities and challenges which may be facing the community. All meetings of Shire of Northam and its committees are conducted in accordance with the Local Government Act. Meeting times and dates are published on the Northam website.

Shire President

The Local Government Act 1995 states that the role of the Shire President is to:

- preside at meetings in accordance with this Act;
- provide leadership and guidance to the community in the district;
- carry out civic and ceremonial duties on behalf of the local government;
- speak on behalf of the local government;
- perform such other functions as are given to the Mayor or president by this Act or any other written law; and
- liaise with the CEO on the local government's affairs and the performance of its functions.

Councillors

The Local Government Act 1995 states that the role of a Councillor is to:

- represent the interest of electors, ratepayers and residents of the district;
- provide leadership and guidance to the community in the district;
- facilitate communication between the community and the Council;
- participate in the local government's decision-making processes at Council and Committee Meetings; and
- perform such other functions as are given to a Councillor by the Local Government Act or any other written law.

ii. The Council Executive

The Local Government Act 1995 states that the role of the CEO is to:

- advise the council in relation to the functions of a local government under this Act and other written laws;
- ensure that advice and information is available to the council so that informed decisions can be made;
- cause council decisions to be implemented;
- manage the day to day operations of the local government;
- liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;
- speak on behalf of the local government if the president agrees;
- be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);
- ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and
- perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

The following table provides further insight into the role of the various Departments within the Shire of Northam

CHIEF EXECUTIVE'S OFFICE

Service Area	Responsibility	Description	Outputs
Governance	Chief Executive Officer	Provide leadership to the organisation, liaise with all appropriate stakeholders, and ensure compliance within the legislative framework	<ul style="list-style-type: none"> • Advocacy and lobbying • Staff Management • Compliance • Executive Team Leadership • Media liaisons
Councillor Activity / Liaison	Chief Executive Officer	Provide support services for the Shire President, Elected Members and Full Council	<ul style="list-style-type: none"> • Councillor liaison • Councillor induction and training • Committee meetings • Council meetings • Council agendas and minutes • Shire travel arrangements
Regional Development	Chief Executive Officer	Provide input into projects and initiatives on a regional basis	<ul style="list-style-type: none"> • Avon Regional Organisation of Councils (AROC) • Wheatbelt Regional Blueprint (WDC)
Economic Development	Chief Executive Officer	Facilitate and promote economic development in the Shire	<ul style="list-style-type: none"> • Economic Development Plan • Northam Development Plan • Advocacy for economic development • Funding submissions.
Human Resources	Human Resource Coordinator	Manage human resources policies, procedures and services for the organisation	<ul style="list-style-type: none"> • Human resources administration • Recruitment, selection, induction and retention • Employee and Industrial relations • Staff training and development • Staff performance and appraisal systems • Human resources policies and procedures • Workforce Plan
Occupational Health and Safety	Human Resource Coordinator	Manage occupational health and safety policies, procedures and services for the organisation	<ul style="list-style-type: none"> • Occupational Health and Safety Plan • Occupational Health and Safety policies and procedures • Occupational Health and Safety Committee • Oversee minutes of Safety meetings and action plans • Occupational Health and Safety awareness and education • Accident investigation and incident reporting • Oversee and manage return to work programs • Provision of safety equipment
Risk Management	Human Resource Coordinator	Provide risk management services for the Shire	<ul style="list-style-type: none"> • Audit reports of Shire locations • Develop overall risk management policy for Council to endorse • Train staff and elected members to establish context for assessing potential risks • Define the organisations risk appetite, tolerance and likelihood guidelines • Identify, analyse, evaluate, treat, monitor and communicate risks associated with any activity, function or process in a way that will maximise the potential to achieve goals and objectives and minimise potential for harm or loss management services for the Shire

CORPORATE SERVICES

Service Area	Responsibility	Description	Outputs
Administration	Executive Manager Corporate Services	Provide and manage Corporate Services for the Shire	<ul style="list-style-type: none"> • Compliance (Acts, Regulations and Local Laws) • Compliance Audit • Financial management of service area • Insurance management and review • Staff management and development • Purchasing and compliance • Complaints and dispute handling • Council elections • Management of leases associated with Shire controlled land & facilities (including Airport) • Processing insurance claims
Cemetery	Administration Officer	Administration of Cemetery	<ul style="list-style-type: none"> • Compliance (Local Law, Act and Regulations) • Maintaining Burial Register • Liaison with Funeral Directors
Customer Service	Executive Manager Corporate Services	Provide internal and external customer service for the Shire	<ul style="list-style-type: none"> • Front counter service • Telephone service • Department of Transport Licensing • Charter & processes
Finance	Accountant	Provide financial services for the Shire	<ul style="list-style-type: none"> • Payment of creditors • Invoicing and collection of charges • Managing and investing Shire funds • Payroll management • Rating and property management • Administering collection and remittance of Emergency Services Levy (ESL) • Management of the asset register • Financial management reports • Statutory reporting • Annual budget • Long Term Financial Plan • Financial audit • Audit Committee •
Information Technology	Executive Manager Corporate Services	Provide information and communication systems for the Shire	<ul style="list-style-type: none"> • Maintenance and support • Security of critical applications and data • Telecommunications management • IT Contract management • Purchase of IT equipment • Licensing compliance
Records Management	Senior Records Officer	Provide record management services for the Shire that meet compliance requirements.	<ul style="list-style-type: none"> • Registration of incoming and outgoing correspondence • Distribution of incoming correspondence • Registration of building and planning applications • Filing, retrieving and archiving of files • Disposal of records according to legislation • Freedom of Information requests

COMMUNITY DEVELOPMENT

Service Area	Responsibility	Description	Outputs
Aquatic	Recreation Centre Manager	Provide and manage Northam and Wundowie town pools	<ul style="list-style-type: none"> • Aquatic operations • Aquatic centres administration • Swim school • Fitness programs • Kiosks • Maintenance (planned, building and grounds) of Aquatic Centres
Arts & Culture	Executive Manager Community Services	Provide appropriate services and facilities which recognise the importance of art & culture to the community	<ul style="list-style-type: none"> • Art & Culture Development • Managing Shire art collection • Coordinating Shire Arts Committee
Community Events	Events Officer	Provide ongoing support to Council authorised events and activities in the Shire Provide a coordination role for all external events and support community groups in the application process	<ul style="list-style-type: none"> • Youth Arts Projects • Community Safety Expo • Christmas Decoration – lighting of the tree etc. • Events and Festivals
Community	Community Development Officer	Assist community groups and clubs to develop their organisation and deliver services to the community	<ul style="list-style-type: none"> • Liaison with Culturally and Linguistically Diverse groups • Community Safety and Crime Prevention Plan • Alcohol Management Plan implementation • Liaison with government agencies and non-government organisations, Community small grants program • Review and Implement the Northam Disability Access & Inclusion Plan
Media and Communications	Communications Officer	Manage the Shire's internal and external communication, and public and media relations	<ul style="list-style-type: none"> • Official media releases • Assisting with Shire staff communication • Oversee Shire's corporate communication policy • Monthly newsletter update • Oversee Shire style guide • Coordinate Staff newsletter • Coordinate Website • Oversee Social Media usage • Coordinate Elected Members update
Library	Library Manager	Provide library and information services in Northam & Wundowie	<ul style="list-style-type: none"> • Library administration • Collection management • Lending services • Reference and information • Local history collection • Northam and Wundowie library management • Community education programs • Public computer access
Tourism and Promotion	Visitor Centre Manager	To contribute to the marketing of Northam Shire as a tourism destination and provide services to assist Visitors to the area	<ul style="list-style-type: none"> • Manage the Visitor Centre / servicing • Contribute to marketing and promotion of the region • Contribute to the marketing and promotion of the Shire
Recreation	Recreation Manager	Manage Recreation Services	<ul style="list-style-type: none"> • Utilisation of the Recreation centre • Manage active recreation reserves • Provision of fitness activities • Liaise with stakeholder agencies • Recreation centres management • Liaise/coordinate with sporting groups/clubs

Service Area	Responsibility	Description	Outputs
Youth	Community Development Officer	Provide opportunities to recognise achievements and facilitate the engagement of youth within the community	<ul style="list-style-type: none"> • Consultation with youth groups • National Youth Week • Youth sponsorship • Liaison with government agencies and non-government organisations
Respite	Killara Centre Manager	Provide respite opportunity to the Shire of Northam Community	<ul style="list-style-type: none"> • Manage Killara facility • Work with other respite service providers
Aged	Executive Manager Community Services	Provide opportunities to recognise achievements and facilitate the engagement of the aged within the community	<ul style="list-style-type: none"> • Recognising and responding to the needs of the aged community • Providing services and facilities which are relevant and accessible to the aged
Grants Management	Community Development Officer	To identify and facilitate the securing and management of grants both to and from the Shire of Northam	<ul style="list-style-type: none"> • Opportunity identification • Application facilitation • Acquittal facilitation • Process oversight

DEVELOPMENT SERVICES

Service Area	Responsibility	Description	Outputs
Statutory Land Use Planning	Senior Planner	Provide development control in accordance with the Local Planning Scheme #6	<ul style="list-style-type: none"> • Assessment of development applications • Planning and Development Act administration • Sub-division process management • State Administrative Tribunal reviews response • Provision of advice to customers and internal stakeholders on planning matters • Local Planning Scheme amendments • Structure Planning • Local planning policies • Compliance with local planning scheme requirements • Liaison and referral to relevant government agencies
Strategic Planning	Senior Planner	Manage all matters that relate to strategic land use planning, primarily with respect to land use planning for the future development of the Shire	<ul style="list-style-type: none"> • Review and implement the Local Planning Strategy • Develop and review planning strategic documents • Input to State planning legislation and policy. • Provide strategic planning advice to customers. • Review precinct plans including structure plans and design guidelines • Shire Land holdings management
Building Services	Senior Building Surveyor	Provide and manage building regulatory control work within in the Shire	<ul style="list-style-type: none"> • Certified and uncertified building permits. • Building control including compliance • Applications for strata subdivisions response. • Inspections and issue of certificates where appropriate • Occupancy permits • Building statistics to the Australian Bureau of Statistics, Valuer Generals Office and BCITF • Advice to customers on statutory building matters • 4-yearly swimming pool inspections

DEVELOPMENT SERVICES (cont...)

