

Vision Category 1: Governance and Leadership

What we are aspiring to: "Strong leadership and skilled staff working with the community and partners to ensure the best use of our resources."

Objective: 1.1 Strong Leadership

2016/17 - Quarter 3 & 4 Reporting

Strategies	Priority Actions	Specific Actions	Target Performance - SCP	Target Performance - CBP	Department Responsible	2016/17	Status	Progress %	Comment	2015/16	2016/17	2017/18	
1.1.1 Drive a continuous improvement, "can-do" and creative work culture.	<ul style="list-style-type: none"> Develop and implement values integrated strategy to drive the culture. Develop a Leadership Strategy to enable all Directors and Managers to drive and maintain the organisational culture. Investigate and address reasons for high staff turnover. Seek, learn and apply industry best practice. Incorporate target performance indicators from the Strategic Community Plan into CEO/Executive Performance Management Plans. 	1.1.1.1 Review cultural values	Measure: <ul style="list-style-type: none"> 3-4 beneficial strategic alliances achieved per annum. Increase in staff satisfaction ratings. 	Annual work plans assessment annually and internal survey bi-annually	MOC & Directors		Started	25	Staff survey completed outcomes for survey results to be addressed with staff at the operational level. Staff survey to be released and discussed with staff and community survey to be taken to OCM with IPRF process.	X		X	
		1.1.1.2 Implement workforce plan, communicate and inform staff	<ul style="list-style-type: none"> Increase in frequency of desired value behaviours. Reduce staff turnover [closer to industry average of 7.2%]. Increase overall community satisfaction rating by 3% per annum to 2022. 	Implement all recommendations within recommended timeframes of plan being endorsed	HR	X	Completed	100	A review of the current workforce plan is ongoing to ensure alignment with the new Strategic Community Plan and Corporate Business Plan.	X	X	X	
		1.1.1.3 Adopt a Change management policy		Policy to be followed at all times	MOC & Directors	X	Not started			Change Management Policy is yet to be implemented.	X	X	X
		1.1.1.4 Develop a policy regarding incentives and ensure that the KPI's reflect improved service planning and delivery for all staff		Policy to be implemented and followed at all times	HR		Completed		100	Staff policies that relate to incentives have been developed and implemented, including: <ul style="list-style-type: none"> G915 - Staff Training and Development G924 - Recognition of long-serving employees G916 - Salary Packaging CSP1 - Leave Policy and Procedures G915 - Staff Training and Development 			
1.1.2 Facilitate co-operation between the Shire and its stakeholders while also considering community values.	<ul style="list-style-type: none"> Implement an integrated planning and reporting framework. Maintain workforce that has skills necessary to undertake council business. Recruit candidates aligned with our values and culture. Review Performance Management System (ie. Performance Indicators for staff) Use the Assessment Matrix tool to check alignment with the Australian Business Excellence Framework. Develop a compliance policy. 	1.1.2.1 Develop and Implement Community consultation internal framework	Source: <ul style="list-style-type: none"> SJS Annual Report Staff Perception Survey [2013, 2015, 2017, 2019] Community Perception Survey [2013, 2015, 2017, 2019] 	Framework to be followed at all times	Communications & Executive Services		Started	25	G915 - Staff Training and Development				
1.1.3 Foster partnerships to deliver key projects and initiatives in conjunction with key stakeholders.		1.1.3.1 Council to identify key projects / opportunities for implementation and provide priority and budget		By 1 July of each financial year, Council is to provide a list of priorities, in order, of key projects to be completed	MOC & Directors	X	Completed	100	Completed through 2016/2017 budget process	X	X	X	
		1.1.3.2 Project managers to develop relationships with the key stakeholders to deliver key transformational projects and initiatives		Incorporate into project management template consultation section and report on consultation undertaken	MOC & Directors	X	Started	50	Project governance Framework underway and developing.	X	X	X	
1.1.4 Advocate and influence State and Federal government to help the community address growth demands.		1.1.4.1 Lobby State and Federal Government for sustainable local and regional development issues		Engage lobbyist to advocate for local government priorities throughout the year	MOC & Directors	X	Started	25	List of items presented to Council at OCM239/12/16 (Dec 16) - Six Strategic Projects for the next State Government.	X	X	X	
