



FUTYR 

Our plan for the future

SHIRE OF NORTHAM | COUNCIL PLAN

1 July 2022 to 30 June 2032

CONTENTS

Introduction	2
Acknowledgment of People and Country	3
Executive Message	3
Northam at a glance	4
Strategic Community Plan	10
Our vision	11
Our purpose	12
Our plan for the future	14
Corporate Business Plan	15
How to read this plan	17
Priorities	18
People	20
Planet	26
Place	32
Prosperity	38
Performance	42
Resourcing the plan	46
Managing risk	47
Commitment to value	48
Shire of Northam Investment Plan – Key capital projects	50
Development and reporting	52
MARKYT® Performance Scorecard	53
How to get involved	Back page

INTRODUCTION

Kiya Wandju, hello and welcome to the Shire of Northam's Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document.

More than 800 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan for the future.

This plan describes:

- A future vision for the Shire of Northam
- How the Shire will achieve and resource its aims
- How success will be measured and reported

In accordance with the Division 3, Section 19C of the Local Government (Administration) Regulations the elements of the Council Plan which constitute the strategic community plan element are specific to our vision, aspiration, and aims. In accordance with regulations any proposed changes to these elements will not occur without public consultation. All other elements of this plan form part of the Corporate Business Plan requirements as outlined in Division 3, Section 19D of the Local Government (Administration) Regulations, and will be reviewed annually by Council.



The Shire of Northam acknowledges the Traditional Custodians of this country and wishes to pay respect to Ballardong and Whadjuk Elders past and present.

Executive Message

We are proud to present the Shire of Northam's plan for the future: 2022 – 2032. This plan brings our Strategic Community Plan and Corporate Business Plan together into one succinct document that clearly articulates the future of the Shire of Northam.

We commenced this major review in 2021 and embarked on an extensive process of community engagement through surveying, reviewing our current plans and strategies, and additional community engagement through a series of workshops. We also undertook an internal review of our current performance across a range of areas, held a series of elected member and staff workshops and a final review and endorsement by Council. As a result, we believe, together, we have developed a robust plan for the future of our Shire, which builds on the achievements of the past four years.

Importantly, our Plan for the Future articulates a clear vision for our Shire, it also details the strategies, aims and key actions we will be applying in order to achieve the vision we have established. These strategies, aims and actions have not been developed in isolation, they have been developed in partnership with the community and through the significant amount of feedback and input that you have provided. We also recognise that the world we live in is fast paced with a constantly changing environment and to thrive we need to be flexible, adaptive and willing to change direction if the external environment warrants it. We will be reviewing our progress on a regular basis, providing you with feedback on how we are going and providing you with regular opportunities to input.

We recognise that achieving our vision for the Shire of Northam will not be easy and it will be unachievable without the buy-in and support of our community. We will provide leadership and be proactive in our actions, however without your backing we will not be able to deliver on all of our aims. We want to be brave and ambitious in moving our Shire forward and we welcome your ideas, input and feedback.

Communication and engagement with the broader community are both areas we will be seeking to enhance. We have listened to you and heard your desire for more information and involvement in what the Shire of Northam does. This will be an evolving process as we look to try some new communication initiatives, bring back a few old ones and continue to understand your ideas on how we can keep you, as a member of our community, informed and engaged.



President Chris Antonio
Shire President



Ms Debbie Terelinck
Chief Executive Officer

Shire of Northam at a Glance

Located in the picturesque Avon Valley, 50km outside of the Perth metropolitan area, the Shire of Northam is rich in Aboriginal and European cultural heritage. After Fremantle, it has the highest concentration of significant heritage buildings in Western Australia.

Part of the Nyoongar nation and home to Ballardong and Whadjuk people, Northam was one of the first European settlements following the founding of the Swan River Colony in 1829. Gazetted in 1836, the town grew with the establishment of a flour mill in the 1860s. By the 1890s, Northam became a vital gateway to the Goldfields when the Perth to Eastern Goldfields railway was routed through Northam.

After World War II, many migrants and refugees were offered support and decided to stay and build new lives in the area contributing to the Shire's rich cultural diversity. In the 1970's, immigrant architect, Iwan Iwanoff, designed stunning examples of Brutalist style architecture for the Library and former Chamber offices. Still standing and celebrated, these buildings were recognised by the Australian Institute of Architects with an award for enduring architecture in 2021.

The Shire is part of the significant Avon Valley agricultural region with more than 2.6 million hectares of farming land. The region produces around one billion dollars of exports with agricultural produce representing the largest export product. The main produce is wheat, barley, oats, sheep, wool and cattle.

Northam is the key administration, business, industry and service centre for the Avon Region, with townships situated in Bakers Hill, Clackline, Grass Valley, Spencers Brook and Wundowie. With an estimated

population of 11,013 people in 2020, there are plans for the Shire to grow significantly. Identified as a regional growth centre, the Northam Regional Centre Growth Plan sets a vision for Northam to house 20,000 people by 2031 and service more than 50,000 people across the Avon Region.

The Shire of Northam has a growing focus on sustainability, necessitated by its location in one of the Earth's most biologically rich, yet threatened, terrestrial regions. One of 36 recognised biodiversity hotspots around the world, and the only globally recognised biodiversity hotspot in Australia, the South West Australia Ecoregion contains more than 1,500 endemic species of vascular plants found nowhere else on Earth. Having lost more than 70 per cent of its primary native vegetation, it is vital to conserve remaining nature reserves and the many threatened plants and birds.

Overall, there is a growing climate of opportunity in the Shire of Northam. Perceptions of Northam as a place to live and work are rapidly improving. From 2015 to 2021, the overall liveability score given by residents improved from 54 to 70 out of 100. And, in an independent survey of 98 business owners and managers, 85 per cent rated the Shire of Northam positively as a place to own or operate a business.

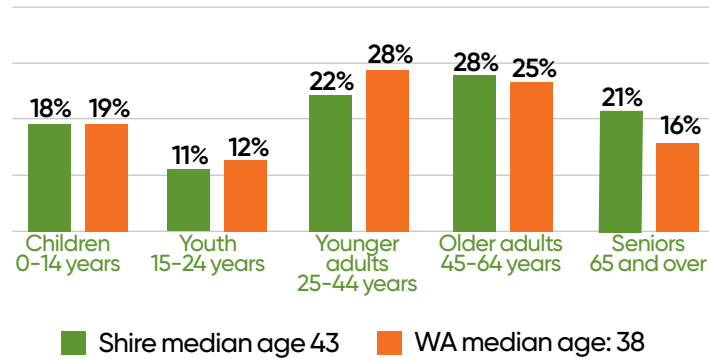
People

Population



Age Profile

(2022, estimated)
ID Consultants



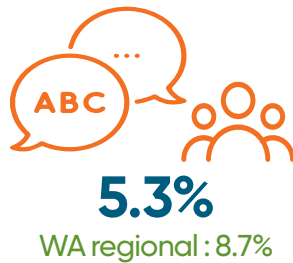
Disability

(2021)
ID Consultants



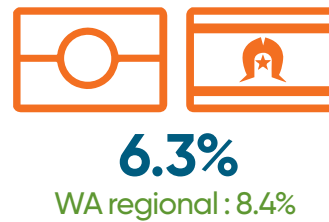
Households that speak a non-English language

(2022, estimated)
ID Consultants



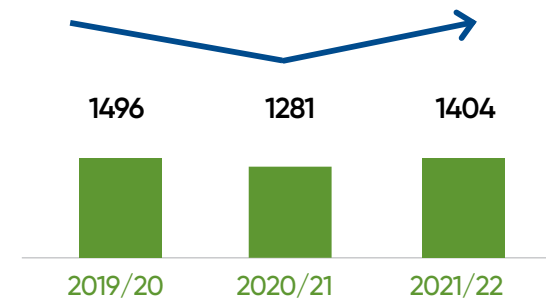
Aboriginal and/or Torres Strait Islander people

(2021)
ID Consultants



Total Offences

WA Police





Planet

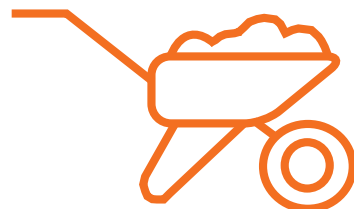
Fire Break Maintenance



9.55 km

Estimated
2022/23

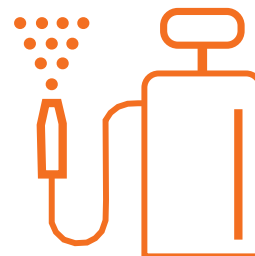
Selective Mulching



203.2 ha

Estimated
2022/23

Chemical Spray Application



13.3 ha

Estimated
2022/23

Recycling

% of domestic waste recycled,
2021-22, Shire of Northam



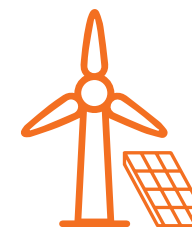
21%

WA regional target: 60%

Electricity generation from renewable sources

(for five contestable sites)

2022 target, Shire of Northam



25%

WA: 24%
2020, Clean
Energy Council

Carbon Footprint

Estimated 2021/22

33,405 tCO₂-e

this is a

9.4%

Reduction from
2020/21



Emissions (Landfill Sites)

Estimated 2021/22

9.7%

Reduction in emissions
associated with the 2
landfill sites.