Service Area	Responsibility	Description	Outputs
Building maintenance	Building & Project Supervisor	Maintain Council buildings to an acceptable standard	<ul style="list-style-type: none"> • Building Asset Management Plan • Scheduled and unscheduled maintenance to buildings, playgrounds, CCTV, town clock and park furniture • Upgrades to Council buildings • Project management • Design of building modifications • Liaise with stakeholders • Supervision of contractors • Preparation and management of tenders and contracts • Carry out minor repairs of buildings
Environmental Health	Senior Environmental Health Officer	<p>Manage health services to ensure overall compliance with all statutory environmental health related legislation, codes and standards</p> <p>Manage all matters that relate to strategic environmental health planning for the future development of the community as identified.</p>	<ul style="list-style-type: none"> • Food Businesses Approvals and Assessment • Food Sampling (Legal and LHAAC Coordinated) • Approval of Skin Penetration Premises • Sampling and Assessment of aquatic facilities. • Sampling and Assessment of Reclaimed Waste Water Reuse Scheme • Lodging House Inspection and Registration • Vector Investigation • Health Promotion • Registration of Offensive Trades • Issue permits for stallholders, street traders, morgues, stable licences and portable signs • Onsite Effluent Disposal Systems • Advise on Environmental Health related matters • Public Building Approvals and Assessments • Section 39 Liquor Licencing Approvals • Public Event Assessment, Permits and Monitoring • Unsightly Land/ Hoarding • Complaints (noise, noxious odours, poultry, dust) • Liaison with DER & Industry regards lead levels in community
Environment	Senior Environmental Health Officer	Provide natural environmental services for the Shire and wider community	<ul style="list-style-type: none"> • Investigate and recommend appropriate action on Shire controlled contaminated sites • Environmental compliance and complaints • Environmental assessment and clearances for development • Environmental strategies • Avon River Town Pool • Implement Biodiversity Strategy

DEVELOPMENT SERVICES (cont...)

Service Area	Responsibility	Description	Outputs
Emergency	Community Emergency Services Coordinator	Coordinate emergency management services to provide safety and security to the local community	<ul style="list-style-type: none"> • Emergency management • Liaison with government agencies and non-government organisations • Compliance with relevant legislation, policies, codes, regulations • Development and ongoing review of Emergency Management Plans • Training in emergency management practices and response • Local & District emergency management committee • Education programs • Monitoring and informing of emergencies • Local recovery plans • Bushfire mitigation plans
Ranger	Ranger Coordinator	Administer Ranger Services in accordance with state and local legislation to ensure compliance and safety of the local community	<ul style="list-style-type: none"> • Animal control • Parking management • Permits issued under Local Laws • Local Law enforcement • Litter control • Liaison with government agencies and non-government organisations • Assist with provision of bushfire mitigation and management • Implementation of community education programs
Landfill operations	Senior Environmental Health Officer / Waste Management Coordinator	Provide and manage landfill operations	<ul style="list-style-type: none"> • Manage Contracts for Old Quarry Road and Inkpen Road Waste Management Facilities • Waste Management Business Planning and Operations • Monthly Invoicing and Customer Management • Strategic Site Management and Consultant Liaison • Site Licence Renewals and Compliance • Ground Water Bore Monitoring and Sampling • Annual DER Licence and Quarterly DER Levy Reporting • Assessment of Contaminated Waste Disposals • Management of controlled waste disposal
Waste collection & Recycling services	Senior Environmental Health Officer / Waste Management Coordinator	Provide and manage waste collection and recycling services for the Shire	<ul style="list-style-type: none"> • Manage contracted waste and recycling services for Domestic and Commercial Collection • Contract Renewals and Implementation • Strategic Waste Management Plan Implementation • Waste and Recycling Promotion • New Services and Master List Maintenance • Complaints and Missed Bins

ENGINEERING SERVICES

Service Area	Responsibility	Description	Outputs
Engineering Services Administration	Executive Manager Engineering Services	Manage and administer Engineering services for the Shire	<ul style="list-style-type: none"> • Compliance (Local Laws, Acts, and Regulations) • Directorate financial management and reporting • Staff management • Procurement and probity • Regional Road Group membership • Complaints and dispute resolution • Policy review • Staff development
Asset Management	Assets Manager	Manage the Shire's assets in accordance with asset management principles	<ul style="list-style-type: none"> • Asset Management framework • Development of Asset Management Plans across all asset classes • Funding submission applications • Project renewal modelling • Asset Management reports • Preventative maintenance planning • Asset information systems management • Asset management information recording. • Data collection and analysis
Engineering Operations	Operations Manager	Provide construction and maintenance services for the Shire's roads, drainage, and pathways networks	<ul style="list-style-type: none"> • Depot management • Roads and laneways construction and maintenance • Pathways construction and maintenance • Risk assessments • Drainage construction and maintenance • Street & footpath sweeping • Private Works
Plant and Fleet Services	Executive Manager Engineering Services	Manage, maintain and upgrade the Shire's plant, equipment, and fleet	<ul style="list-style-type: none"> • Plant and equipment maintenance • Vehicle fleet management • Vehicle fleet planning • Procurement of plant, equipment, and fleet.
Airport	Executive Manager Engineering Services	Manage the Northam Aerodrome	<ul style="list-style-type: none"> • Maintain Facility • Upgrade infrastructure
Parks, Gardens & Reserves	Operations Manager	Maintain the Shire's parks, gardens and reserves	<ul style="list-style-type: none"> • Parks maintenance • Ovals maintenance • Gardens maintenance • Litter control • Cemetery Maintenance • Street Verge maintenance

4. Actions linked to Strategic Community Plan and Services

GOVERNANCE

TO LEAD OUR COMMUNITY WITH OPENNESS, EFFICIENCY AND PROFICIENCY

Objective - G1 Provide accountable and transparent leadership

Estimated 2015/16 Objective Budget	Operating Expenditure \$1,201,997	Operating Revenue \$54,800	Capital Expenditure \$55,000	Capital Revenue \$18,500					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
G1.1 Continue to develop Council's policy framework to guide decision making	Review Local Planning Policies	Local Planning Scheme 6 and Strategy	Statutory Land Use Planning	•	•	•	•	•	•
	Review Governance Policy	Council Policy Manual	Governance		•		•		•
	Review Community support policy	Council Policy Manual	Community Events	•		•		•	
	Review Finance policies	Council Policy Manual	Finance		•		•		•
	Review Human Resource policies	Council Policy Manual	Human Resources	•			•		•
	Review Works (engineering) policies	Council Policy Manual	Engineering Services Administration		•		•		•
	Review Planning policies	Council Policy Manual	Statutory Land Use Planning		•			•	•
	Review Health policies	Council Policy Manual	Environmental Health		•				•
	Review Building policies	Council Policy Manual	Building		•	•			•
	Review Administration policies	Council Policy Manual	Administration		•		•		•
G1.2 Integrate Planning, resources and reporting	Review Strategic Community Plan	LG Act	Strategy	•			•		•
	Review Corporate Business Plan	Strategic Community Plan	Strategy	•	•	•	•	•	•
	Review Long Term Financial Plan	Corporate Business Plan	Finance	•	•	•	•	•	•
	Review Workforce Plan	Corporate Business Plan	Human Resources	•	•	•	•	•	•
	Review Asset Management Strategy	Corporate Business Plan	Strategy	•		•		•	•
	Monitor, revise and implement the Northam Regional Centre Growth Plan, incorporating the Northam Development Plan, to encourage population growth in the Shire	Northam Regional Centre Growth Plan	Economic Development	•	•	•	•	•	•
G1.3 Enhance Open and interactive communication between Council and the Community	Develop and implement a communications plan for the Shire.		Media & Communications		•	•	•	•	•
	Implement a framework for regular community meetings		Governance		•	•	•	•	•

TO LEAD OUR COMMUNITY WITH OPENNESS, EFFICIENCY AND PROFICIENCY

Objective - G2 - Improve organisational capability and capacity

Estimated 2015/16 Objective Budget	Operating Expenditure \$17,182	Operating Revenue \$10,537	Capital Expenditure \$Nil	Capital Revenue Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
G2.1 Receptive to local government structural reform opportunities to enhance Northam as a regional sub centre	Active Membership of the Avon Regional Organisation of Councils (AROC)	Strategic Community Plan	Regional Development	•	•	•	•	•	•
	Partner with the Wheatbelt Development Commission on identified regional initiatives	Strategic Community Plan	Regional Development	•	•	•	•	•	•
G2.2 Increase capacity through the application of the integrated planning process	Review Council Building Asset Management Plan.	Asset Management Strategy	Asset Management		•	•			
	Develop Council Road Asset Management Plan.	Asset Management Strategy	Asset Management		•	•			
	Develop Council Footpath Asset Management Plan.	Asset Management Strategy	Asset Management		•	•			
	Develop Council Drainage Asset Management Plan.	Asset Management Strategy	Asset Management		•	•			
	Develop Council Parks & Reserves Asset Management Plan.	Asset Management Strategy	Asset Management			•			

TO LEAD OUR COMMUNITY WITH OPENNESS, EFFICIENCY AND PROFICIENCY

Objective - G2 - Improve organisational capability and capacity cont.

Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
G2.3 - Operate/Manage organisation in a sustainable manner	Provide management and leadership to the organisation and stakeholders	Corporate Plan	CEO & Executive Management	•	•	•	•	•	•
	Review Council Insurance coverage		Administration	•	•	•	•	•	•
	Manage the Shire's plant, equipment and vehicle fleet.		Plant and Fleet	•	•	•	•	•	•
	Review and implement the Plant Replacement Strategy.		Plant and Fleet		•		•		•
	Review the Council Community grant contributions and processes		Community	•			•		•
	Manage and administer the Shire's financial systems and procedures.		Finance	•	•	•	•	•	•
	Review the Shire's rates strategy.		Finance		•			•	
	Review UV to GRV rating for rural residential properties under 5 hectares		Finance		•				
	Manage and implement Fair Value of assets to meet legislative requirements		Finance	•	•	•			
	Oversee the ongoing maintenance and support services for Shire systems and applications.		Information Technology	•	•	•	•	•	•
	Ensure telecommunications of the Council are met at an adequate standard.		Information Technology	•	•	•	•	•	•
	Develop and implement an IT Strategy for the Shire.		Information Technology		•	•	•	•	•
	Provide records management systems and services while maintaining compliance with relevant legislation.		Records	•	•	•	•	•	•
	Review current method of electronic management of records, with a focus registering electronic mail.		Records		•		•		•
	Ensure latest retention and disposal guidelines are met		Records	•	•	•	•	•	•
	Administer and review of the Shire's Record Keeping Plan.		Records	•	•	•	•	•	•

TO LEAD OUR COMMUNITY WITH OPENNESS, EFFICIENCY AND PROFICIENCY

Objective G3 - Provide efficient and effective corporate management

Estimated 2015/16 Objective Budget	Operating Expenditure \$604,623	Operating Revenue \$11,006,605	Capital Expenditure \$150,000	Capital Revenue Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
G3.1 Provide responsive high level customer service	Manage customer services through use and maintenance of appropriate systems and processes.		Customer Service	•	•	•	•	•	•
	Develop/review Northam Customer Services Charter		Customer Service		•				•
	Develop & Implement an organisational wide process for dealing with/responding to customer requests/complaints		Customer Service		•	•	•	•	•
	Provision of Department of Transport licensing services for the community		Customer Service	•	•	•	•	•	•
	Review the provision of the Department of Transport licensing services by the Shire		Administration		•	•			
G3.2 Provide flexible and attractive working conditions in a supportive work environment	Provide occupational health & safety advice and fit for work support to Shire of Northam staff	OSH Policy, Injury Management Manual	Human Resources	•	•	•	•	•	•
	Review attraction & retention strategy	Workforce Plan	Human Resources		•	•			
	Create a staff development framework	Workforce Plan	Human Resources	•	•	•			
	Review adequacy of Administration Building		Building Services			•			

COMMUNITY

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C1 - Create an environment that provides for a caring and healthy community

Estimated 2015/16 Objective Budget	Operating Expenditure \$3,914,636	Operating Revenue \$2,769,386	Capital Expenditure \$1,444,740	Capital Revenue \$171,380					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C1.1 Provide quality regulatory services	Implement Council parking strategy and local laws	Town Centre Parking Strategy	Ranger	•	•	•	•	•	•
	Ensure compliance with and advocate for responsible animal (dog/cat) ownership/management requirements	Dog/Cat Act	Ranger	•	•	•	•	•	•
	Review Town Centre Parking Strategy	Town Centre Parking Strategy	Strategic Planning			•			
	Administer the documentation and compliance of leases for Shire buildings	Lease Policy	Administration	•	•	•	•	•	•
	Investigate building complaints and compliance issues.	Building Act/Code	Building	•	•	•	•	•	•
	Manage issuing of certified and un-certified Building Permits and Approvals	Building Act/Code	Building	•	•	•	•		•
	Manage the cemetery administration through use and maintenance of appropriate systems and processes.		Cemetery	•	•	•	•	•	
	Investigate the availability for public access of online cemetery records		Cemetery			•	•		
	Investigate and assess complaints relating to nuisance and public safety	Health Local Law	Environmental Health	•	•	•	•	•	
	Undertake assessment of swimming pool fencing compliance	Building Act/Code	Building	•	•	•	•	•	
	Develop & Implement a program of regular food premises inspections	Health Act	Environmental Health		•	•	•	•	
	Develop program to ensure residential housing is aesthetically acceptable throughout the community		Environmental Health		•	•	•	•	

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C1 - Create an environment that provides for a caring and healthy community

Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C1.2 - Advocate for appropriate and accessible health services	Ongoing development of Avon Health & Emergency Services Precinct	Avon Health & Emergency Services Precinct business case	Economic Development	•	•	•	•	•	•
C1.3 - Advocate for the provision of greater choice of educational services within the community	Develop education precinct master plan	Northam Regional Centre Growth Plan	Strategic Planning				•		
	Review current educational services and develop actions to create additional value	Northam Regional Centre Growth Plan	Strategic Planning	•	•	•	•	•	•
C1.4 - Facilitate provision of appropriate child care facilities	Review Shire's After School and Vacation Care programs		Recreation	•					
	Investigate resource audit of child care facilities and services within Shire		Community			•	•		
C1.5 - Facilitate provision of services for aged persons and people with disabilities	Review the Shire of Northam Disability access and inclusion plan	Disability Services Act	Community			•	•		
	Implement the Wheatbelt Integrated Aged Care Plan		Community	•	•	•	•	•	•
	Manage the Killara Adult Day Care and Respite Services		Respite	•	•	•	•	•	•
	Implement the Aged Care WAAFI (WA Assessment Framework Interface) to promote collaboration with other service providers within the Avon region		Respite		•	•	•	•	•
	Review and monitor the financial sustainability for the Killara facility		Finance	•	•	•	•	•	•
	Partner with community groups providing services to the aged and people with disabilities		Community	•	•	•	•	•	•
	Review and implement strategies in the HACC Quality Assurance Policy & guidelines as required		Respite	•	•	•	•	•	•
	Maintain Senior Citizens Centre (Memorial Hall)	Memorial Hall Deed	Building Maintenance	•	•	•	•	•	•
	Manage & Maintain Kuringal Village (8units)	Community Housing Guidelines	Building Maintenance	•	•	•	•	•	•
	Investigate opportunities for expansion of community aged care units		Community		•	•	•	•	•

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C1 - Create an environment that provides for a caring and healthy community

Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C1.6 - Provide an environment that enhances growth, development and retention of youth	Facilitate development of Wundowie Youth /Skate Park	Wundowie Community Plan	Youth	•	•				
	Facilitate development of the Northam Youth Space/Skate Park	Northam Regional Centre Growth Plan	Youth		•	•			
	Develop and implement an Annual Calendar of events in conjunction with identified stakeholders		Community	•	•	•	•	•	•
	Identify and support Local Service providers to deliver Youth programs		Youth	•	•	•	•	•	•
C1.7 - Provide an environment that enhances and builds on the liveability of the Shire	Develop a POS Strategy that demonstrates an optimal level of POS in relation to developable land within designated Shire Precincts	Northam Development Plan	Strategic Planning				•		
	Update and Implement the Shire of Northam Community Infrastructure Plan	Northam Community Infrastructure Plan	Strategic Planning		•	•			
	Undertake Parks/Playgrounds Audit		Building	•	•				
	Review Developer Contribution Policy	Local Planning Scheme #6	Strategic Planning		•	•			
	Develop & implement Parks & Playground upgrade plan		Parks, Gardens and Reserves		•	•	•	•	•

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C2 - Provide services and processes to enhance public safety

Estimated 2015/16 Objective Budget	Operating Expenditure \$163,135	Operating Revenue \$26,020	Capital Expenditure \$24,200	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C2.1 - Provide community services to uphold public safety standards	Review and implement the Shire of Northam Community Safety and Crime Prevention Plan 2011-2015	Community Safety & Crime Prevention Plan 2011-2015	Community		•	•	•		
	Provide a proactive approach to responsible animal (dog, cat) ownership and management within the community		Ranger	•	•	•	•	•	•
	Develop/implement community education program on animal management requirements		Ranger		•	•	•	•	•
	Develop Community Alcohol Management Plan		Community		•	•			
	Monitor and maintain the Shire's CCTV network	Community Crime Prevention Plan	Building Services		•	•	•	•	•
	Develop/implement environmental health programs	Public Health Planning Guide 2011	Environmental Health		•	•	•	•	•
	Establish and implement a Public Health & Wellbeing Plan.	Public Health Bill	Environmental Health		•	•	•	•	•
	Assessment and approval of stallholders, portable signs, effluent disposal systems, temporary accommodation and public events	Health Act Food Act, Local Laws,	Environmental Health	•	•	•	•	•	•
	Regular inspections of commercial establishments - food premises, lodging houses, offensive trades, caravan parks, stallholders, swimming pools	Health Act, Food Act, Local Laws	Environmental Health	•	•	•	•	•	•
	Monitoring and sampling of food and water outlets including commercial food businesses, swimming pools and wastewater reuse scheme	Health Act	Environmental Health	•	•	•	•	•	•

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C2 - Provide services and processes to enhance public safety

Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C2.2 - Support provision of emergency services	Develop and Conduct an emergency exercise for the LEMC annually	Local Emergency Management Arrangements	Emergency	•	•	•	•	•	•
	Develop & coordinate delivery of community Emergency Services	Local Emergency Management Arrangements	Emergency	•	•	•	•	•	•
	Provide Recovery Support to Emergency Services		Environmental Health	•	•	•	•	•	•
	Encourage safe & effective bushfire mitigation management on non-Council controlled land		Emergency	•	•	•	•	•	•
	Develop, implement and conduct bushfire mitigation on (shire controlled) land in conjunction with BFB's and residents	Local Emergency Management Arrangements	Emergency	•	•	•	•	•	•
	Maintain Emergency services Directory for the Shire of Northam		Emergency	•	•	•	•	•	•
	Lobby to maintain adequate police services		Governance	•	•	•	•	•	•
C2.3 - Provide, monitor and improve adequate bushfire protection provisions	Support local bushfire brigades in bushfire management	Bushfire Management Plan	Emergency	•	•	•	•	•	•
	Support the bushfire brigades in the maintenance and acquiring of suitable plant and equipment	Bushfire Management Plan	Emergency	•	•	•	•	•	•
	Provide training and support to BFB volunteers to perform firefighting operations to acceptable standard	Bushfire Management Plan	Emergency	•	•	•	•	•	•
	Inspect and report on properties with regard to fire breaks and fire control		Ranger	•	•	•	•	•	•
	Review Bushfire Community Engagement Plan	Bushfire Community Engagement Plan	Emergency		•				•