Objective: 1.2 Progressive Organisation													
1.2.1 Attract, develop and retain the best people to work in the Shire.	<ul style="list-style-type: none"> Implement an integrated planning and reporting framework. Maintain workforce that has skills necessary to undertake council business. Recruit candidates aligned with our values and culture. Review Performance Management System (ie. Performance Indicators for staff) Use the Assessment Matrix tool to check alignment with the Australian Business Excellence Framework. Develop a compliance policy. 	1.2.1.1 Invest and coordinate training and personal development	Measure: <ul style="list-style-type: none"> Score 80% alignment or 800 out of 1000 points for ABE framework score. 100% of IPF projects completed to the basic standard as per Integrated Planning and Reporting Advisory Standard. Improve overall staff satisfaction rating by 4% each year. 	Provide \$3,000 per employee per annum (indexed) and \$60,000 for Shire wide compulsory training	HR	X	Completed	100	Staff are actively encouraged to further skills and development requirements are identified in the Performance Appraisal process with \$3,150 available in the 2016/17 budget per staff member.	X	X	X	
		1.2.1.2 Ensure remuneration is competitive within the industry		Purchase the Local Government Remuneration Survey Results from WALGA	HR	X	Completed	100	A remuneration review was completed to address the most significant salary anomalies within the organisation, in line with the most recent WALGA Remuneration Survey produced in 2015. WALGA plans to commence the production of survey's again in 2017/2018 after a 3 year period without a survey.	X	X	X	
		1.2.1.3 Ensure working environment is vibrant, safe, progressive and innovative		Negotiate an Enterprise Bargaining Agreement for Internal Staff	HR		Started	50	Current negotiations for the Operations Team EBA is nearing completion. The new Administration Team EBA is planned once the Operations EBA has been finalised.				X
1.2.2 Implement the Australian Business Excellence Framework to enhance organisational capability.	<ul style="list-style-type: none"> Implement an integrated planning and reporting framework. Maintain workforce that has skills necessary to undertake council business. Recruit candidates aligned with our values and culture. Review Performance Management System (ie. Performance Indicators for staff) Use the Assessment Matrix tool to check alignment with the Australian Business Excellence Framework. Develop a compliance policy. 	1.2.2.1 Implement principles that the Shire identifies in the Australian Business Excellence framework	Source: <ul style="list-style-type: none"> ABE framework – The assessment matrix Annual Report 	Implement and modify accordingly principles of ABE framework and record	Communications & Executive Services	X	Not started		Voluntary Staff Turnover is currently 12%, which is considered healthy.	X	X	X	
		1.2.2.2 Develop assessment matrix to check alignment with Australian Business Excellence Framework		Score [80%] alignment or 800 out of 1000 points for ABE framework score	Communications & Executive Services	X	Not started			Do not have resources to commence this. This would require considerable research and budgeted funds to commence and implement.	X	X	X
1.2.3 Establish and communicate the Shire's purpose, vision, values and goals.	<ul style="list-style-type: none"> Implement an integrated planning and reporting framework. Maintain workforce that has skills necessary to undertake council business. Recruit candidates aligned with our values and culture. Review Performance Management System (ie. Performance Indicators for staff) Use the Assessment Matrix tool to check alignment with the Australian Business Excellence Framework. Develop a compliance policy. 	1.2.3.1 Develop and implement Communications Strategy, including new communications methods		Develop and implement Communications Strategy	Communications & Executive Services		Started	75	With the changes in CEO, this document requires review and changes.	X		X	
		1.2.3.2 Organisation to establish a framework for the development and implementation for policies and strategies		Framework for implementation of policies and strategies	Communications & Executive Services	X	Not started			A project plan is to be presented to EMG in September/October to undertake a full review of Council Policies. This will include identifying Council Policies that are more appropriate as Management Policies and considering additional recommended policies. IT is likely that a project team will be utilised to progress this review.		X	