Environmental Programs

(2021-2022)

Community Tree Program

9,792



Rehabilitation Program

1,792



Biodegradable Tree Guard Program

2,000

Scheme Water

(2021-2022)



16%

Reduction from
2020/21



Place

Heritage listed buildings

2021, Shire of Northam



Separate house

2021, ABS Census



93.6%

WA: 79.1%

Median House Price

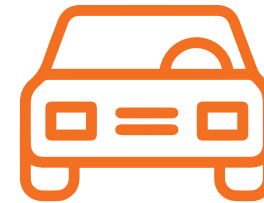
Northam 2021, ABS



\$235,000

WA regional: \$420,000

Connected



80 minutes

Drive to Perth

Active transport

2022/23



\$560,840

Invested in paths and bike lanes

Prosperity

Gross Regional Product

(June 2022)



\$674 million

Annual change: -7.1%

Most valuable industries

(2021/22)



Health care and social assistance

\$63.7M



Agriculture

\$58.7M



Public admin and safety

\$55.8M

No. of jobs

(2021/22)
.idcommunity



5,312

2019/20: 5,642
16% growth

Completed Year 12 or higher

Among 15+ year olds
2021, Estimated
ID Consultants



31.0%

WA regional: 35.8%

Unemployment rate

(Dec 2021)



4.8%

WA: 3.4%

Strategic Community Plan

The Strategic Community Plan element of this Council Plan was developed in 2022, based on both current and anticipated resources and capacity, demographic trends, and the aspirations of our community which have been interpreted by the Council based on extensive public consultation. Importantly the plan has been developed to guide the Council in carrying out its functions as a local government to use our best endeavours to meet the needs of current and future generations through an integration of service delivery, environmental protection, social advancement and economic prosperity.

The life of the Strategic Community Plan element of the Council Plan is 10 years, with interim reviews to occur in 2026 and 2030, prior to a complete review being undertaken in 2032. To help guide us on our journey the Council has established a range of performance indicators.





Our Vision

The Shire of Northam is a vibrant growing community that is safe, caring and inclusive. We are recognised as a community that values our heritage, preserves our environment and promotes our commerce.

Our purpose

The Shire of Northam exists to deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle while respecting our heritage and facilitating economic growth.

To fulfill our purpose, and work towards achievement of the community's vision and aspirations, we take on six key roles:



Advocate

We are a voice for the local community on key issues.



Facilitate

We help to make it possible or easier to meet community needs.



Partner

We form strategic alliances in the interests of the community.



Provide

We directly provide a range of services to meet community needs.



Fund

We help fund organisations to deliver essential community services.



Regulate

We regulate compliance with legislation, regulations and local laws.








Our plan for the future

To achieve the vision, the community helped shape a plan for the future.

There are five core performance areas in this plan – people, planet, place, prosperity and performance. These areas are interrelated, and each must be satisfied to deliver excellent quality of life in the Shire of Northam.

For each area, there is an overarching aspirational statement and desired outcomes, summarised below. Over the following pages, we explore each area in more detail. We describe the current situation, recent achievements, what we will keep doing, and our plan for the future. “What we will keep doing” covers business as usual activities, with a focus on continuous improvement. “Our plan for the future” describes priority projects to meet local needs and aims. When deciding on priority projects, Council considers a range of comprehensive supporting strategies and community suggestions.

					
	People	Planet	Place	Prosperity	Performance
ASPIRATION	A healthy, connected and safe community with access to quality services.	Leading in sustainability.	Responsibly planned towns and rural communities.	A diverse and growing economy.	Open and accountable leadership with effective governance.
AIMS / OBJECTIVES	<ol style="list-style-type: none"> 1. A safe community. 2. A caring and inclusive community. 3. A happy and healthy community. 	<ol style="list-style-type: none"> 4. Healthy and attractive natural habitats, rivers and waterways. 5. A resilient community. 6. Shared responsibility for climate action and sustainability. 	<ol style="list-style-type: none"> 7. Urban and rural environments are sensibly planned and developed. 8. Attractive and welcoming places. 9. Safe, efficient and sustainable movement of people and vehicles. 	<ol style="list-style-type: none"> 10. An attractive destination for investors, business and visitors; helping to grow the economy and local jobs. 11. Quality education opportunities for everyone. 	<ol style="list-style-type: none"> 12. Excellence in organisational performance and customer service. 13. A well informed and engaged community.

Corporate Business Plan

The Corporate Business Plan element of this Council Plan is reviewed annually. The Corporate Business Plan section sets out, consistently with the relevant priorities established in the strategic community plan, our priorities for dealing with the aim and aspirations of the community in the district. The Corporate Business Plan is utilised to guide our internal business planning by identifying the actions we will be taking to achieve the objectives identified within the strategic community plan. To facilitate this the Shire of Northam has annual delivery plans for each Department, which articulate the specific actions and aim outlined in this plan and expresses how they will be delivered.

The life of the corporate business plan element is four years, with a review required annually. To help guide our performance, the Council has established a range of performance indicators.





How to read this plan

Pillar. There are five pillars in the Shire of Northam – People, Planet, Place, Prosperity and Performance.

Outcomes describe the desirable result or benefits to the community from delivering services, facilities, activities and projects.

PEOPLE



A healthy, connected and safe community with access to quality services

The **aspiration statement** describes a desired state that is important to and valued by the community.

Our plan for the future

Outcome 1 – A safe community

Aims	Actions	Linked Strategies	Responsible	Timing			
				22-23	22-24	24-25	25-26

Aims describe what the Shire will strive to attain to support achievement of the outcome.

Actions describe priority projects the Shire will undertake with consideration for community needs and resourcing constraints.

Linked strategies provide further information about how aims and actions will be achieved.

Responsible indicates the department of position that is responsible for the action.

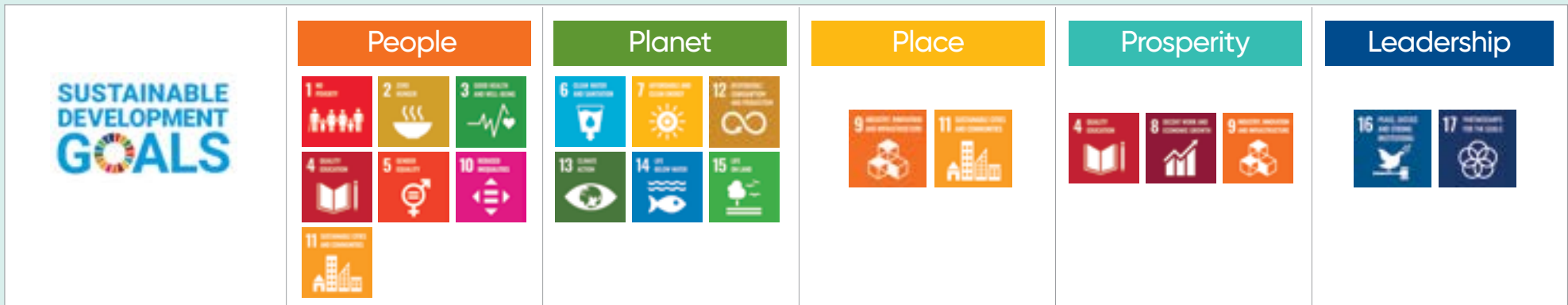
Timing shows when an action is planned to take place.

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Northam must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Northam will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



Local Priorities

To understand local needs and priorities, the Shire of Northam commissioned an independent review. In 2021, 881 community members completed a MARKYT® Community Scorecard. The top priorities were community safety and crime prevention and local roads, followed by streetscapes and verges, economic development, footpaths, trails and cycleways, and the river and waterways.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



* Kaizen = provide continuous improvement

PEOPLE



A healthy, connected and safe community with access to quality services.



Our plan for the future

Outcome 1. A safe community.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
1.1. Play our role in promoting a safe and crime free community.	1.1.1. Advocate for a greater visibility by Police and Youth Officers in known hotspots.	Community Safety and Crime Prevention Plan	Community Services	○				
	1.1.2. Provide communications to our community to promote safety and crime prevention information, services and programs.	Community Safety and Crime Prevention Plan	Community Services	○				
	1.1.3. Develop internal service level agreement for the management and timely removal of graffiti on council owned assets	Community Safety and Crime Prevention Plan	Community Services	●				
1.2. Provide accessible and safe public spaces.	1.2.1. Undertake lighting audits in priority areas	Community Safety and Crime Prevention Plan	Community Services	●				

Outcome 2. A caring and inclusive community.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
2.1. Actively engage with young people to understand and meet their needs.	2.1.1. Partner with local service providers to offer an extended program of free and affordable activities for children and youth, including after school, weekend and holiday programs		Community Services	●				
	2.1.2. Advocate to attract new businesses to meet youth and family leisure needs (e.g. ten pin bowling, arcade games, trampolines, movies, climbing facilities, etc)		Community Services	●				
2.2. Improve support for vulnerable groups, including people who are at risk, seniors, and those with disability.	2.2.1. Liaise with Department of Communities to understand local needs for short term crisis accommodation, counselling and support services.	Community Safety and Crime Prevention Plan	Community Services	●				
	2.2.2. Provide more ACROD parking bays with space for independent wheelchair users to get wheelchairs in and out of cars safely (consider locations such as Bilya Koort Boodja, opposite Centrelink, Bernard Park, hospital, Fitzgerald St, Old Northam Railway Station and Grey St Surgery).	Disability Access & Inclusion Plan	Community Services	●				
	2.2.3. Advocate for more high care nursing beds in the Shire.	Wheatbelt Integrated Aged Care Plan	Shire President	●				

● Covered by existing funding

○ Needs additional external funding

Outcome 2. A caring and inclusive community (cont.)