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C3 - Provide active and passive recreation facilities and services

Estimated 2015/16 Objective Budget	Operating Expenditure \$3,071,469	Operating Revenue \$695,179	Capital Expenditure \$1,487,487	Capital Revenue \$479,974					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C3.1 - Develop, maintain and support appropriate recreation facilities throughout the Shire	Develop a recreation facilities master plan for the Shire of Northam, in the context of current and previously archived plans	Northam Recreation Facilities Plan, Northam Trails Master Plan 1999, Tracks Master Plan 2010	Recreation			•		•	
	Manage the Northam & Bakers Hill Recreation Centres		Recreation	•	•	•	•	•	•
	Manage the Shire Swimming Pool facilities in Northam & Wundowie		Recreation	•	•	•	•	•	•
	Develop a 6 monthly program of active recreational activities for the Shire of Northam		Recreation		•	•	•	•	•
	Review the Recreation Centre (aquatic facility) concept plan and develop funding strategy	Northam Regional Centre Growth Plan	Recreation		•				•
C3.2 - Partner with stakeholders to achieve greater community participation in recreational facilities and services	Identify and implement a program around active ageing		Recreation		•	•	•	•	•
	Assist local sporting clubs to develop their governance and expand their participation levels	Service Area of Sport and Recreation Club Development Program Plan	Recreation		•	•	•	•	•
	Implement annual program of events in partnership with Inclusion WA		Recreation		•	•	•	•	•
	Maintain and support the Northam Recreation Centre Facility Management Group		Recreation	•	•	•	•	•	•

C - FOR THE RESIDENTS TO ENJOY LIVING IN A SAFE, CARING AND HEALTHY COMMUNITY

Objective C4 - Protect and promote the Shire's diverse culture and heritage

Estimated 2015/16 Objective Budget	Operating Expenditure \$874,205	Operating Revenue \$2,171,255	Capital Expenditure \$2,298,025	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
C4.1 - Facilitate the preservation of heritage buildings and significant sites	Review Municipal Heritage Inventory	Heritage Act	Planning		•	•		•	
C4.2 - Encourage development sympathetic to heritage sites and values	Manage development within Mitchell Avenue on Avon Special Control Area	Local Planning Scheme 6	Development Services	•	•	•	•	•	•
	Develop Northam Heritage Design Guidelines for Fitzgerald & Gordon St areas		Strategic Planning	•	•				
	Adopt Heritage Policy to guide development of privately owned buildings	Municipal Inventory, Local Planning Scheme	Strategic Planning		•				
C4.3 - Facilitate the promotion of the community's heritage assets	Support Community groups to assist them raise their profiles and obtain grant funding to develop their infrastructure		Community	•	•	•	•	•	•
	Develop a plan to identify and market Northam's heritage assets.	Municipal Inventory/Northam Development Plan	Tourism and Promotion			•	•		
C4.3 - Understand and acknowledge Aboriginal and European heritage through the provision of interpretive venues, materials and activities	Facilitate and promote interpretative initiatives		Community	•	•	•	•	•	•
	Develop concept and viability of Northam Aboriginal interpretive Centre	Northam Interpretive Centre Business Case	Community	•	•	•			
	Develop Indigenous inclusion plan		Governance			•	•		
C4.4 - Support provision of facilities and services for arts and cultural programs	Develop, implement and review policy and procedures relating to Library Services.		Library		•	•			
	Deliver a supportive library service		Library	•	•	•	•	•	•
	Manage and maintain the Shire's Art Collection		Arts & Culture	•	•	•	•	•	•

ECONOMY

E - A PROSPEROUS COMMUNITY SUPPORTED BY DIVERSE AND SUSTAINABLE INDUSTRY AND COMMERCE

Objective E1 - Support business and investment opportunities

Estimated 2015/16 Objective Budget	Operating Expenditure \$120,000	Operating Revenue \$Nil	Capital Expenditure \$63,293	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
E1.1 Promote new commercial and industrial development through appropriate zoning of land, provision of sustainable infrastructure and efficient & effective business approval processes	Lobby Land Corp to undertake Avon Industrial Park Stage 3 development, if existing Industrial Park at 80% capacity	Northam Regional Centre Growth Plan	Economic Development			•			
E1.2 - Support the identification, protection and control of the mineral resources industry through careful development and planning	Review Local Planning Strategy to acknowledge mineral resources in and adjacent to the Shire of Northam	Local Planning Strategy	Strategic Planning		•			•	
E1.3 - Support sustainable business and commerce initiatives	Develop incentives for relocation of existing businesses to established industrial area, physical improvements to sites, encourage private investment		Economic Development			•	•	•	
	Actively pursue the NBN Co to provide broadband into Northam		Economic Development		•	•	•	•	•
	Encourage increase in professional services to the community		Economic Development			•	•	•	•
E1.4 - Enhance the aesthetic environment to support business opportunities	Review / develop town / community master plans		Strategic Planning		•	•			•
	Apply Minson Avenue Design Guidelines to assist activate the area from Avon to Peel Terrace bridges	Minson Avenue Design Guidelines/Growth Plan	Statutory Planning	•	•	•	•	•	•
	Adopt Bernard Park Master Plan	Northam Regional Centre Growth Plan	Strategic Planning		•				
	Continue the development of Bernard Park as central focus of the CBD	Northam Regional Centre Growth Plan	Parks, Gardens and Reserves	•	•	•	•	•	•
	Ongoing development /implementation of CBD revitalisation	Northam Regional Centre Growth Plan	Parks, Gardens and Reserves	•	•	•	•	•	•

E - A PROSPEROUS COMMUNITY SUPPORTED BY DIVERSE AND SUSTAINABLE INDUSTRY AND COMMERCE

Objective E1 - Support business and investment opportunities

Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
E1.5 - Proactively market the region's business opportunities and attractive lifestyle	Develop and Implement a marketing strategy focused on business development	Northam Regional Centre Growth Plan & Northam Development Plan	Economic Development		•	•	•	•	•
	Develop and Implement a marketing strategy for the Avon Industrial Park	Industrial Skilled Labour Force Attraction in the Avon Valley	Economic Development		•	•	•	•	•

E - A PROSPEROUS COMMUNITY SUPPORTED BY DIVERSE AND SUSTAINABLE INDUSTRY AND COMMERCE

Objective E2 - Facilitate further development of regional tourism

Estimated 2015/16 Objective Budget	Operating Expenditure \$859,680	Operating Revenue \$136,050	Capital Expenditure \$Nil	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
E2.1 - Provide relevant tourism information and marketing services	Manage the Northam Visitor Centre		Tourism and promotion	•	•	•	•	•	•
	Develop a Northam marketing plan (focusing on the Shire's natural, social & built environments) in the context of the Avon marketing strategy		Tourism and promotion		•	•			
E2.2 - Support a coordinated approach for regional tourism promotion and management	Attend and contribute to the Avon Valley Tourism Committee		Tourism and promotion	•	•	•	•	•	•
	Contribute to the development and review of a regional marketing strategy		Tourism and promotion		•	•	•	•	•
E2.3 - Provide and support local festivals and tourist events	Develop an events package to assist and guide local event and festival providers		Community Events		•				
	Develop a policy to guide Council in the support of various local events and festivals		Community Events	•	•				
	Advocate for AFL football match at Henry Street Oval (NAB cup, WAFL, AFL intra club)		Recreation	•	•	•	•	•	•
	Develop Shire of Northam Events Plan		Community Events		•				
	Support monthly local markets		Community Events	•	•	•	•	•	•
	Identify and Develop initiatives to encourage small business to operate 7 days		Economic Development		•	•			

NATURAL ENVIRONMENT

N - AN ENVIRONMENTALLY AWARE AND PRO-ACTIVE COMMUNITY

Objective N1 - Mitigate the Shire of Northam's carbon footprint, reducing waste and greenhouse gas production

Estimated 2015/16 Objective Budget	Operating Expenditure \$2,091,009	Operating Revenue \$2,288,488	Capital Expenditure \$186,520	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
N1.1 - Manage waste disposal in an environmentally sensitive manner that meets the needs of a growing population	Review and implement the regional waste management strategy initiatives.	Strategic Waste Minimisation Plan	Waste Management		•	•	•	•	•
	Provide general rubbish bin kerbside collections, skip bin verge & street bin service	Strategic Waste Minimisation Plan	Waste Management	•	•	•	•	•	•
	Contract manage waste facilities, to process general waste, inert waste, and liquid waste and green waste operations and access in accordance with regulations and licence conditions.	Old Quarry Road & Inkpen Road Waste Management Plans	Waste Management	•	•	•	•	•	•
N1.2 - Increase community awareness of the impact of waste issues on the environment	Investigate and enforce compliance regards unlawful activities that are detrimental to the environment	Health Act	Environmental Health	•	•	•	•	•	•
	Develop community awareness campaign	Strategic Waste Minimisation Plan	Waste Management			•			
N1.3 - Encourage the use of recycling materials and create a Towards Zero culture amongst the community	Provide kerbside and drop-off recycling facilities to reduce waste to landfill	Strategic Waste Minimisation Plan	Waste collection and recycling services	•	•	•	•	•	•
N1.4 - Provide community leadership and transition to energy efficient operational practices	Identify opportunities to implement energy efficiency into Council facilities and operations	Building Act / Code	Building Services	•	•	•	•	•	•
N1.5 - Develop an understanding and position on climate change for the Shire of Northam	Develop a climate change adaptation position and potential strategy	WALGA Climate Change Management Toolkit	Environment			•	•	•	•