1.2.4 Provide robust reporting that is relevant, transparent and easily accessible by staff and the community.	<ul style="list-style-type: none"> Implement an integrated planning and reporting framework. Maintain workforce that has skills necessary to undertake council business. Recruit candidates aligned with our values and culture. Review Performance Management System (ie. Performance Indicators for staff) Use the Assessment Matrix tool to check alignment with the Australian Business Excellence Framework. Develop a compliance policy. 	1.2.4.1 Ensure Directorate Information reports are presented to Council		Prepared monthly	MOC & Directors	X	Started	75	Items are published on a monthly basis within the Information Bulletin.	X	X	X	
		1.2.4.2 Engage financial management review every four years and report on findings		Reviewed every four years	Finance	X	Completed	100	CR17/93. Moore Stephens report indicates that in all material respects, appropriate and effective financial management systems and procedures have been maintained. E17/3892		X		
		1.2.4.3 Engage qualified and registered auditors to conduct audit on financial and administration management annually		Audit opinion and any findings are reported in November/December each year	Finance	X				Audit to commence in September 2017. Interim Audit report - IN17/9581	X	X	X
		1.2.4.4 Budgeting process to include time lined delivery programs and cash flow projections to enable ongoing monitoring of progress against expectations		Annual and project level delivery programs to be established, monitored and feed into higher level reporting processes	MOC & Directors	X	Completed	100	Reporting for annual and project delivery of service is reported within the monthly financial reporting process.	X	X	X	
		1.2.4.5 Finalise and Implement Development compliance policy		Finalise and Implement policy	Health, Rangers & Compliance		Completed	100	The compliance policy was approved on 22 May 2017 at the OCM	X			
		1.2.4.6 Prepare and implement Municipal Public Health Plan		Implement revised plan	Health, Rangers & Compliance	X	Completed	100	Endorsed by Council January 2017			X	
1.2.4.7 Finalise and implement Urban Animal Management strategy		Implement urban animal management strategy	Health, Rangers & Compliance		Deferred			This project was cancelled due to the lack of resources by the previous Director of Planning Services when Rangers and Health were one Service Team	X				
1.2.4.8 Conduct a Compliance Audit Return		Conduct in January/February every year	Communications & Executive Services	X	Completed	100	The 2016 CAR was completed and submitted by 31 March 2016. This is an annual statutory requirement.	X	X	X			

Strategies	Priority Actions	Specific Actions	Target Performance - SCP	Target Performance - CBP	Department Responsible	2016/17	Status	Progress %	Comment	ARG009.1/09/17				
										2015/16	2016/17	2017/18		
1.2.5	Provide safe and supportive work environments.		1.2.5.1	Monitor and continuously improve Customer Service Standards		TRIM monthly action statistics and phone statistics	MOC & Directors	X	Completed	100	Data collected for Trim monthly action statistics, Customer Service & Telephone Statistics statistics commenced in January 2017. Both reports have been now reported in Council's Bulletin.	X	X	X
			1.2.5.2	Implement and maintain a retention and disposal program for corporate records		Retention and Disposal of Shire records is in accordance with the GDALG RD 2010046 as required under the State Records act 2000	Information Services	X	Started	50	No progress since last report On track for completion 31/12/2021 (dependant on resourcing)			X
1.2.6	Comply with all legislative and statutory requirements.		1.2.6.1	Review the Record keeping Plan		Revised Record Keeping Plan - The State Records Act requires that the RKP be revised every five years	Information Services	X	Completed	100	Plan submitted 17 March 17 - accepted No further actions		X	
Objective: 1.3 Capable councillors														
1.3.1	Attract a diverse body of elected members that represents the composition of the community.	<ul style="list-style-type: none"> Develop and monitor councillor development program using Department of Local Government (DLG) resources. Councillors to hold CEO accountable for achieving key performance indicators. Run Education Awareness Programs for residents considering a councillor position. 	1.3.1.1	Run Education Awareness Programs for residents considering a Councillor position	Measure: <ul style="list-style-type: none"> Increase overall community satisfaction rating by 3% per annum to 2022. Source: Shire of SJS Community Perception Survey results (2013, 2015, 2017 etc.)	Hold information sessions and awareness programs prior to nomination deadline	MOC & Directors		Started	50	Chief Executive Officer is developing a candidates workshop for presentation.	X		X