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
2.3. Showcase and celebrate diversity	2.3.1. Provide Aboriginal cultural awareness training and promotions programs to the community.		Community Services	●				
	2.3.2. Provide cultural awareness training to all Shire of Northam Staff and Elected Members.		Community Services	●				
	2.3.3. Provide dual language and Nyoongar place naming at key areas and facilities across the Shire.	Tracks and Trails masterplan Signage Strategy	Community Services	●				
	2.3.4. Facilitate transition of Bilya Koort Boodja management to traditional owners in a self-determined model		Community Services	●	●			
	2.3.5. Provide a Heritage Officer to coordinate planning, preserving and showcasing our history and heritage.		Community Services	○				
	2.3.6. Partner with Wundowie Progress Association to advocate for funding for a Wundowie museum and gallery, and interpretive history walk, to curate and showcase local culture, heritage and artefacts.	Wundowie Community Plan	Community Services	●				

Outcome 3. A happy, healthy, and connected community.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
3.1. Remain a regional health centre and grow to safeguard access to quality health and community services.	3.1.1. Advocate for attraction and retention of specialist and ancillary health services in Northam.		Shire President	●				
	3.1.2. Advocate for improved GP and nurse practitioner service availability at Wundowie Health Clinic.	Wundowie Community Plan	CEO Office	●				
3.2. Grow participation in sport, recreation and leisure activities with quality regional facilities.	3.2.1. Provide additional Wundowie youth sport and recreation programs and activities.		Community Services	●				
	3.2.2. Provide a review of the Shire of Northam Recreation Facilities Development Plan.	Northam Recreation Facilities Development Plan	Community Services	●				

Outcome 3. A happy, healthy, and connected community (cont.)

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
3.2. Grow participation in sport, recreation and leisure activities with quality regional facilities.	3.2.3. Following activation of Wundowie youth sport and recreation, provide an assessment the need for new community hub in Wundowie.	Wundowie Community Plan	Community Services	●				
	3.2.4. Provide an assessment of the structural adequacy, and undertake a needs assessment, for the Wundowie Swimming Pool, to determine extent of required refurbishment.		Community Services	○				
	3.2.5. Provide a refurbishment to the Wundowie Swimming Pool (if need determined).		Community Services	●				
	3.2.6. Partner with Wundowie Progress Association to pilot a community garden.		Community Services	●				
	3.2.7. Provide additional Bakers Hill Recreation Precinct infrastructure with consideration for a skate park, BMX track, outdoor exercise equipment and improved safer access to external toilets.	Northam Recreation Facilities Development Plan	Community Services	○				
	3.2.8. Partner with Cricket Association to provide lighting to allow for evening cricket at Bert Hawke precinct.		Community Services	●				
	3.2.9. Provide an investigation to provide a year-round golf facility in Northam (considering alternative options for watering fairways during summer, such as water reuse and desalination).		Engineering Services	●				
3.3. Grow participation in arts, culture and community activities.	3.3.1. Provide an Events Strategy to activate community places and facilities, covering signature, Shire and community events.		Community Services	●				
3.4. Grow community capacity by supporting community groups and volunteers.	3.4.1. Provide support for community groups to build their capacity in governance, marketing, and grant acquisition.		Community Services	●				

Outgoing Priority Actions from 2023/24.

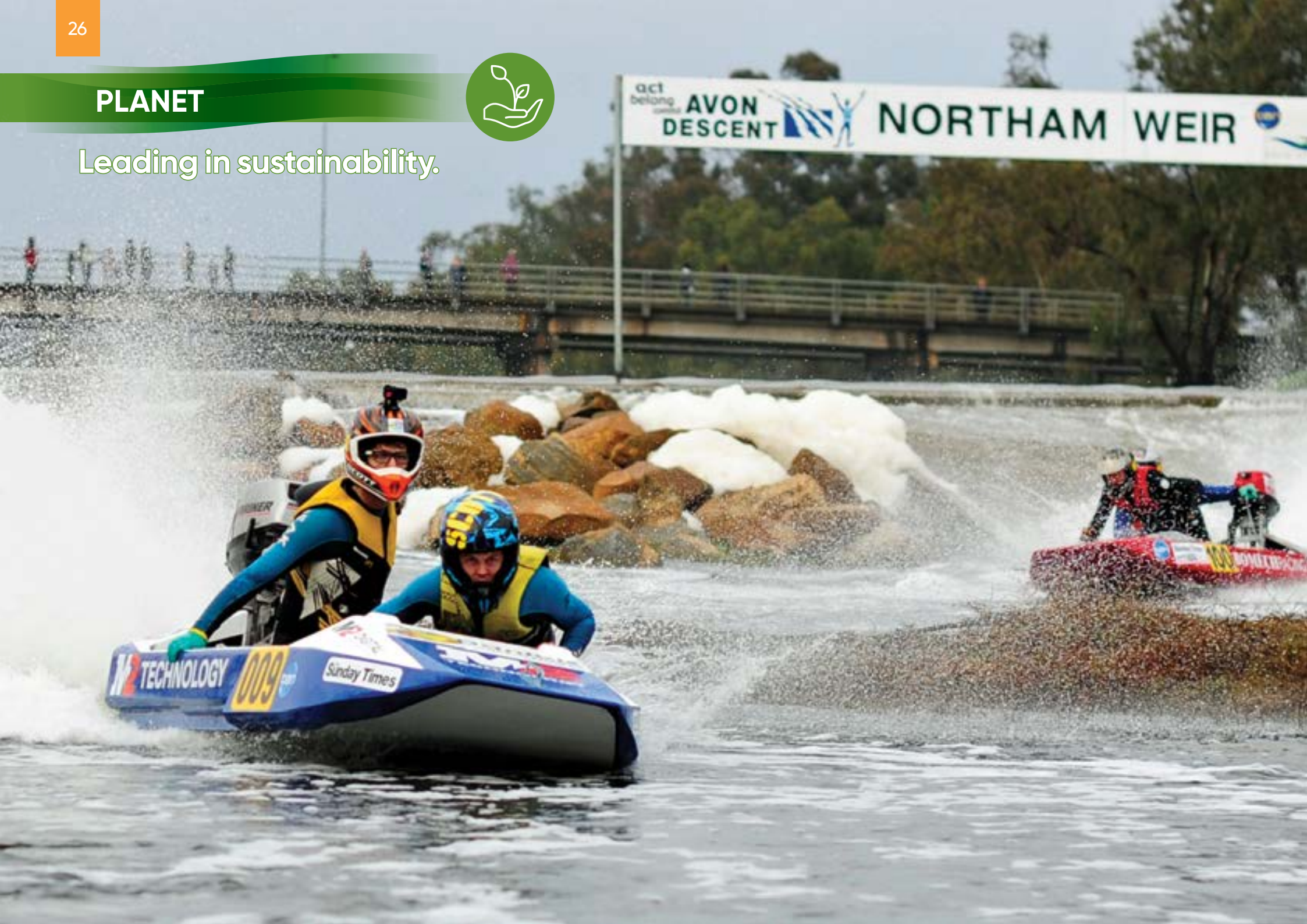
Aims	Priority Actions	Status	Comments
1.1. Play our role in promoting a safe and crime free community	Provide a program to deliver youth diversionary initiatives across the shire on an annual basis.	Continuing as Business as Usual	<ul style="list-style-type: none"> • Diversionary programs offered in school holidays in collaboration with PCYC & DLGSC. • Annual survey undertaken to identify the types of programs young people would like to access. • Participation in the Youth Engagement Working Group meetings and collaboration on events with PCYC, Headspace and Wheatbelt Mental Health Services.
	Develop a program to facilitate and support targeted place activations and projects across the Shire on an annual basis, based on intelligence from the Community Safety and Crime Prevention Committee.	Continuing as Business as Usual	<ul style="list-style-type: none"> • Community Safety Committee determined the current focus is on improving the area between the Northam library carpark, river and the Avon Bridge. • Focus of improvements will be on lighting and passive surveillance. • Input will be sought from Community Safety Committee on ongoing basis to inform activations.
	Provide an annual community safety and crime prevention forum.	Removed	<ul style="list-style-type: none"> • The Community Safety Committee determined that an annual forum is not an effective method for engaging the community and provide community safety messaging. It was agreed to consider other initiatives and remove this action from the Council Plan.
2.1. Actively engage with young people to understand and meet their needs.	Provide Youth Sport Support program of \$10,000 per year to enable at risk youth to participate in multiple sports per year.	Continuing as Business as Usual	<ul style="list-style-type: none"> • The value of Kidsport funding was increased and this has been promoted through the Shire's website and social media channels. • The Shire participated in a trial program to extend the Kidsport program to regional pool facilities and supported the administration of the program.
2.2. Improve support for vulnerable groups, including people who are at risk, seniors, and those with disability	Provide increased adult day care and respite services.	Continuing as Business as Usual	<ul style="list-style-type: none"> • The services at Killara provided under the Commonwealth Home Support Program were audited in 2023/24 and a Treatment Plan developed to improve compliance and increase service provision. • Implementation of the Treatment Plan will be ongoing with the aim of increasing provision of adult day care and respite services.