N - AN ENVIRONMENTALLY AWARE AND PRO-ACTIVE COMMUNITY

Objective N2 - Enhance the health and integrity of the natural environment

Estimated 2015/16 Objective Budget	Operating Expenditure \$483,987	Operating Revenue \$29,400	Capital Expenditure \$Nil	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
N2.1 - Identify vulnerable environments or areas in need of protection	Identify and remediate Shire of Northam controlled contaminated sites	Contaminated Sites Act	Environmental		•	•	•	•	•
	Develop a Shire of Northam Biodiversity Strategy in liaison with Wheatbelt NRM	Local Government Biodiversity Planning Guidelines	Environmental		•	•			
N2.2 - Protect the integrity of the ecosystem of our rivers and waterways	Develop / Endorse management plan for the Avon River Town Pool	Proposed Avon Town Pool Management Plan	Environment	•					
	Implement strategies to improve the health and aesthetics of the Avon River Town Pool	Northam Town Pool Water Quality Management Plan 2013 Northam Regional Centre Growth Plan	Environmental		•	•	•	•	•
N2.3 - Employ risk management strategies and measures to protect natural assets from natural disasters, including fire and flood	Review Local Emergency Management Arrangements	Emergency Management Act 2005	Emergency Services			•			•
	Identify opportunities for buffer zones to protect the natural environment against development	Local Planning Strategy / Scheme	Strategic Planning			•			
	Support protection of existing & remnant vegetation and revegetation along waterways	Local Planning Scheme Special Control Area Strategies	Environment	•	•	•	•	•	•
	Encourage and support community environmental projects	Environmental Protection Act	Environment	•	•	•	•	•	•

N - AN ENVIRONMENTALLY AWARE AND PRO-ACTIVE COMMUNITY

Objective N3 - Management and protection of water resources

Estimated 2015/16 Objective Budget	Operating Expenditure \$356,035	Operating Revenue \$Nil	Capital Expenditure \$241,123	Capital Revenue \$223,600					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
N3.1 - Pursue opportunities to use treated effluent water on public open space & as an emergency water supply	Liaise with Water Corporation in regards to need for waste water treatment plant upgrade		Environment		•	•			
N3.2 - Promote and support initiatives to reduce water consumption	Introduction of water-wise programs at the swimming pools & recreation centre		Recreation		•	•	•	•	•
	Identify opportunities to implement water efficiency into Council facilities and operations	Department of Water Policy 1.02	Environmental		•	•	•	•	•
	Commit to water saving initiative program such as ICLEI – Local Governments for Sustainability –	ICLEI Guidelines	Environment		•	•			
N3.3 - Encourage property owners (residential and commercial) to install water recovery & recycling systems	Investigate incentives to encourage water reuse systems	Department of Health Grey Water Guidelines	Environment			•			

INFRASTRUCTURE AND RESOURCES

R - SUSTAINABLE AND EFFICIENT STRATEGIC AND URBAN TRANSPORT, UTILITIES AND COMMUNICATIONS INFRASTRUCTURE

Objective R1 - Provide and support an effective and efficient transport network

Estimated 2015/16 Objective Budget	Operating Expenditure \$4,658,476	Operating Revenue \$2,150,424	Capital Expenditure \$8,110,596	Capital Revenue \$994,706					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
R1.1 - Plan for the provision and delivery of transport services and infrastructure in the Shire in close consultation with the State and Federal governments and the local community	Lobby to retain the Avon Link Rail Service with improved scheduling	Northam Regional Centre Growth Plan	Governance	•	•	•	•	•	•
	Input into revised/appropriate Avon Link Rail Service	Northam Regional Centre Growth Plan	Governance	•	•				
	Develop plan to encourage strong connectivity between Train Station and CBD	Northam Regional Centre Growth Plan	Strategic Planning		•	•			
	Develop a local bus service business case (noting importance of other services such as Taxi)	Northam Regional Centre Growth Plan	Strategic Planning			•			
	Maintain Roads within the Shire		Engineering Operations	•	•	•	•	•	•
	Lobby for the upgrading of Newcastle Road Bridge	Northam Regional Centre Growth Plan	Engineering Services Administration	•	•	•	•	•	•
	Implementing the Northam Bike & Footpath Plan.		Engineering Services / Administration		•	•	•	•	•
	Lobby for the development of the 'orange route' Great Eastern Highway		Engineering Services Administration		•	•	•	•	•
R1.2 - Maintain an efficient, safe and quality road network	Input into the Avon Regional Roads Group		Engineering Services Administration	•	•	•	•	•	•
	Advocate for the Bakers Hill Great Eastern Highway redesign works		Engineering Services Administration		•	•	•	•	•
	Develop 5 year road construction program	Asset Management Plan	Asset Management		•	•			
	Develop road maintenance plan	Asset Management Plan	Engineering Operations		•	•	•	•	•
	Deliver Annual construction program	5 year Construction Prog	Engineering Operations	•	•	•	•	•	•
	Develop drainage maintenance plan	Asset Management Plan	Asset Management		•	•	•	•	•
	Develop 5 year footpath construction program	Asset Management Plan	Asset Management		•	•			
	Deliver footpath program	Operational Plan	Asset Management	•	•	•	•	•	•
	Develop footpath maintenance plan	Asset Management Plan	Engineering Operations	•	•	•	•	•	•

R - SUSTAINABLE AND EFFICIENT STRATEGIC AND URBAN TRANSPORT, UTILITIES AND COMMUNICATIONS INFRASTRUCTURE

Objective R1 - Provide and support an effective and efficient transport network

Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
R1.3 - Improve and encourage utilisation of existing airport facilities and associated air services	Manage the Shire's Airport and maintenance	Airport master plan	Airport	•	•	•	•	•	•
	Manage the leasing of airport infrastructure	Airport Lease / Policy / Structure Plan	Administration	•	•				
	Review Airport Master Plan		Strategic Planning		•	•			

PUBLIC REALM & BUILT ENVIRONMENT

P - An economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport. Providing an orderly and adequate supply of land along with increased choice in housing

Objective P1 - Promote a diverse mix of development opportunities throughout the Shire

Estimated 2015/16 Objective Budget	Operating Expenditure \$643,949	Operating Revenue \$124,500	Capital Expenditure \$35,000	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
P1.1 - Ensure Council land use planning is in place and reflective of established objectives	Review Local Planning Strategy	Planning & Development Act	Strategic Planning			•	•		
	Review Local Planning Scheme 6	Planning & Development Act	Strategic Planning				•		
	Process development and DAP applications in accordance with LPS 6	Planning & Development Act	Statutory Planning	•	•	•	•	•	•
	Manage and implement local planning policies.	Local Planning Scheme No.6	Statutory Planning	•	•	•	•	•	•
	Undertake compliance proceedings on development	Local Planning Scheme No.6	Statutory Planning	•	•	•	•	•	•
	Facilitate planning for West Northam redevelopment precinct	Northam Regional Centre Growth Plan	Strategic Planning			•	•	•	•
	Guide / control the development and use of agricultural land in the Shire and minimise potential for land use conflict as identified in the precincts contained within the LPS	Local Planning Strategy	Statutory Planning		•	•	•	•	•
	Facilitate clean-up of disused commercial & residential properties	Northam Regional Centre Growth Plan	Environmental		•	•	•	•	•
P1.2 - Provide a proactive and supportive service to (potential) land developers	Process development and DAP applications in accordance with LPS 6	Local Planning Scheme	Statutory Planning	•	•	•	•	•	•
	Undertake compliance proceedings on development	Local Planning Policies	Statutory Planning	•	•	•	•	•	•
	Input into subdivision applications	Local Planning Strategy	Statutory Planning	•	•	•	•	•	•

P - An economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport. Providing an orderly and adequate supply of land along with increased choice in housing

Objective P2 - Accessible and legible communities

Estimated 2015/16 Objective Budget	Operating Expenditure \$70,500	Operating Revenue \$237,678	Capital Expenditure \$29,647	Capital Revenue \$Nil					
Strategic Initiative	Actions and Projects	Informing Plan/Legislation	Service Area	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
P2.1 - Enhance entries into the various town sites	Develop town entry master plan for Mitchell Avenue		Strategic Planning		•	•			
	Develop town entry master plan for Newcastle Road		Strategic Planning			•			
	Develop town entry master plan for Yilgarn Avenue		Strategic Planning				•		
	Develop town entry master plan for Goomalling Road		Strategic Planning			•			
	Partner Main Roads WA to develop the Bakers Hill Great Eastern highway traffic management improvements		Engineering Services Administration	•	•	•	•	•	•
	Develop town entry master plan for Spencer Brook Road		Strategic Planning					•	
	Develop town entry master plan for York Road		Strategic Planning					•	
P2.2 - Undertake Urban & CBD renewal projects	Develop and market Victoria Oval redevelopment plan	Northam Regional Centre Growth Plan	Strategic Planning		•	•	•		
	Develop plan to improve walkable connectivity to Central Business Area from Train Station	Northam Regional Centre Growth Plan	Strategic Planning		•	•	•		
	Develop street scaping plan for the CBD, focusing on connectivity (parking and path networks)	Northam Regional Centre Growth Plan	Strategic Planning		•	•			
	Develop Urban renewal/regeneration plans for identified areas	Northam Regional Centre Growth Plan	Strategic Planning			•			
	Review and the Wundowie Community Master Plan	Wundowie Community Master Plan	Strategic Planning		•	•			
	Review the Bakers Hill Community Master Plan	Bakers Hill Community Master Plan	Strategic Planning			•			
	Review the Grass Valley Community Master Plan	Grass Valley Community Master Plan	Strategic Planning				•		

5. Priority Projects

The Shire of Northam has a significant number and range of priority projects which have been identified through its various planning processes. The priorities have been split into two distinct categories. The first category focusing on projects which will be programmed into the annual budgeting process with revenue for the project either coming entirely from the Council, is already confirmed, or likely to be confirmed by a third party. While the Council reserves the right to make a final determination as to the delivery of these projects during its annual budget process, it can be assumed that the projects will be delivered. The second category identifies projects which are more strategic and aspirational in their nature and are projects that the Council will be endeavouring to focus on and deliver, however will require a significant financial contribution from a third party which has yet to be confirmed. The nature of these projects is that they have significantly more risk in terms of deliverability within identified timeframes than those which identified in category one.