1.3.2	Ensure Elected Members have a comprehensive understanding of council's roles and responsibilities.		1.3.2.1	Provide a Councillor information pack and induction training for any new Councillors		Induction pack provided to Councillors and a training program outlined at commencement of term as Councillor	MOC & Directors		Completed	100	Chief Executive Officer has developed a new Councillor package and was distributed in April 2017.	X		X
			1.3.2.2	Utilise DLG Councillor development resources		Provide Local Government guidelines and WALGA courses to Councillors	MOC & Directors	X	Started	50	To be included as part of the Councillor Inductions process and procedures.	X	X	X
1.3.3	Implement training initiatives that will foster a skilled and confident council.		1.3.3.1	Invest in training for Councillors		\$3,000 p/yr per Councillor	MOC & Directors	X	Started	75	Councillor training is as per Policy G003 - Councillor Entitlements	X	X	X
			1.3.3.2	Identify a Councillor development plan		Annually carry out a Councillor development plan	MOC & Directors	X	Not started		Has not yet commenced but will become par of the Councillor Induction process and procedures.	X	X	X
			1.3.3.3	Develop a mentoring program with established Councillors internally and/or Councillors from other Shires		Each Councillor identifies a mentor on an annual basis	MOC & Directors	X	Completed	100	SOS is part of the Peel Regional Leadership Group through the WALGA Peel Zone.	X	X	X
1.3.4	Provide effective management of the Chief Executive Officer's performance.		1.3.4.1	Develop Position Description aligned to the requirements of the SCP and CBP, including KPIs for Chief Executive Officer, set by Council		Position Description finalised with alignment to SCP and CBP, and KPI's	MOC & Directors		Started	25	Chief Executive Officer's KPI's process is currently being determined by the Chief Executive Officer's Employment Committee.			
			1.3.4.2	Develop Performance Management Plan fulfilling legislative requirements		Carry out performance management plan on an annual basis	MOC & Directors	X	Started	50	To be completed in May 2017 in accordance with the Local Government Act requirements.	X	X	X
			1.3.4.3	External monitoring and management of performance in addition to the councillors		Monitor and manage performance annually	MOC & Directors	X	Started	50	Performance appraisals are being reviewed and a new skills analysis audit will be undertaken with Staff and Management that aligns with the CBP. This skills analysis will resolve in higher competencies and target training to achieve the skills framework.	X	X	X
Objective: 1.4 Listening and learning														
1.4.1	Incorporate regular community engagement practices into Shire activities.	<ul style="list-style-type: none"> Develop a community engagement policy incorporating recommendations from the Community Engagement Report 2013. Implement a social media and web strategy. Engage more youth, fly in fly out (FIFO) and drive in drive out (DIDO) workers in consultation processes. Conduct annual 'Community 	1.4.1.1	Develop and review a Community Engagement Strategy to ensure ongoing engagement with the community and review Community Engagement Strategy every two years to ensure formats are still appropriate to community preference	Measure: <ul style="list-style-type: none"> Community consultations with a response rate greater than 500 residents. Source: <ul style="list-style-type: none"> Consultation results Community Perception Survey 	Develop and implement Community Engagement Strategy, and review every two years	Communications & Executive Services	X	Started	25	Initial discussions have taken place. Community Services Directorate will be developing this.		X	
1.4.2	Use appropriate tools and methods to maximise opportunities for the community to access and participate in decisions made by council.		1.4.2.1	Schedule annual 'Community Road show' to provide more proactive and visible engagement		Hold annual stakeholder event	Communications & Executive Services	X	Deferred		Extensive community consultation has taken place in 16/17 during SJ Real Choices and SJ2050 vision. Business Forums and Community Leaders Forums have also been instigated on a quarterly basis to keep the community informed.	X	X	X
Vision Category 2: Financial Sustainability														
What we are aspiring to: "We have the financial fuel to achieve our objectives on an ongoing basis."														