Outgoing Priority Actions from 2023/24 (cont.)

Aims	Priority Actions	Status	Comments
2.3. Showcase and celebrate diversity	Provide marketing and promotion of Bilya Koort Boodja to position it as a beacon of pride, knowledge, respect and reconciliation, and increase visitation.	Continuing as Business as Usual	<ul style="list-style-type: none"> Assessment undertaken of marketing and promotional opportunities such as advertising in tourism brochures, magazines, social media campaigns and features as they arise. Partnership with Destination Perth, as well as annual memberships with the WA Indigenous Tourism Organisation (WAITOC) and the WA Tourism Council provides opportunities for ongoing marketing and promotion
3.2. Grow participation in sport, recreation and leisure activities with quality regional facilities.	Provide additional Bakers Hill Recreation Precinct infrastructure with consideration for a skate park, BMX track, outdoor exercise equipment and improved, safer access to external toilets.	Continuing as Business as Usual	<ul style="list-style-type: none"> Consultation undertaken with Bakers Hill Progress Association identified the skate park as the priority. Concrete pad and various skate ramps/skating style infrastructure was added or refurbished. Grant funding to provide solar lighting for skatepark to be applied for in 2024/25 to improve safety.
	Provide improved facilities at Henry Street Oval with a multi-purpose electronic scoreboard, BMX track, additional parking and an entry statement with an electronic message board.	Completed	<ul style="list-style-type: none"> Electronic scoreboard installed. BMX track upgrades commenced. Entry statement with electronic message board installed.
	Facilitate activation of the river with non-swimming activities.	Removed	<ul style="list-style-type: none"> Due to concerns with the quality of the river water, this Priority Action has been removed. This action can be considered in future once other initiatives have been undertaken by relevant Government agencies to improve the quality.
	Provide marketing and promotion to raise awareness and participation in local sport, recreation and leisure activities.	Continuing as Business as Usual	<ul style="list-style-type: none"> Smartsheet was developed with comms an annual review and update is undertaken. Where are we providing this marketing and promotion? Mainly Facebook and website.
3.4. Grow community capacity by supporting community groups and volunteers.	Partner with local sporting clubs to improve volunteering and capacity.	Continuing as Business as Usual	<ul style="list-style-type: none"> In partnership with Volunteering WA, the Shire delivered a professional development workshop for sporting and community organisations on Volunteer Engagement Planning. In collaboration with DLGSC, a series of volunteer capability building workshops were delivered to sporting and community groups on leading volunteers and dynamic teams, attracting and retaining all generations, and volunteering management plans. In partnership with LotteryWest, a workshop on grant opportunities was delivered to sporting and community organisations.

PLANET

Leading in sustainability.



Our plan for the future

Outcome 4. Healthy and attractive natural habitats, rivers and waterways.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
4.1. Create a healthy and attractive river system to enhance sustainability recreation and tourism.	4.1.1. Partner with the State Government to improve the health of the Avon and Mortlock River environments.		Development Services	○				
	4.1.2. Provide an Avon River town pool management plan.		Development Services	●				
	4.1.3. Advocate for a regional approach to catchment management.		CEO Office	●	●			
	4.1.4. Provide options to support a White Swan breeding program.		Development Services		●			
4.2. Gain shared commitment in the community to managing Northam's biodiversity hotspot; conserving native wildlife, birds and plant life found nowhere else on the planet.	4.2.1. Provide additional human resources to facilitate implementation of the biodiversity actions in the Local Planning Strategy.	Local Planning Strategy	Development Services	●				
	4.2.2. Provide a natural area management strategy for Shire controlled reserves.		Development Services	●				
	4.2.3. Partner with NRM and other Local Governments to develop and implement the Corella Management Plan.		Development Services	●	●	●	●	
	4.2.4. Provide remediation of Shire controlled contaminated site at Lot 100 Clarke Street, Northam.		Development Services			●		
	4.2.5. Provide remediation of Shire controlled contaminated site at 3-5 Boronia Avenue, Wundowie.		Development Services	●				
	4.2.6. Provide a Local Planning Policy to achieve an increase in sustainability in developments.		Development Services	●				

Outcome 5. A resilient community.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
5.1. Build community resilience to cope with natural disasters and emergencies, including pandemics, storms, flooding and fire.	5.1.1. Provide up to date Local Emergency Management Arrangements.		Development Services	●	●	●	●	
	5.1.2. Partner DFES to provide a flood mitigation and event response plan detailing the location of emergency response, such as sand bags.		Development Services	●				
	5.1.3. Partner with DFES to provide a new facility for Wundowie Bushfire Brigade.		Development Services	●				
	5.1.4. Provide a review of the Local Laws and Bushfire Brigades Manual.		Development Services	●				
	5.1.5. Advocate to relevant authorities to install telecommunication towers in identified blackspots including Wundowie, Northam/Toodyay Road and Northam York Road to increase coverage for emergency services and the general community.		Development Services	●				
	5.1.6. Review Bushfire Risk Management Plan.		Development Services	●				

Outcome 6. Shared responsibility for climate action and sustainability.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
6.1. Lead by example through the use and promotion of sustainable practices.	6.1.1. Provide a climate change adaption position and strategy/action plan.	Local Planning Strategy	Development Services	●				
	6.1.2. Provide a plan for transition of relevant Council facilities to use clean energy sources.		Development Services	●				
	6.1.3. Provide a plan to incorporate water efficiency into Council facilities and operations.		Development Services	●				
	6.1.4. Provide an assessment of existing capacity of the Northam wastewater reuse system to improve current efficiency of the system and allow expansion..		Engineering Services	●	○			
	6.1.5. Undertake upgrading of water reuse system.	Local Planning Strategy; Northam Regional centre Growth Plan	Engineering Services	●				

Outcome 6. Shared responsibility for climate action and sustainability (cont.)

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
6.1. Lead by example through the use and promotion of sustainable practices (cont.)	6.1.6. Provide an assessment of opportunities for alternative, sustainable water, sources, such as small desalination plants, to irrigate Councils parks, ovals and reserves.		Engineering Services	●				
	6.1.7. Provide community education program to encourage residents and businesses to adopt sustainable practices to reduce waste, water use, energy use and emissions..		Development Services	●				
	6.1.8. Provide a transition plan to convert the Shire's Heavy vehicle fleet to electric and/or hydrogen vehicles.		Corporate Services		●			
6.2. Provide sustainable waste management	6.2.1. Provide a feasibility study for introducing a 3 bin system with a new bin for food and organic (FOGO) materials.		Development Services		●			
	6.2.2. Partner with other local governments, including Avon Regional Organisation of Council, to develop a regional waste management strategy to reduce waste to landfill.		Development Services	●	●			

Outgoing Priority Actions from 2023/24.

Aims	Priority Actions	Status	Comments
4.1. Create a healthy and attractive river system to enhance sustainability recreation and tourism.	Partner to establish formal arrangements and programs for volunteer programs, such as Friends of the River, Wheatbelt NRM and DWER activities, to encourage community members to get involved in caring for the Avon River (such as helping with protecting existing and remnant vegetation, revegetation work, weed management, litter removal, community education, or advocacy work to raise awareness and attract funds).	Continuing as Business as Usual	<ul style="list-style-type: none"> Ongoing work occurs in consultation with the Avon Valley Environmental Society which is the key community group associated with the Avon River. Revegetation planting has been undertaken along sections of the Avon River in partnership with Avon Valley Environmental Society, school students and members of the Northam Clontarf Academy. This partnership has been successfully achieved on an informal basis negating the need at this stage for formal arrangements.
4.2. Gain shared commitment in the community to managing Northam's biodiversity hotspot; conserving native wildlife, birds and plant life found nowhere else on the planet.	Provide a native tree subsidy to the local rural community to encourage rehabilitation.	Continuing as Business as Usual	<ul style="list-style-type: none"> The program was delivered in 2023/24 and will be ongoing each year subject to budget availability.
	Provide a native tree giveaway to local residents to green the urban environment.	Continuing as Business as Usual	<ul style="list-style-type: none"> The program was delivered in 2023/24 and will be ongoing each year subject to budget availability.
5.1. Build community resilience to cope with natural disasters and emergencies, including pandemics, storms, flooding and fire.	Provide an annual emergency exercise for the Local Emergency Management Committee.	Continuing as Business as Usual	<ul style="list-style-type: none"> Exercise undertaken on 6 December 2023. The requirement for annual exercises has been included in the Local Emergency Management Committee Terms of Reference.
	Provide bushfire mitigation on Shire controlled land.	Continuing as Business as Usual	<ul style="list-style-type: none"> Mitigation activities undertaken in 2023/24 included 19 individual treatments to the value of \$150,000. Mitigation activities will continue to be undertaken on an annual basis aligned with funding availability. Applications will continue to be submitted for the annual State Government Mitigation Activity Fund program.
	Advocate for safe and effective bushfire mitigation management on non-Council controlled Reserve Land.	Continuing as Business as Usual	<ul style="list-style-type: none"> Advocacy will continue as part of the responsibilities of the Bushfire Risk Management Coordinator.
6.1. Lead by example through the use and promotion of sustainable practices.	Provide Waterwise Council Gold Status.	Completed	<ul style="list-style-type: none"> Gold Waterwise status achieved. Activities will be undertaken as required to retain Gold Waterwise status as a minimum.