a. Priority Projects

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<u>GOVERNANCE</u>						
<u>COMMUNITY</u>						
Killara Stage 3 refurbishment	80,000					
Northam Youth Space				859,411		
Playground/Open Space Improvements	30,000	30,675	31,442	32,228	33,034	
George Nuich Playground Shade		100,000				
Bernard Park Water Playground	278,000	224,951				
Northam Interpretive Centre**	384,367		1,500,000	3,000,000		
Jubilee Oval reticulation and cricket wicket	30,000					
Wundowie Oval lighting	40,000					
Wundowie Skate Park		153,375				
Wundowie – Bakers Pipeline	890,000					
Wundowie Sports Pavilion					1,651,681	
Wundowie Swimming Pool refurbishments			TBA			
Wundowie Youth Space	40,000	216,700				
Victoria Oval Development			TBA			
Centenary ANZAC Celebrations	68,000	68,000				
Northam Swimming Pool refurbishments		TBA				
Recreation Centre expansion (aquatic)*				150,000		
Old Northam Railway Station improvements	150,000					
Bakers Hill Oval reticulation	453,750					
Bakers Hill Tennis Court Development	93,000					
Bakers Hill Pavilion Upgrade						1,469,328
Bert Hawke Lighting	20,000					
Henry Street Oval Development (AFL)	50,000					
Avon Health Precinct	1,138,775					
<u>ECONOMY</u>						
Industrial Development**				1,611,396	8,258,405	11,286,487
<u>NATURAL ENVIRONMENT</u>						
Northam Town Pool Aerators	94,373					
Northam Town Pool improvements/ dredging**		1,890,102	52,429	53,713	55,003	56,423
Northam Town Pool floating islands	105,997					
Northam Waste Water extension – race course (DoF)**	TBA					

a. Priority Projects (cont...)

Project Description	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<u>INFRASTRUCTURE & RESOURCES</u>						
Storm Water drainage improvements – Urban	250,000	258,813	268,324	278,185	288,204	298,583
Storm Water drainage improvements – Rural	50,000	55,000	60,000	65,000	70,000	75,000
Jubilee Playground Upgrade	87,000	20,450				
Northam Town Centre drainage**	131,872		1,717,273			
Bernard Park drainage improvements	442,804					
Wundowie Storm Water reuse**		1,072,914				
Bernard Park Drainage improvements**		931,725				
Hillman Creek drainage improvements**	65,936	828,200				
Bert Hawke Drainage	60,000		41,923			
<u>PUBLIC REALM & BUILT ENVIRONMENT</u>						
Administration Building Redevelopment			2,044,723			
Northam Works Depot *			1,500,000	1,533,750		
Fitzgerald Street Mall redevelopment		100,000				
CBD Street scaping development						
State Government Shared office Accommodation***		TBA				
CBD Revitalisation / Mixed Use **		1,953,975	32,563,302	14,787,245		
Underground Power*		7,500				
Urban Renewal**				10,205,509		
Urban Renewal – West Northam**				1,611,396		
New Living Project**					2,312,353	2,370,162
*Funds available only for assessment / reporting no works						
**external funds required to allow project to proceed						
****not Council project, contribution may be required						

6. Organisational Context

a. Project Management

Project management forms an integral part of the management of the Shire of Northam. We are not only committed to focusing on delivering projects within budgets established by Council, but we have a strong focus on delivering projects safely, within established timeframes and which deliver established outcomes.

This will be achieved through a range of initiatives which include:

Training

Staff who are required to manage or contribute to the management of projects will be provided basic project management training through a recognised training provider.

Reporting

Executive Managers will be required to report the progress of major projects to the Chief Executive Officer at agreed timeframes.

Risk Management

Executive Managers will ensure the risk matrix illustrated below is applied.

In order to assess projects and determine the level and complexity of project management required, the following framework will be applied. In many cases, projects will have elements in a number of the project categories (major, project, works). In this circumstance, the classification should reflect a conservative approach, that is, if in doubt projects are to be scaled to the higher level.

I. Project Classification

Criteria	Major Project	Project	Works
Scope of Work	Complex	Defined	Simple/well known
Budget	Above \$250k	Above \$50k to \$250k	Up to \$50k
Timing	> 10 weeks	2 – 10 weeks	2 weeks

II. Project Delivery

Criteria	Major Project	Project	Works
Project Planning	Detailed Gantt chart required utilizing MS-Project (or similar). Detailed working or engineering designs and plans required to be signed off prior to commencement by Chief Executive Officer.	Schedule of timeframes required. Detailed working or engineering designs and plans required to be signed off prior to commencement by Executive Manager.	Preliminary planning required. Detailed working or engineering designs and plans may be required generally, but are required for capital road works.
Risk Management	High Risk Complex analysis and mitigation management formalised in writing and registered on project file. Will require the assistance of Regional Risk Co-ordinator.	Medium Risk Initial analysis and priority mitigation monitored in project meeting reports. May require the assistance of Regional Risk Co-ordinator at discretion of Executive Manager.	Low risk Monitored by responsible officer. JSA required.
Range of Personnel, including Sub-Contractors	High level of competence in PM required. Executive Manager to project manage or external project manager appointed with authority of CEO. Project Team to be established, which must include a minimum of two Executive Managers.	Sound level of competence in areas of technical and project management. Generally managed by Senior Officer, Manager or Executive Manager.	Managed by works supervisor, manager, or other member of staff authorised by Executive Manager.
Level of Communications	High - detailed reporting and data management to CEO on fortnightly cycles. Reports to include progress against Gantt Chart and against financial budget.	Monthly reporting to the CEO against timeframes and budget.	Exception reporting to the CEO (i.e. if perceived issue arising).
Contract (if required)	Complex, vetted by legal.	Standard Contracts in accordance with WALGA template for single supplier contracts, else refer works schedule requirements.	Purchase Order and standard contracts in accordance with WALGA templates at discretion of Executive Manager.
Authorisation	Formal CEO sign off to commence required after presentation of project planning, may require common seal.	Executive Manager authorization to commence required.	Official Council order considered sufficient sign off.
Data Management	All documents, including planning and internal documents required to be registered on file created specifically for project in question. At completion of project, summary of financial outcomes required.	All documents, including planning and internal documents require registration. Reference made to job number or chart of account number established within Synergy for future reference.	Synergy financial system records along with Notes taken and registered in accordance with standard records management practices.
Financial	Specific Chart of Account or Job Number Required. Detailed budgets to be prepared and supporting documentation to be placed on file. Budget should include breakdown by nature and type.	Either specific Chart of Account Number or Job Number required. Planning and other supporting documents to be placed on file.	Either specific Chart of Account Number or Job Number required.

III. Risk Management

Risks should be identified or categorised into one of the following general areas and analysed by determining how they might affect the success of the project. Generally the impact of a risk will realise one or any combination of the following consequences:

- Project outcomes (benefits) are delayed or reduced
- Project output quality is reduced
- Timeframes are extended
- Costs are increased
- Occupational Health & Safety protocols breached

Risk Management Definitions

Term	Definition
Risk	The effect of uncertainty on objectives (may be positive, negative or a deviation from what is expected)
Consequence	Outcome of an event or change in circumstances affecting the achievement of objectives
Likelihood	The chance of something happening
Event	An occurrence or existence of a particular set of circumstances
Hazard	Object or activity which may cause a risk (now referred to as a 'risk source') - interaction with the risk source is required to create a risk
Risk Management	Coordinated activities to direct and control an organisation in regard to risk

Consequence

Level Description	Financial Impacts	Health & Safety	Reputation	Service Interruption	Compliance	Property	Environment
Insignificant (1)	<\$10,000	Medical type injuries	Unsubstantiated, low impact, low profile, or no news item	No material service interruption	No noticeable regulatory or statutory impact	Inconsequential damage.	Contained, reversible impact managed by on site response
Minor (2)	\$10,001 - \$25,000	Lost Time Injury <30 days	Low impact, low news item	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response
Medium (3)	\$25,001 - \$250,000	Lost time Injury >30 Days	Substantiated, public embarrassment, moderate impact, moderate news profile	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies
High (4)	\$250,001 - \$650,000	Long term disability / multiple injuries	Substantiated, public embarrassment, high impact news profile, third party actions	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies
Extreme (5)	> \$650,000	Death or permanent disablement	Substantiated, public embarrassment, very high multiple impacts, high, widespread multiple news profile, third party actions	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Extensive damage requiring prolonged period of restitution. Complete loss of plant, equipment & building	Uncontained, irreversible impact

Likelihood

Description	Examples	Frequency
Almost Certain (A)	The event is expected to occur	More than once per year
Likely (B)	The event will probably occur	At least once per year
Possible (C)	The event could occur	At least once in five years
Unlikely (D)	The event could occur but probably won't	At least once in ten years
Rare (E)	The event is not expected to occur	Less than once in 20 years

Level of Risk

Consequence / Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely (4)	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible (3)	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

E EXTREME RISK: Immediate action required by Executive Management

H HIGH RISK: Senior Management attention required

M MODERATE RISK: Management by specific monitoring or response procedures

L LOW RISK: Manage by routine procedures, unlikely to need specific application of resources

Mitigation of risks involves the identification of actions to reduce the likelihood that a threat will occur (preventative action) and/or reduce the impact of a threat that does occur (contingency action). This strategy also involves identifying the stage of the project when the action should be undertaken, either prior to the start of or during the project.