Objective: 2.1 Responsible Management														
2.1.1	Undertake best practice financial and asset management.	<ul style="list-style-type: none"> Review the Shire's current Asset Management and Accounting Policies annually. Implement performance measures for the management of our assets and finances. Improve the accuracy of our costing processes. Develop a long-term financial plan that includes a rating strategy. Incorporate whole-of-life costs into decisions. 	2.1.1.1	Update Shire's asset management plans every 2 years. (Review the Shire's current Asset Management Framework Policy every two years, ensuring asset management registers are maintained and current and when considering projects be inclusive of asset network plan)	Measure: <ul style="list-style-type: none"> To maintain an actual operating surplus ratio of 0% or greater at the 30 June of each financial year. Source: Serpentine Jarrahdale Shire Annual Report	Review current Asset management framework	Assets & Project Management		Completed	100	Council endorsed Asset Management Plans at December Council meeting.	X		X
			2.1.1.2	Review the Shire's Accounting Policies annually		Reviewed annually	Finance	X	Started		New Related Party Disclosures policy adopted, and other policies scheduled to be reviewed over coming 6 months.	X	X	X
			2.1.1.3	Ensure all projects are approved through the Project Initiation Form (PIF) process and the reporting is through MS Project or Smartsheet software		All projects to use PIF for approval Reporting to be MS Project or Smartsheet	MOC & Directors	X	Started	25	Templates are being developed.	X	X	X
			2.1.1.4	Formalise process to ensure that preparation planning, funding, and decision making are in place sufficiently in advance of implementation phase and that estimates are completed with appropriate details for each level (feasibility, budget inclusion and implementation) of a project		Planning programs with adequate lead times to be developed and implemented to track projects through their preconstruction phase	MOC & Directors	X	Started	75	Working with consultants to implement a project management framework from planning to construction.	X	X	X
			2.1.1.5	Develop 10 year financial plan including rating strategy, and review every 2 years		Reviewed every two years	Finance	X	Started	75	Full review of the LTFP and Capital works plan undertaken, including community consultation. Consultants engaged to finalise plan, and final draft to go to council for approval expected in August 2017.		X	

Strategies	Priority Actions	Specific Actions	Target Performance - SCP	Target Performance - CBP	Department Responsible	2016/17	Status	Progress %	Comment	2015/16 2016/17 2017/18			
2.1.2	Manage assets and prioritise major capital projects to ensure long-term financial sustainability.		2.1.2.1	Develop 10 Year Capital Works Plan and review every 2 years	Reviewed every two years	Finance	X	Started	75	Full review of the LTFP and Capital works plan undertaken, including community consultation. Consultants engaged to finalise plan, and final draft to go to council for approval expected in August 2017.		X	
			2.1.2.2	Maintain an asset rehabilitation reserve of 1% of rate revenue to fund end of life assets rehabilitation / restoration works	Create reserve and annually transfer 1% of rates raised at billing to reserve	Finance	X	Completed	100	Dec 2016 - Transfer to and from Asset Management Reserves were adopted through the Annual Budget Process. 27.08.2017 - There has been a change in approach to this reserve. We now have separate asset management reserve for Roads, Drainage, Footpaths, Buildings and Parks & Reserves. A transfer into each is included as part of the LTFP at a % of the asset management requirements identified in the asset management plans.	X	X	X
			2.1.2.3	Establish and document levels of service for maintenance of Shire assets and monitor performance against these levels of service	Establish and formalise levels of service to be provided	Assets & Project Management	X	Started	50	Technical levels of service have been established in the approved Asset Management Plans - Community Infrastructure, Parks & Reserves, Natural Assets, and Road and a draft long term financial plan is being developed to incorporate annual budgets toward operation, maintenance, renewal and upgrade of the infrastructure to achieve the required community and technical level of services.	X	X	X
			2.1.2.4	Maximise external funding and ensure municipal funding is minimised on all capital projects	Grants Officer to ensure that major community projects/roads are at least on average 60% funded by external source	Strategic Planning	X	Completed	100	The new Strategic Community Plan and Corporate Business Plan will be tabled at the July 2017 OCM.	X	X	X
			2.1.2.5	Implement Business Continuity Plan	Implement Business Continuity Plan	HR		Completed	100	A Business Continuity Plan was developed and implemented. Continued review of Organisational Risk enables ongoing improvement of compliance and understanding of the plan.			