Outgoing Priority Actions from 2023/24 (cont.)

Aims	Priority Actions	Status	Comments
6.2. Provide sustainable waste management	Provide plan to achieve best practice management and operations, optimise facility utilisation and reflect industry best practice with regards to minimising waste to landfill at Inkpen and Old Quarry Road Waste Management Facility.	Completed	<ul style="list-style-type: none"> Waste Management Plans developed and implemented. Old Quarry Waste Management Plan updated in 2024.
	Provide more recycling opportunities in public places.	Continuing as Business as Usual	<ul style="list-style-type: none"> Containers for Change baskets provided in public places in 2024. Further opportunities will be identified and implemented within resource capacity.

PLACE



Responsibly planned towns and rural communities.



Our plan for the future

Outcome 7. Urban and rural communities are sensibly planned and developed.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
7.1. Provide sufficient land and development opportunities to enable local communities to grow.	7.1.1. Provide a review of the Local Planning Scheme 6, including a comprehensive evaluation of the success of the current Local Planning Strategy	Local Planning Scheme 6; Local Planning Strategy	Development Services	●				
	7.1.2. Provide a review of the Land Rationalisation Strategy including retention or sale/ disposal/ transfer of landholding or conversion to freehold (or from freehold to reserve).	Local Planning Strategy	Development Services	●				
	7.1.3. Provide urban renewal planning for the Avonvale area.	Local Planning Strategy	Development Services	●				
	7.1.4. Provide urban renewal planning for the West Northam area.	Local Planning Strategy	Development Services		●			
	7.1.5. Advocate for the Water Corporation to install infill sewerage in west Northam and River precincts and wastewater treatment plants.	Local Planning Strategy	Development Services	●				
7.2. Ensure community access to safe and diverse housing options.	7.2.1. Facilitate the development of innovative housing solutions through the local planning strategy.	Local Planning Strategy	Development Services	●				
	7.2.2. Advocate for the Housing Authority to provide improved social housing across the Shire.		Shire President	●				
	7.2.3. Facilitate through the local planning framework a variety of housing choices including age - friendly accommodation and lifestyle villages in appropriate locations.	Local Planning Strategy	Development Services	●				
7.3. Showcase Northam's unique history and heritage.	7.3.1. Facilitate a local planning policy to guide the development of heritage listed places.	Local Planning Strategy	Development Services	●				
	7.3.2. Partner with Railway Station Heritage Group to develop formal Railway Station Precinct Plan.		Community Services	○	○			
	7.3.3. Provide options for repurpose and maximise usage of the Town Hall and Lesser Hall.		CEO Office	●				
	7.3.4. Partner with Northam Agricultural Society to refurbish and maximise usage of Northam Agricultural Pavilion.		Community Services		○			

Outcome 7. Urban and rural communities are sensibly planned and developed (cont.)

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
7.3. Showcase Northam's unique history and heritage (cont.)	7.3.5. Provide an assessment of the costs and benefits of reinstating the Poole Street pedestrian bridge.		Engineering Services	●				

Outcome 8. Attractive and welcoming places.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
8.1. Have neat and attractive business precincts.	8.1.1. Provide for footpath renewals within Central Business District.		Engineering Services	●	●			
8.2. Have attractive streetscapes and urban environments.	8.2.1. Provide improved Townsite Streetscapes.	Townsite Streetscape Plan	Engineering Services	●	●			
8.3. Enhance public open space, parks and playgrounds.	8.3.1. Provide a Public Open Space Strategy with consideration for new, and rationalisation of current, parks, playgrounds and dog exercise areas.	Local Planning Strategy	Development Services		●			
	8.3.2. Provide activation facilities at Mt Ommanney.	Trails Master Plan	Community Services					●
8.4. Encourage responsible animal management.	8.4.1. Provide a community education program through a formal process or framework that can be implemented annually to encourage responsible dog and cat ownership, with a focus on registrations, de-sexing and containment to reduce the number of stray dogs and cats.		Development Services	●				

Outcome 9. Safe roads and greater use of sustainable transport options.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
9.1. Maintain a safe efficient road network and supporting infrastructure.	9.1.1. Advocate for Main Roads to improve road safety on Great Eastern Hwy (including Lakes to Bakers Hill, Clackline and Hoggarth Road, and turning lanes at Inkpen Road and Trimmer Road).	Wundowie Community Plan	CEO Office	●				
	9.1.2. Provide electric vehicle charging infrastructure in Northam CBD and various Council facilities.		Engineering Services	●				
	9.1.3. Provide electric vehicle charging infrastructure in Bakers Hill.		Engineering Services		●			
	9.1.4. Provide electric vehicle charging infrastructure in Wundowie.		Engineering Services			●		
9.2. Encourage more people to use active and shared transport.	9.2.1. Provide a dual use path on Clarke Street: Suburban Rd to Inkpen St.	Northam Bike Plan	Engineering Services				●	
	9.2.2. Provide review of the Northam Bike Plan to identify completed works, and outstanding or new actions to priorities.	Northam Bike Plan	Engineering Services	●				
	9.2.3. Provide well planned signage and end-of-trip facilities for bikes, with consideration for expected growth inevitable including electronic bikes, scooters and gophers and the need for secure parking, electronic charging stations etc.	Northam Bike Plan	Engineering Services	●				
	9.2.4. Partner with groups to provide education, encouragement and enforcement activities which aim to increase cycling participation, such as BikeWeek and Cycle to School/Work days.	Northam Bike Plan	Community Services	●	●			
	9.2.5. Provide improved tracks and trails.	Trails Master Plan	Engineering Services	●			●	
	9.2.6. Partner with local communities and progress associations to assess demand and potential future requirements for new school bus shelters.	Wundowie Community Plan	Engineering Services	●	●			

Outgoing Priority Actions from 2023/24.

Aims	Priority Actions	Status	Comments
7.1. Provide sufficient land and development opportunities to enable local communities to grow.	Advocate for the Water Corporation to be responsible for overall management of water reuse system.	Continuing as Business as Usual	<ul style="list-style-type: none"> Discussions undertaken with Water Corporation representatives on this matter. Formal approach to be made to Water Corporation on management of the system. Significant advocacy being undertaken on a State Government funding contribution towards the upgrade and expansion of the Northam Water Re-Use infrastructure.
8.1. Have neat and attractive business precincts.	Provide a feasibility study for staged installation of underground power in the CBD (commencing with priority areas such as Minson Avenue).	Removed	<ul style="list-style-type: none"> Advice received that Western Power is not supportive of this initiative and the Shire does not qualify for conversion of overhead supply to underground distribution lines as part of the Under Ground Power Projects (Round 1 – 5). Any works undertaken would have to be fully funded by the Shire and is not included in the Long Term Financial Plan. This initiative can be considered at a future stage if funding becomes available.
8.2. Have attractive streetscapes and urban environments.	Provide a Townsite Streetscape Plan (with consideration for a tree canopy along Minson Ave).	Completed	<ul style="list-style-type: none"> The Shire of Northam Character Study and Streetscape Concept Plan was adopted by Council in May 2024. The Plan identified built, natural and experimental elements that contribute to Northam's unique sense of place, with outcomes to reinvigorate the central business district, expanding and enhancing links to the Bilya Koort Boodja, Bernard Park and Town Pool areas. The first stage of development will commence in the 2024/25 financial year.
8.3. Enhance public open space, parks and playgrounds.	Partner with Clackline community to deliver a local playground.	Removed	<ul style="list-style-type: none"> At the request of the Clackline community, the project scope was changed to provide a bus shelter and seating for students using the School Bus Service rather than the provision of a playground.
9.1. Maintain a safe efficient road network and supporting infrastructure.	Advocate for continued development of the Eastlink (Perth-Adelaide Hwy).	Continuing as Business as Usual	<ul style="list-style-type: none"> Concept design and community consultation has been undertaken by the State Government Project Team with an update provided to the Shire in late 2023. This is recognised as a medium to long term project that will require significant investment by the State and Federal Governments. Advocacy with State and Federal Government parliamentarians and agencies undertaken as opportunities arise.

Aims	Priority Actions	Status	Comments
9.1. Maintain a safe efficient road network and supporting infrastructure (cont.)	Provide a well-developed and maintained drainage network, with a focus on asset protection and community safety.	Continuing as Business as Usual	<ul style="list-style-type: none"> Drainage projects undertaken in 2023/24 included subsurface drainage along the King Creek catchment, Byfield/Oliver Street infrastructure upgrades, Minson Avenue car park drainage, and Wundowie Oval drainage upgrades. In addition, 10 new culverts were installed and reinstatement of drainage was completed across multiple locations on the rural road network. Drainage Management Plan developed to guide implementation of annual Program.
9.2. Encourage more people to use active and shared transport.	Provide a dual use path to Mount Ommanney Road.	Completed	<ul style="list-style-type: none"> Dual-use path was installed along Mitchell Avenue, linking Mount Ommanney as a strategic end-of-trip destination, with construction completed in March 2024. Project was part-funded under the WA Bicycle Network Grants Program.
	Provide a dual use path Katrine Rd from Taylor Street to Great Eastern Highway.	Removed	<ul style="list-style-type: none"> This project does not align with the Shire's footpath network strategy and on this basis is recommended for removal.
	Advocate for the provision of more efficient public transport to reduce travel time between Perth and Northam to less than one hour.	Removed	<ul style="list-style-type: none"> Studies previously undertaken by the Wheatbelt Development Commission and a trial to increase services has not resulted in increased usage of passenger train services. Given this, it is recommended that this action be removed and considered at a future stage if there is the prospect of State Government investment into public transport services in the Avon Valley.