Risk mitigation strategies to reduce the chance that a risk will be realised and/or reduce the seriousness of a risk if it is realised should be developed. Written mitigation strategies will usually only be prepared and/or deployed for projects classified as Major, however mitigation strategies may be prepared for projects and works at the discretion of the Executive Manager.

b. Asset Management Planning

Key Performance Indicator	Calculation	Standards	Current Performance	Basic Standard Achieved
Asset consumption ratio (ACR)	Depreciated replacement cost of assets (written down value) divided by current replacement costs of depreciable assets.	Standard is not met if ratio data cannot be identified or ratio is less than 50%. Basic standard is met if ratio data can be identified and ratio is 50% or greater. Advanced standard is met if this ratio is between 60% and 75%.	51%	Yes
Asset sustainability ratio (ASR)	Capital expenditure on replacement or renewal of assets divided by the depreciation expense	Standard is not met if ratio data cannot be identified or ratio is less than 90%. Basic standard is met if ratio data can be calculated and ratio is 90% or greater. Advanced standard is met if this ratio is between 90% and 110%	134%	Yes
Asset renewal funding ratio	Net present value of planned capital expenditure based on current Departmental guidance on renewals over ten years divided by the net present value of the required capital expenditures on renewals over the same period	Standard is not met if ratio data cannot be identified or ratio is less than 75%. Basic standard is met if ratio data can be identified and ratio is between 75% and 95%. Advanced standard is met if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.	88%	Yes

The Shire of Northam adopted an asset management plan in 2013 to cover the following asset classes;

Property Plant and Equipment

- Land
- Buildings
- Plant and Equipment

Infrastructure

- Roads
- Bridges
- Footpaths and cycleways*
- Drainage*
- Parks, open space and streetscapes
- Other Infrastructure*

*Note: We are unable to accurately ascertain the units of these items; they will be included in future improvements

Key elements of the plan and are:

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives.
- Asset management improvement plan

Resulting from the asset planning undertaken in 2012/13 the following indicators were assessed, highlighting that the Shire of Northam met the required basic standard of asset management. **It is proposed in the Corporate Business Plan to develop individual asset management plans across the identified asset classes over the 2014/15 and 2015/16 financial years.**

c. Workforce Planning

The Shire is a significant employer within the Local Government Area, employing 122 people in full time, part time and casual positions. The Shire is in an enviable position of being identified as a regional SuperTown opening up numerous opportunities for local infrastructure and redevelopment. Although infrastructure development continues across the region, the Shire as an organisation, has the ongoing challenge of delivering strong governance and sustainable service provision in an ever-changing and highly complex environment.

With the recent development of the new Strategic Community Plan 2012 – 2022, Council now has clear direction from the community and a mandate to lead. To activate the Strategic Community Plan, the newly developed Corporate Business Plan takes effect and aligns the resources of the Shire to ensure implementation occurs. Assessing the capabilities and capacity of the workforce to deliver upon the community's goals and objectives is the first step of implementation and the Integrated Workforce Plan 2013 – 2017 (IWP) is igniting that process.

The Shire of Northam is situated in the Wheatbelt Region of Western Australia which bears unique regional factors with one of those being the issue of recruiting and retaining skilled and experienced employees. The Shire reflects this issue in several ways with the current employee attrition rate of 34% p.a.

The Shire values its workforce and through the development of the Community Strategic Plan 2012-2022, the IWP is a tangible commitment to building workforce capability and capacity and ensuring that the right people are in the right place at the right time;

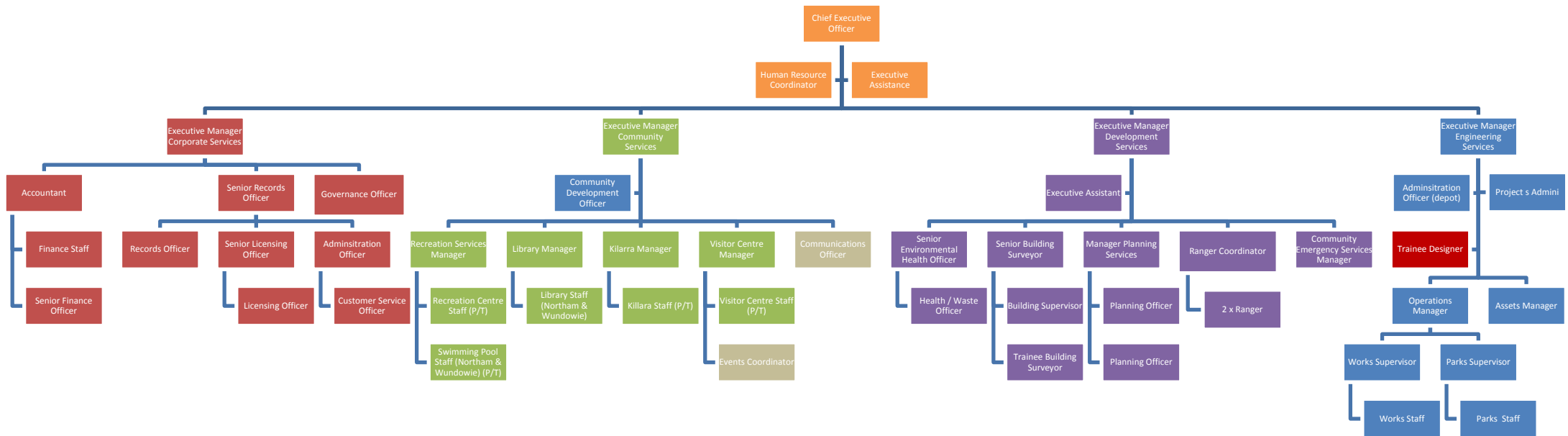
“to deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle whilst respecting our heritage and facilitating economic growth”.
Strategic Community Plan 2012-2022 Mission Statement.

The challenge for the Shire is to maintain the focus on the traditional 'roads, rates and rubbish' functions whilst realigning the structure of the business to the new community vision, along with a more robust, systemised and integrated approach to service delivery. Improving internal communications whilst planning and developing procedural excellence will ensure the Shire can meet community and Council expectations.

The IWP highlights key workforce risks and challenges and recommends actions that can mitigate the risk of service delivery interruptions. Workplace culture plays a big part in this challenge and through a structured and well managed strategy, the Shire can ensure that a confident, skilled, professional and accountable workforce will be sustained long into the future.

The IWP is one of continuous improvement and long term commitment. The Shire does not have the discretionary funds or capacity to resolve and address all challenges immediately. What the Shire does have is a united and clear community vision, strong Council leadership, effective management and a long term commitment to its greatest asset – its people, who will continue to develop, thrive and deliver.

i. Organisational Structure



d. Long Term Financial Planning

The Shire of Northam endorsed a long term financial plan in 2012/13.

This plan has been prepared to support the strategic planning process for the Shire. The plan addresses the operating and capital needs placed on the Shire over the next 10 years.

The plan will be reviewed every 12 months to reflect the prevailing economic conditions and changing community needs placed on the Shire. In compiling this long term plan consideration has been given to the economic drivers that will influence the future cost of providing facilities and services. The values disclosed in this plan therefore represent estimated future prices and costs.

This long-term strategic financial plan is set against economic uncertainty. The plan addresses operating and capital renewal of the period 2013/14 and concluding in 2022/23. The changing economic circumstances have meant that projections for growth and therefore community demand as facilities and services are subject to how the Australian and State economies recover from the current position.

This plan represents a financial solution to meeting the competing demands of services and facilities to the community. There are numerous ways that will enable the Shire to achieve its objectives. This plan balances the funding needs of renewal and new infrastructure assets, existing services against rating expectations, reasonable fees, debt\leverage and the use of accumulated funds held in reserve accounts. Australia's real GDP is forecast to grow 3.0% in 2012-13 and 2.75% 2013-14. Federal Government Budget forecasts for 2014/15 to 2016/17 estimate GDP to be at 3.0% per annum.

The following financial projections have been taken from the Councils Long Term Financial Plan, Developed in the context of the Strategic Community Plan and Corporate Business Plan deliverables.