Objective: 2.2 Innovative Partnerships													
2.2.1	Reduce costs via asset sharing and shared services with other local governments and pursue joint ventures or public-private partnerships that are mutually beneficial.	<ul style="list-style-type: none"> Promote investment in the region. Seek opportunities to partner with the community. Share assets and services with surrounding councils. 	2.2.1.1	Seek, build, and formalise relationships with stakeholders	Formalise opportunities within one year from conclusion of feasibility through MOU's and other legal contracts	MOC & Directors	X	Started	25	Chief Executive Officer is investigating furthering a strategic alliance with Peel Council's, including Mandurah and Murray.	X	X	X
			2.2.1.2	Identify and conduct feasibility studies where opportunities present to explore efficiencies, asset sharing, and shared services (ensure feasibility includes value, whole of life costing)	Conduct 1 feasibility study per year that explores efficiencies	MOC & Directors	X	Started	75	Operating costs are being consistently reviewed to determine operational savings.	X	X	X
2.2.2	Develop dynamic, cross-functional teams within the organisation to improve efficiency.		2.2.2.1	Identify staff and incorporate into their job description and workload the cross functional duties required	Formalise through officers job responsibilities the requirement for time to be spent on cross functional team and resourced accordingly	HR	X	Started	75	This is ongoing with a number of teams in the organisation that successfully implement cross functional work methods. The development of Technical Advisory Group's (TAG's) are also enabling cross functional work.	X	X	X
Objective: 2.3 Financial Diversity													
2.3.1	Prioritise and pursue new income streams that are financially sound and equitable, such as establishing business enterprises or asset acquisition.	<ul style="list-style-type: none"> Demonstrate alignment with State and Federal Government priorities, to increase the Shire's grant eligibility. Lobby for, and capitalise on, opportunities for financial diversification arising from the Local Government Reform process (e.g. via business enterprises, joint ventures or public-private partnerships). Require developers to contribute to community development and infrastructure. Implement an asset rationalisation strategy. 	2.3.1.1	Identify business enterprises and conduct feasibility studies (including value, whole of life cycle costing)	Officers to provide to leadership team and Council possible business enterprise to explore	MOC & Directors	X	Started	75	Measure exceeded. Own source revenue sitting above 70%	X	X	X
			2.3.1.2	Provide sufficient funding to explore business enterprises	Conduct feasibility studies that explore possible business enterprises	Strategic Planning	X	Completed	100	This action has been carried over to the new Corporate Business Plan and will be the responsibility of the Economic Development Advisor. Various initiatives have been initiated including a Technical Advisory Group for Strategic Land Asset Management.	X	X	X
			2.3.1.3	Implement Developer Contribution Plans for developers to contribute to community and traditional infrastructure	For Byford Traditional DCP to be approved by the minister and to progress other DCP's	Statutory Planning & Building		Started	50	Byford DCP Report 4 has been adopted by Council. The principles for Mundijong DCP have been agreed to but the issue of the freight rail crossing/re-location has not been resolved with the state agencies. Development Strategies will be completed in the new Financial Year.	X		
			2.3.1.4	Develop an asset rationalisation strategy	Implement the asset rationalisation strategy	Assets & Project Management	X	Not started		To be developed	X	X	X
2.3.2	Encourage commercial investment in the Shire that positively impacts the natural environment.		2.3.2.1	Efficient planning process that encourages investment	Fast track development applications to be assessed with 14 days. Development applications (with no submissions) that require advertising to be assessed within 28 days	Statutory Planning & Building	X	Started	100	The process tracks 'fast track' and normal DA processing times and enables the statutory process to be completed within the statutory timeframes but also allows priority projects to be assessed quickly.	X	X	X