PROSPERITY



A diverse and growing economy.



Our plan for the future

Outcome 10. An attractive destination for investors, business and visitors; helping to grow the economy and local jobs.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
10.1. Pursue economic growth, innovation and diversification.	10.1.1. Provide a promotional campaign with short videos to effectively communicate key messages in the Investment Prospectus to attract business and investment opportunities that will help to diversify and strengthen the economy. Key focus areas include the regional freight and logistics hub, intensive agriculture, downstream processing of primary produce, hotel accommodation, farm stay accommodation, ecotourism, renewable energy, and innovation and the digital economy.		CEO Office	●				
	10.1.2 Provide a platform to showcase business success stories.		CEO Office	●				
	10.1.3 Partner with Wheatbelt Development Commission to advocate for Regional Government employees to reside in the area.		CEO Office	●				
	10.1.4 Provide a review for the Northam Airport masterplan, with the view of facilitating expansion opportunities through infrastructure.		Engineering Services	●	●			
10.2. Promote industrial development with a focus on the Avon Industrial Park and Avon Logistics Hub.	10.2.1 Provide entry statements and signage for Northam Light Industrial Areas to raise the profile of LIAs and local businesses within.		CEO Office	●				
10.3. Revitalise and activate town centers.	10.3.1 Provide entry statements into the Northam CBD.	Signage Strategy	Community Services	●	●			
	10.3.2 Activate Minson Avenue from Avon Bridge to the Peel Terrace Bridge by encouraging the adoption of Minson Avenue Design Guidelines, private investment within the precinct, and continued improvements to Bernard Park.	Local Planning Strategy	Development Services	●				
	10.3.3 Provide activities to revitalise Bakers Hill and Wundowie town centres.		Community Services	●	●	●		

Outcome 10. An attractive destination for investors, business and visitors; helping to grow the economy and local jobs.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
10.4. Identify, develop and promote tourism experiences and supporting services.	10.4.1. Advocate for a national or international ballooning event in Northam every two years.		Community Services	●				
	10.4.2 Facilitate national, state and regional recreational and sporting events.		Community Services		●			
	10.4.3 Provide overnight caravan and RV parking facilities in Northam and Bakers Hill.	Bakers Hill Community Plan	Engineering Services	●				

Outcome 11. Quality education opportunities for everyone.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
11.1. Advocate for improved access to education, training and personal development opportunities.	11.1.1. Advocate for diverse and relevant educational opportunities to be delivered at Central Regional TAFE (Northam Campus) to attract and retain students in the region.	Northam Youth Wellbeing Plan	Shire President	●				
	11.1.2 Advocate to attract a university or research centre of excellence to be based in Northam.		Shire President		●			
	11.1.3 Advocate for Muresk Institute to be a university campus.		Shire President			●		
	11.1.4 Advocate for the State Government to enhance local educational opportunities.	Northam Youth Wellbeing Plan	Shire President		●			

Outgoing Priority Actions from 2023/24.

Aims	Priority Actions	Status	Comments
10.2. Promote industrial development with a focus on the Avon Industrial Park and Avon Logistics Hub.	Partner with the Wheatbelt Development Commission and Development WA to develop and market Avon Industrial Park to its full extent.	Continuing as Business as Usual	<ul style="list-style-type: none"> The Shire supported the Wheatbelt Development Commission in a funding application for improvements to turning lanes into the Avon Industrial Park. The Shire continues to work in collaboration with the Wheatbelt Development Commission to advocate to Development WA for the release of future stages at the Avon Industrial Park on the strength of sales in the existing stages.
10.3. Revitalise and activate town centers.	Bring Northam to life in the evenings through the use of light and activities.	Continuing as Business as Usual	<ul style="list-style-type: none"> Trial undertaken of Twilight markets in the lead up to the Elevate Festival, Spring markets and Christmas markets as well as Movie Nights including Mother's Day. Lights installed on the Village Green to support activation.
	Provide improved pedestrian crossings on Minson Avenue.	Removed	<ul style="list-style-type: none"> Due to road safety concerns, it was determined that the proposed crossing was not the appropriate treatment to address pedestrian safety and network connectivity. An alternative treatment will be investigated as a future project aligned to the Shire's Streetscape Concept Plan
	Provide a trial of monthly night-time markets over spring, summer and autumn.	Completed	<ul style="list-style-type: none"> Twilight markets were introduced and well received, particularly in Wundowie. The Bakers Hill Fair was a success, providing a range of activities for the community.
	Partner with the Chamber of Commerce to develop incentives for 'tourist friendly' businesses to open on weekends.	Continuing as Business as Usual	<ul style="list-style-type: none"> Sunday Shop Days were held prior to Christmas 2023 and Mother's Day 2024 in partnership with the Northam Chamber of Commerce. The Shire will continue to partner with the Chamber to create incentives for the local businesses to open on weekends.
10.4. Identify, develop and promote tourism experiences and supporting services.	Provide feasibility to host annual ballooning season launch.	Removed	<ul style="list-style-type: none"> A plan to hold a launch at the commencement of the 2024 ballooning season was not successful due to the unavailability of the Northam balloon, weather conditions and other events being held at this time. A proposal for the introduction of a Ballooning event every two years is under consideration.

PERFORMANCE



Open and accountable
leadership with
effective governance.



Our plan for the future

Outcome 12. Excellence in organisational performance and customer service.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
12.1. Maintain a high standard of corporate governance and financial management.	12.1.1. Provide the community with an annual explanation of the Shire's short term financial commitments and overall financial health.		Corporate Services	●	●	●	●	
12.2. Be an innovative and efficient organisation that provides outstanding customer service.	12.2.1 Provide a service review of planning and building services with a customer experience focus.		CEO Office	●				
	12.2.2 Provide a quality assurance framework (AS4801 or ISO9001) across the organisation.		CEO Office	●				
12.3. Effectively manage the Shire's assets.	12.3.1 Provide a modern, fit for purpose Administration Building.		Engineering Services	●	●			
12.4. Have a happy competent and committed workforce that lives local.	12.4.1 Provide scholarships, traineeships and grants program for local youth who wish to study and work for the Shire of Northam in high demand service areas.		CEO Office	●				

Outcome 13. A well informed and engaged community.

Aims	Priority Actions	Supporting Strategies	Responsible	24-25	25-26	26-27	27-28	Future
13.1. Provide strong, open and accountable leadership and be more visible and relevant for community members.	13.1.1. Provide a biennial community survey to assess community priorities and perceived performance levels.	MARKYT Community Scorecard	CEO Office		●			
13.2. Engage the community about Shire projects, activities and decisions in a timely, open and effective manner.	13.2.1. Provide a campaign to populate the customer database with email addresses and permissions to send e-rates, e-newsletters and other notifications.		Community Services	●				
	13.2.2. Provide electronic notice boards in strategic locations across the Shire to display key messages.		Community Services	●				

Outgoing Priority Actions from 2023/24.

Aims	Priority Actions	Status	Comments
12.2. Be an innovative and efficient organisation that provides outstanding customer service.	Provide Service Area Plans for each Department, with consideration for innovations to improve customer service and business efficiencies.	Completed	<ul style="list-style-type: none"> Annual (Service) Delivery Plans have been developed for each Executive area that incorporate Council Plan Priority Actions as well as operational actions that focus on improving customer service and managing business efficiencies. The Plans will be reviewed and updated on an annual basis.
12.3. Effectively manage the Shire's assets.	Provide a modern, fit for purpose Northam Shire Depot.	Completed	<ul style="list-style-type: none"> A new Depot facility was commissioned in August 2023. The facility has improved safety and efficiency, and introduced a number of operational improvements.
	Provide well maintained Shire buildings.	Continuing as Business as Usual	<ul style="list-style-type: none"> A risk management approach has been adopted that aims to develop systematic practices that mitigate risks associated with aging or deteriorating assets, service disruption and costly repair. The Shire's ongoing commitment to asset preservation through robust asset management plans and annual budget allocation ensures our public spaces, recreational facilities and infrastructure meet community needs.
	Provide well maintained plant and equipment.	Continuing as Business as Usual	<ul style="list-style-type: none"> All replacement plant for 2023/24 was procured. An annual plant and equipment replacement program is considered as part of the annual budgeting process.
12.4. Have a happy competent and committed workforce that lives local.	Provide an appropriate Attraction & Retention Strategy with consideration for the employee brand, flexible work, career development, diversity and entry/exit feedback.	Completed	<ul style="list-style-type: none"> A range of Attraction and Retention initiatives were introduced in 2023/24 including Service Milestone Awards, Recognition Awards, a Monthly Safety Awareness Program and a leadership training program. The Employee Value Proposition was updated to align with feedback from the staff survey.



Resourcing the Plan

An engaged and well supported workforce

The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Council Plan. The Workforce Plan is regularly reviewed to ensure workforce resources are aligned with organisation and community needs.

As of 2022, the Shire employed 110 full time equivalent staff to deliver services.

Please see the Shire's Workforce Plan at www.northam.wa.gov.au for more information.