Ref	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Revenues	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General rate revenue	8,004,143	8,462,508	8,807,657	9,173,811	9,554,773	9,949,442	10,360,239	10,782,139	11,215,402	11,666,752
Operating grants/subsidies/contributions	4,734,498	4,889,984	5,063,076	5,242,657	5,428,053	5,619,894	5,820,482	6,027,786	6,240,329	6,460,354
Fees and Charges	3,177,753	3,342,159	3,454,094	3,569,921	3,687,587	3,808,843	3,943,022	4,081,173	4,221,982	4,367,384
Interest earnings	477,315	553,214	546,457	575,690	613,814	653,401	621,568	636,245	680,601	720,956
Other Operating Revenue	337,795	331,240	351,637	365,260	358,267	365,812	374,588	379,769	398,988	402,705
Operating revenues	16,731,504	17,579,105	18,222,921	18,927,339	19,642,494	20,397,392	21,119,899	21,907,112	22,757,302	23,618,151
Operating Expenses										
Employee costs	(6,538,146)	(6,693,132)	(6,858,468)	(7,027,905)	(7,198,084)	(7,372,384)	(7,568,608)	(7,770,032)	(7,976,733)	(8,188,934)
Material and Contracts	(6,367,854)	(6,548,951)	(6,762,961)	(6,964,610)	(7,167,220)	(7,381,086)	(7,622,017)	(7,872,301)	(8,116,600)	(8,376,172)
Utilities (gas elect water)	(659,267)	(674,758)	(691,291)	(708,228)	(725,231)	(742,642)	(762,254)	(782,385)	(803,047)	(824,256)
Insurance	(552,346)	(565,326)	(579,175)	(593,365)	(607,612)	(622,199)	(638,634)	(655,500)	(672,812)	(690,583)
Interest	(284,881)	(256,587)	(268,975)	(232,945)	(209,843)	(218,681)	(207,146)	(235,066)	(207,915)	(179,169)
Other expenses	(429,731)	(440,056)	(452,323)	(463,807)	(475,270)	(487,332)	(501,043)	(514,904)	(529,187)	(543,931)
Operating Expenses	(14,832,225)	(15,178,810)	(15,613,193)	(15,990,860)	(16,383,260)	(16,824,324)	(17,299,702)	(17,830,188)	(18,306,294)	(18,803,045)
Profit(Loss) - normal operations	1,899,279	2,400,295	2,609,728	2,936,479	3,259,234	3,573,068	3,820,197	4,076,924	4,451,008	4,815,106
Net operating demand	1,899,279	2,400,295	2,609,728	2,936,479	3,259,234	3,573,068	3,820,197	4,076,924	4,451,008	4,815,106
Capital Transactions										
Non-operating grants/contributions	4,056,104	22,025,267	45,696,727	29,876,179	12,602,126	15,943,946	10,964,864	861,279	767,905	680,977
Proceeds from Sale of Non-Current Assets	1,896,420	1,909,411	2,166,398	512,962	365,944	403,325	354,979	652,349	302,603	686,243
Land	0	0	0	0	0	0	0	0	0	0
Capital Outlays on Property Plant & Equipment	(4,079,033)	(5,708,156)	(3,905,077)	(2,656,928)	(2,747,867)	(2,627,503)	(12,138,701)	(2,098,767)	(1,198,051)	(2,036,568)
Capital Outlays on Infrastructure	(5,597,766)	(20,957,646)	(47,157,753)	(30,127,815)	(13,053,251)	(16,530,596)	(4,638,233)	(2,834,716)	(2,951,837)	(2,825,651)
Net Capital	(3,724,275)	(2,731,124)	(3,199,705)	(2,395,602)	(2,833,048)	(2,810,828)	(5,457,091)	(3,419,855)	(3,079,380)	(3,494,999)
Reserve Transactions										
Transfers (to) Reserves	(1,002,151)	(760,936)	(786,503)	(1,112,128)	(1,339,054)	(1,013,128)	(916,157)	(1,033,562)	(1,217,726)	(1,538,573)
Transfers from Reserves	1,069,216	603,785	1,913,225	838,614	571,243	370,758	1,891,451	854,698	351,305	752,265
Net Transfers (to)/From Reserves	67,065	(157,151)	1,126,722	(273,514)	(767,811)	(642,370)	975,294	(178,864)	(866,421)	(786,308)
Debt Management										
Proceeds from New Debentures	0	922,670	0	286,440	935,950	353,770	1,156,870	0	0	0
Repayment of Debentures	(445,082)	(473,376)	(577,690)	(590,554)	(633,210)	(499,581)	(503,690)	(483,534)	(510,685)	(539,431)
Proceeds from Self Supporting Loans	38,686	38,686	40,945	36,751	38,885	25,941	8,420	5,329	5,478	5,632
Net Debt	(406,396)	487,980	(536,745)	(267,363)	341,625	(119,870)	661,600	(478,205)	(505,207)	(533,799)
1 July Surplus/(Deficit)	2,164,327	0	0	0	0	0	0	0	0	0
LESS 30 June Surplus/(Deficit)	0	0	0	0	0	0	0	0	0	0
Budget (Deficit)/Surplus	2,164,327	0	0	0	0	0	0	0	0	0

The following financial indicators have been determined as outcomes of the long term financial planning process.

OPERATING RESULTS	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operating Surplus Ratio										
operating revenue minus operating expense	(1,370,021)	(1,273,605)	(1,869,072)	(2,104,421)	(2,055,166)	(2,060,432)	(2,073,403)	(1,960,476)	(1,699,592)	(1,474,494)
own source operating revenue	11,997,006	12,689,121	13,159,845	13,684,682	14,214,441	14,777,498	15,299,417	15,879,326	16,516,973	17,157,797
Operating Surplus Ratio	-11.4%	-10.0%	-14.2%	-15.4%	-14.5%	-13.9%	-13.6%	-12.3%	-10.3%	-8.6%
Base: .0% to 15.0% Advanced: greater than 15.0%	●	●	●	●	●	●	●	●	●	●
Gross Operating Surplus Ratio										
Profit(Loss) - normal operations	2,686,083	20,751,662	43,827,655	27,771,758	10,546,960	13,883,514	8,891,461	(1,099,197)	(931,687)	(793,517)
Operating revenues from normal operations	20,787,608	39,604,372	63,919,648	48,803,518	32,244,620	36,341,338	32,084,763	22,768,391	23,525,207	24,299,128
Gross Operating Surplus Ratio	12.9%	52.4%	68.6%	56.9%	32.7%	38.2%	27.7%	-4.8%	-4.0%	-3.3%
Base: .0% to 15.0% Advanced: greater than 15.0%	●	●	●	●	●	●	●	●	●	●
Funding Ratio										
operating revenue minus operating expense	1,899,279	2,400,295	2,609,728	2,936,479	3,259,234	3,573,068	3,820,197	4,076,924	4,451,008	4,815,106
LG Revenues	16,731,504	17,579,105	18,222,921	18,927,339	19,642,494	20,397,392	21,119,899	21,907,112	22,757,302	23,618,151
Funding Ratio	11.4%	13.7%	14.3%	15.5%	16.6%	17.5%	18.1%	18.6%	19.6%	20.4%
Base: 20.0% to 30.0% Advanced: greater than 30.0%	●	●	●	●	●	●	●	●	●	●
Own Source Revenue Coverage Ratio										
own source operating revenue	11,997,006	12,689,121	13,159,845	13,684,682	14,214,441	14,777,498	15,299,417	15,879,326	16,516,973	17,157,797
operating expenditure	18,101,525	18,852,710	20,091,993	21,031,760	21,697,660	22,457,824	23,193,302	23,867,588	24,456,894	25,092,645
Own Source Revenue Coverage Ratio	66.3%	67.3%	65.5%	65.1%	65.5%	65.8%	66.0%	66.5%	67.5%	68.4%
Base: 40% to 60% Advanced: greater than 60%	●	●	●	●	●	●	●	●	●	●

7. Monitoring and Reporting

The implementation of the Corporate Business Plan will be monitored monthly and reported corporately on an annual basis through progress of action and project delivery against targets and year to date expenditure against budget. In addition, performance will be monitored and reported against corporate or operational key performance indicators. The tables below outlines the Shire's corporate key performance indicators. Where necessary, additional performance measures will be progressively developed and implemented across the organisation during 2013-2014.

Human Resources

Performance Area	Key Performance Indicator	Formula	Target	14/15 Actual	13/14 Actual
Safe Working Environment					
Workplace Safety	Lost Time Injury Frequency Rate	$\frac{\text{Number of lost time injuries} \times 1,000,000}{\text{Total hours worked}}$	<15	0.00	17.72
Occupational Health and Safety Management	Percentage compliance with AS/NZS 4801:2001 requirements	Average percentage compliance over 10 sections through an independent audit *formal assessment by LGIS to be undertaken	> 76%	28%	28%
Appropriately Skilled Workforce					
Professional Development	Percentage employee satisfaction with professional development opportunities	Average percentage satisfaction across all Departments determined through Tri- Annual Workforce Systems Processes People Audit	>60%	N/A	N/A
Retention of Valued Staff					
Staff Turnover	Staff turnover rate	$\frac{\text{Number of staff separations}^*}{\text{Total number of staff (less casual and Council instigated)}}$	<20%	19%	26%

Financial Management

Performance Indicator	Definition	Formula	Target	14/15 Actual	13/14 Actual
Budget Management	Percentage variance in actual year to date expenditure (operating or capital) versus budgeted expenditure	$\frac{\text{Actual Expenditure} - \text{Budgeted Expenditure}}{\text{Budgeted Expenditure}} \times 100$	<10%	-25.22%	-22.43%
Current Ratio	This is a modified commercial ratio designed to focus on the liquidity position of a local government that has arisen from past year's transactions	$\frac{(\text{Current Assets MINUS Restricted Assets})}{(\text{Current Liabilities MINUS Liabilities Associated with Restricted Assets})}$	1:1 (100% or greater)	155%	156%
Debt Service Ratio	This ratio is the measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan	Annual Operating Surplus BEFORE Interest and Depreciation Principal and Interest	>4		2.9
Creditor Processing	Percentage of Council creditors paid within 35 days	$\frac{\text{Number Creditors Paid} \leq 35 \text{ days}}{\text{Total Number Creditors}} \times 100$	≥90%		N/A

Governance

Performance Indicator	Definition	Formula	Target	14/15 Actual	13/14 Actual
Corporate Plan Achievement	Percentage of identified Corporate Actions achieved	$\frac{\text{Corporate Actions undertake in current year}}{\text{Total Number of Corporate Actions}}$	100%		94.5%
Project Delivery	Percentage of Major Projects delivered	$\frac{\text{Number of Major Projects Delivered in current year}}{\text{Total Number of Major Projects Identified in Corporate Plan}}$	100%	38% completed 38% underway, however not fully completed	52%

Compliance

Performance Indicator	Definition	Formula	Target	14/15 Actual	13/14 Actual
Statutory Planning					
Building License Processing	Average Building Licence processing time	Building license process times to be measured by the official date received and official date licensed issued	≤20 days		
Development Application Processing	Average Development Application processing times	<u>Total days to process development applications</u> Total number of development applications Development application process times measured by the official date received and official date approval issued, less any official hold periods recorded	≤30 days (delegated decisions) ≤40 days (non-delegated decisions)		35 day overall average
Local Government Compliance					
Compliance Auditing	Percentage of elements identified within the annual Department of Local Government Audit Return identified as being complied with by the Shire of Northam	<u># of Audit elements complied with x 100</u> Total number Audit elements Compliance audit for the period 1 st January to 31 st December against the requirements of the Compliance Audit Return	≥90%	94.8%	89.8%

As the Corporate Business Plan is integrated with and delivers on the Strategic Community Plan, monitoring and reporting of outcome performance through the strategic key performance indicators is also important in determining the effectiveness of the Shire's services and projects.

All elements of the Corporate Business Plan will be reviewed and amended as required each year prior to the annual budget process. This enables the corresponding year of the Corporate Business Plan and Long Term Financial Plan to accurately inform the annual budget