Objective: 2.4 Business Efficiency													
2.4.1	Ensure projects and goals are realistic and resourced, and that full costs are known before decisions are made.	<ul style="list-style-type: none"> Improve the financial literacy of staff, managers and elected members. Review our systems and processes and train staff and elected members in their use. Set appropriate levels of service across the organisation and pursue value-adding initiatives. Explain financial constraints and achievable service levels to the community. 	2.4.1.1	Improve the financial literacy of staff, managers and elected members	Annual financial training for all staff	Finance	X	Not started		Finance for Non-Finance staff training, and also Synergy training to commence after End of Year reports have been completed.	X	X	X
			2.4.1.2	Improve the accuracy of the costing process	Utilise costing spreadsheets to ensure all costs are known	Finance	X	Started	50	Implemented costs reports for each business unit. Feedback has been positive. Still want to improve capture of information on renewal and maintenance works and also Parks & Gardens.	X	X	X
2.4.2	Critically examine service delivery to ensure efficiency and effectiveness.		2.4.2.1	Undertake an IT systems review	Conduct Systems review once every three years	Information Services		Completed	100	Dec 2016 - Responsible officers receive monthly financial reports and meet with the management accountants to review variances from budget workshops Aug 2017 - SynergySoft system audit report presented to EMG 17 July 2017. Training program due to start 29/8. Business Champions group initiated 23/7. Data clean-up, system configuration and system improvement projects identified			X
			2.4.2.2	Undertake a process review	Conduct Process review once every two years	Communications & Executive Services	X	Started	50	Business Improvement Officer continues to work with Teams to review and develop processes relative to their roles and responsibilities.		X	

Strategies	Priority Actions	Specific Actions	Target Performance - SCP	Target Performance - CBP	Department Responsible	2016/17	Status	Progress %	Comment	ARG009.1/09/17		
						2015/16	2016/17	2017/18				
	East Local Structure Plan. • Ensure development plans are consistent with local priorities and needs, as well as cost appropriate. • Continue lobbying for major transport infrastructure	3.2.2.2 Consider flood risk as part of all bridge and road network planning		Development applications are assessed against policies and statutory requirements	Subdivision	X	Started	100	Mar 2017 - Planning applications and associated Local Water Management Strategy and Urban Water Management Plans were assessed to ensure flood risk was considered as part of the bridge and road network planning. Aug 2017 - The subdivision engineers review all developments against flood risk.	X	X	X
3.2.3	Enhance streetscapes and public places with vegetation that is natural to the area, sustainable (water wise) and cost effective.	(extension of Tonkin Highway, upgrading of Thomas Road and South Western Highway). • Fund and complete a Shire Public Open Space Strategy that encourages active living outcomes.	3.2.3.1 Continue to review and revise, the Revegetation, Public Open Space, Landscape and Vegetation, Street Tree and other relevant Local Planning Policies and their associated Standards and Guidelines in collaboration with stakeholders	Review policies in accordance with standards and guidelines annually	Statutory Planning & Building	X	Started	25	All Local Planning Policies will be reviewed in the first half of the financial year. Current reviews have been put on hold to provide a comprehensive suite of policies.	X	X	X

Vision Category 4: Local Economy

What we are aspiring to: "The Shire is a network of progressive, connected communities with sustainable industries, vibrant villages, tourism drawcards and more employment opportunities."