Service area planning

Service area planning is being introduced to provide efficient and cost-effective delivery of priority projects and continuous improvement of existing services and facilities. The following table summarises the number of employees in each team, expressed as the full-time equivalent (FTE), and the operating budget per team (rounded to 1 decimal place) in 2022.

Directorate	Service teams	Employees (FTE)	Operating Budget
Office of the CEO	<ul style="list-style-type: none"> Governance Human Resources Organisational safety 	8	\$2.17m
Corporate Services	<ul style="list-style-type: none"> Finance Information Technology Administration Customer Service 	16.1	\$2.59m
Development Services	<ul style="list-style-type: none"> Environment Public Health Building compliance Town Planning Ranger Fire & Emergency Services Bushfire Mitigation Waste 	15.1	\$6.0m
Community Services	<ul style="list-style-type: none"> Communication Community Development Library Recreation, Aquatics & Youth Heritage Respite (adult) Community Safety Visitor Servicing 	34.1	\$8.3m
Engineering Services	<ul style="list-style-type: none"> Civil works, construction & maintenance Parks, Recreation & Reserves Building assets 	53	\$6.7m
Total		126.3	\$25.79m

Managing Risk

To mitigate risks associated with the provision of Shire services, the Shire implements an enterprise-wide risk management framework and plan.

The Shire's risk management policy aims to build a risk-management environment supported through systematic practices. These practices are aimed at safeguarding Shire people, assets, property, environment, reputation, finances and information.

The risk management policy, among other things, focuses on establishing the Council's appetite for risk. Risk appetite is the amount of risk exposure, or potential adverse impact from an event, that the Shire is willing to accept in pursuit of its aims. Once the risk appetite threshold has been breached, risk management controls and actions are required to bring the exposure level back within the accepted range. The Shire has a risk appetite that it tolerates, consisting of low, medium, high and extreme risks, as detailed in the table below:

Risk Rating	Minimum treatment required	Description
Extreme	Reject and avoid or mitigate	Immediate action required in consultation with Chief Executive Officer of Executive Manager to either avoid the risk entirely or to reduce the risk to a low, medium or high rating. A Council decision, or at a minimum, Council advice is required.
High risk	Accept and mitigate	These risks need to be mitigated with actions as required and managers need to be assigned these risks.
Medium risk	Accept	Manage by specific monitoring or response procedures.
Low risk	Accept	Manage by routine procedures.

The Council has established an Audit & Risk Committee which, among other things, monitors the organisations risk management, including performance.

The Shire of Northam manages risk in accordance with the principles, framework and guidelines detailed in AS/NZ ISO 31000:2009 and will:

- Implement an Enterprise Risk Management Framework and Plan
- Identify strategic, operational and project risks using systematic tools, and based on the level of risk, ensure effective Risk Treatment Plans are in place to minimise such risks
- Ensure any item with a risk ranking of greater than 10, categorised as either a high or extreme risk and is apparent to be ongoing, be listed on the Shire's Risk Register
- Implement a range of risk management key performance indicators to monitor responsibility and accountability

Commitment to Value

The Shire is committed to providing the community with value from money.

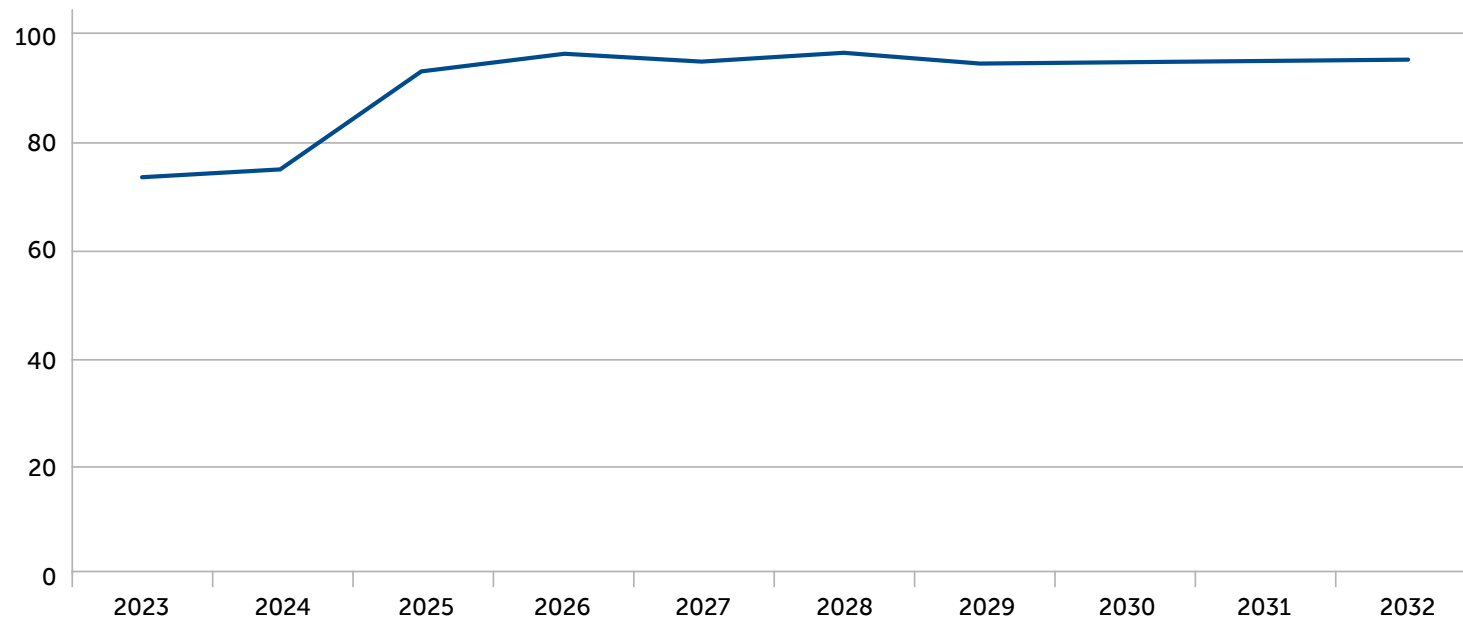
Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure. Shire services, facilities and special projects are funded through various revenue streams. This includes grants from State and Commonwealth government, Lotterywest and others, rates, fees and charges, and cash reserves.

The COVID-19 pandemic has had a significant impact on the Shire of Northam's financial position. A combination of significant resource allocation to support the local community through the initial phases of the pandemic, coupled with a year of no rate increases, significant discounts on rates offered and limited fees and charges has adversely impacted the Shire's financial health indicators. This is mainly due to the operating surplus ratio not meeting targeted requirements.

A financial recovery plan is in place to address the operating surplus ratio, and return the Shire to a surplus in 2024/25 as shown in the Financial Health Indicator radar charts.

The Shire's Overall Financial Health Indicator is presented as a score out of 100 and is determined by the results of the seven financial health indicators in the radar charts: 1) current ratio, 2) asset consumption, 3) asset renewal, 4) asset sustainability, 5) debt service coverage, 6) operating surplus and 7) own source revenue.

Overall Financial Health Indicator

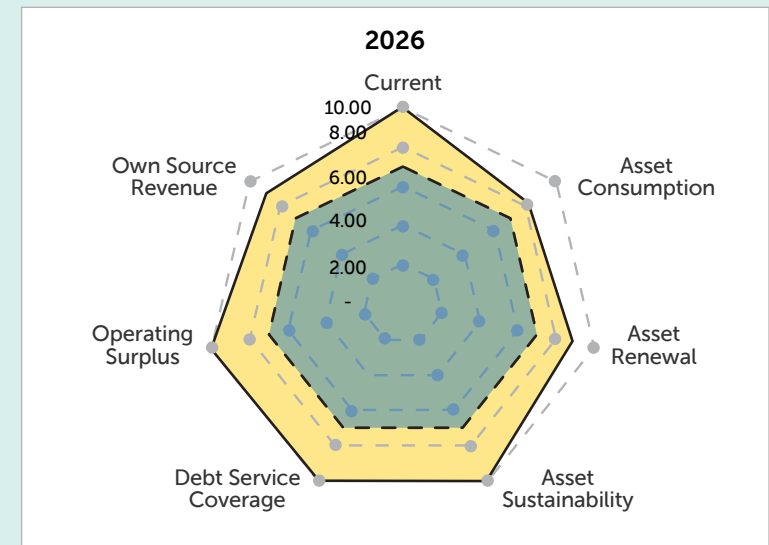
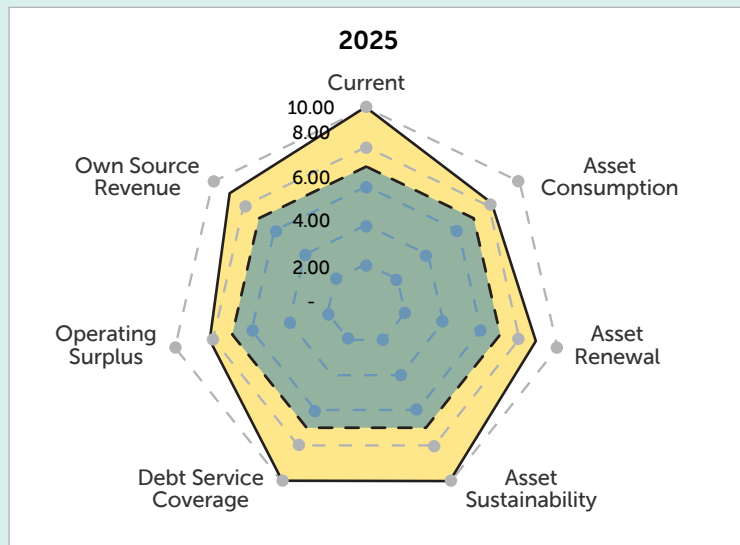
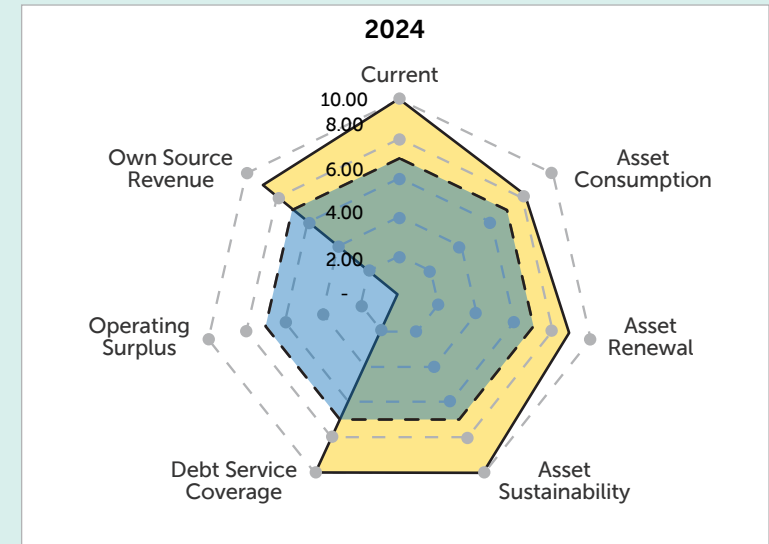
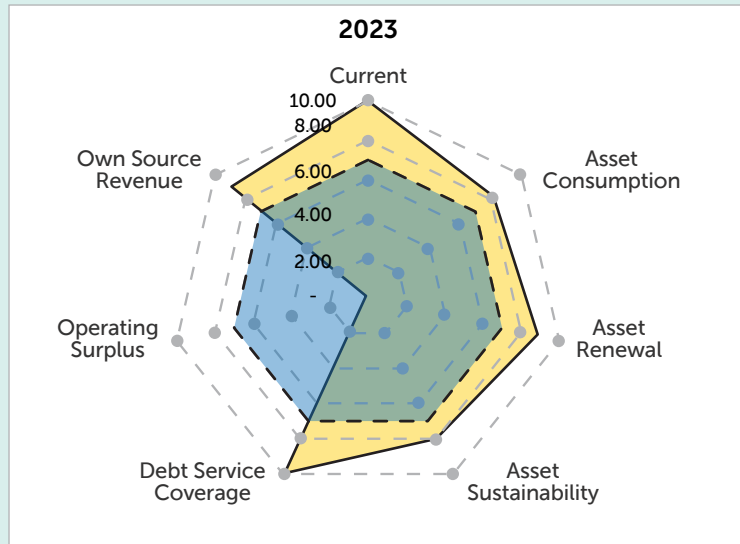


Financial Health Indicator Radar Charts

In the financial health indicator charts right, the blue section of the spider graph indicates the minimum standard, and the yellow section indicates the Shire's projected performance.

Please see the Shire's Long Term Financial Plan at www.northam.wa.gov.au for more information. This plan is next due for review in 2023/24.

To learn more about the Shire's financial health indicators, please visit: www.mycouncil.wa.gov.au/Council/ViewCouncil/157



Shire of Northam Investment Plan – Key Capital Projects

This plan includes a number of new projects that will require additional capital expenditure. Estimated costs are provided below. These projects will need to be resourced through a combination of grant, reserve, debt and other external funding sources.

Priority Projects		2024/25	2025/26	2026/27	2027/28
People					
3.2.5	Provide a refurbishment to the Wundowie Swimming Pool (if need determined).			\$2,000,000	
3.2.7	Provide additional Bakers Hill Recreation Precinct infrastructure with consideration for a, skate park BMX track, outdoor exercise equipment and improved safer access to external toilets.	\$30,000			
3.2.8.	Partner to fund Cricket Association to provide lighting to allow for evening cricket at Bert Hawke precinct.	\$764,000			
Planet					
5.1.3	Partner with DFES to provide a new facility for Wundowie Bushfire Brigade.	\$443,000			
6.1.5.	Undertake upgrading of water reuse system.		\$2,500,000		
Place					
7.3.2.	Partner with Railway Station Heritage Group to develop formal Railway Station Precinct Plan.		\$150,000	\$200,000	
7.3.4.	Partner with Northam Agricultural Society to refurbish and maximise usage of Northam Agricultural Pavilion.		\$650,000		
8.1.1.	Provide for footpath renewals within Northam Central Business District .	\$350,000		\$350,000	
8.3.2	Provide activation facilities at Mt Ommanney (deferred to Future plans)				
9.1.2	Provide electric vehicle charging infrastructure in Northam CBD and various Council facilities.	\$264,788			
9.2.1.	Provide a dual use path on Clarke Street: Suburban Rd to Inkpen St.				\$250,000
9.2.5	Provide improved tracks and trails.				\$200,000
Prosperity					
10.1.4.	Provide a review for the Northam Airport masterplan, with the view of facilitating expansion opportunities through infrastructure.		\$100,000		
10.2.1.	Provide entry statements and signage for Northam Light Industrial Areas to raise the profile of LIAs and local businesses within.	\$75,000			
10.3.1.	Provide entry statements into the Northam CBD.	\$50,000			
10.4.3.	Provide overnight caravan and RV parking facilities in Northam and Bakers Hill.	\$129,972			
Performance					
12.3.1.	Provide a modern, fit for purpose Administration Building.		\$1,100,000		



Development and reporting

The Local Government Act 1995 requires all local governments to plan for the future. As of 2021, Council was required to adopt a 10 year Strategic Community Plan, 4 year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

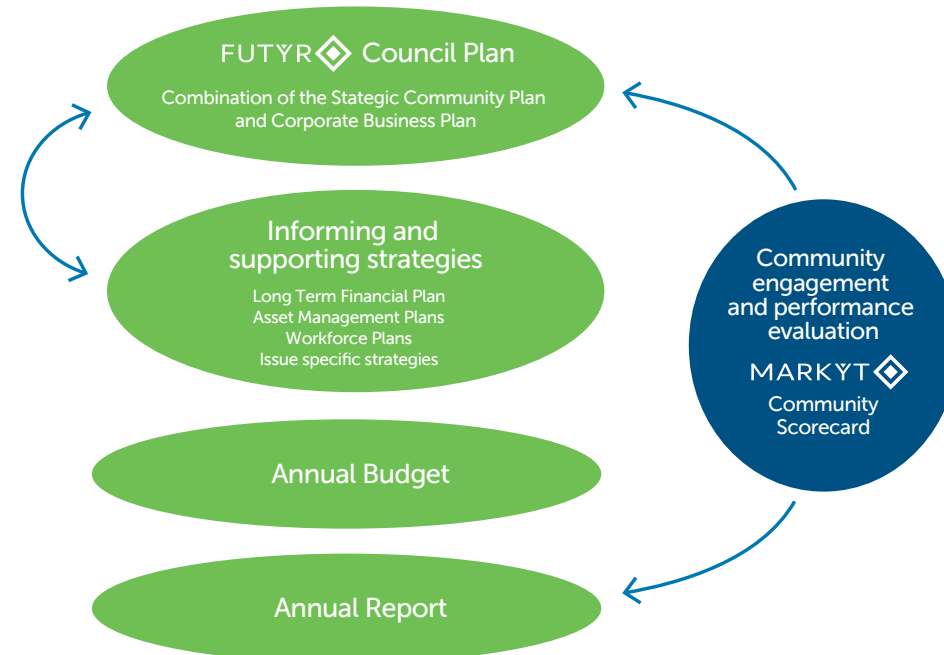
To streamline reporting and strengthen integration, we have combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

In 2021/22, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community perceptions survey and benchmarking using the MARKYT Community Scorecard
- Series of workshops with Elected Members, staff, key stakeholders and local community members

We express our deepest thanks to more than 800 community members who assisted with development of the Council Plan. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

To track progress against outcomes in this plan, Council will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit www.northam.wa.gov.au to access the Shire's latest Annual Report.



MARKYT 
Community Scorecard

881 Community members

MARKYT 
Community VoiceBank

47,555 Word count of ideas and suggestions

FUTYR 
Community Workshop

77 Participants

The Shire of Northam aims to participate in an independent study to monitor and benchmark performance every two years.


The Shire aims to be above the MARKYT® industry average and strives to be the industry leader in all areas.

This chart shows the Shire's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.

LEGEND

- Shire of Northam 2021 performance score
- Shire of Northam 2019 performance score
- No change in performance from 2019 to 2021
- Target zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard. For further information, visit www.catalyse.com.au/markyt.





Have an idea about how the Shire of Northam could be a more vibrant and growing community that values heritage and preserves the environment?

Please reach out to one of your elected members or the responsible officer at the Shire of Northam to share your thoughts and ideas.

In person: 395 Fitzgerald Street, Northam
Phone: (08) 9622 6100
Email: records@northam.wa.gov.au



www.northam.wa.gov.au