Objective: 4.1 Sustainable Industries

4.1.1	Target and engage sustainable, environmentally and socially responsible industries and businesses.	• Employ an Economic Development Officer to develop and implement an Economic Development Strategy. • Alter planning law to allow small business corner shops, home, bed & breakfast businesses. • Support and advance local industries that will benefit the Shire economically and environmentally (e.g. agricultural and equine).	4.1.1.1 Prepare, adopt and implement an Economic Development Strategy including a Green Industry Strategy and ensure associated policies are kept current and relevant	Employment Measure: • Increase self-sufficiency rating for the region to 48%. • Increase number of business licences approved.	Wider Economic Development Strategy to be completed with 2011 ABS data within timeframes and budget	Strategic Planning		Started	75	Draft Economic Development Strategy has been completed. CEO has approved quotes for finalising this document through consultants. Target date Nov 2017.			
			4.1.1.2 Identify and obtain feedback/consult with commercial investors when developing Strategic Planning documents	• Reduce business vacancy rates • Extension of Tonkin Hwy	Report back per project	Strategic Planning	X	Completed	100	It is standard practice for Strategic projects to have a Engagement strategy to ensure all stakeholders are consulted.	X	X	X
			4.1.1.3 Appoint Economic Development Officer	• West Mundijong freight rail realigned. Source:	Employ officer to carry out specific actions in the Corporate Business Plan	Strategic Planning		Completed	100	Officer appointed April 2016			
4.1.2	Facilitate knowledge sharing, marketing and networking opportunities for local businesses.	• Develop Green Industry Strategy (large scale energy production). • Develop closed loop industry clusters that manage the entire lifecycle of a product.	4.1.2.1 Develop Strategy for engaging commercial corporate stakeholders with the Shire. (i.e. Corporate hosting evenings)	Directions 2031 and Beyond for the South East Sub-Region (Department of Planning) Employment targets for Peel Region (Structure Plan)	At least one Corporate evening to be held every year	Communications & Executive Services	X	Started	75	The first Business Forum has been held in conjunction with the Economic Development Advisor. This is due to happen each quarter. Discussions have been had with the Community Resource Centre to begin a Chamber of Commerce.	X	X	X
4.1.3	Develop transport, communication technology and utilities infrastructure.	• Build relationships with commercial corporate	4.1.3.1 Ensure that the Shire's West Mundijong Railway Realignment Strategy and associated policies are kept current and relevant		Freight rail to be re-aligned and Tonkin highway to be built by 2021	Strategic Planning		Started	25	Ongoing discussions with external parties. Looking to update business plans for both these projects by Dec 2017.			

Objective: 4.2 Tourism

4.2.1	Encourage the development of tourist attractions and accommodation.	• Employ Tourism Officer to develop and implement Tourism Strategy. • Develop Shire Brand and Marketing Strategy (highlighting bush walking, equine and bike trails).	4.2.1.1 Ensure that the Shire's Tourism Strategy and associated policies are kept current and relevant and include a Marketing Strategy (focusing on bush walking and equine trails to day-trippers etc.)	Economic Growth Measure: • Local Gross Regional Product. • Population statistics or Day-trippers.	Project to be completed on time and on budget The number of day-trippers to increase by 5% annually	Strategic Planning		Started	25	Working with CEO on developing draft Tourism Development and Activation Strategy. Draft expected by Dec 2017.			X
4.2.2	Maximise the Shire's tourism, cultural, heritage and recreation potential through integration of natural and built environments.	• Develop and implement Signage Strategy including entrance and exit statements to	4.2.2.1 Seek joint partnership with private industry to fund a Tourism Officer	• Number of building approvals • Completion of 85% of projects	Tourism Officer	Strategic Planning	X	Not started		Not currently in budget and to be identified in the Organisation Review process.	X	X	X
			4.2.2.2 Implement Peel Region Integrated Tourism Signage Strategy		Implement Integrated Shire Signage Strategy	Communications & Executive Services		Completed	100	Signs have been installed throughout the Peel Region, promoting the Peel Region campaign with colour coding for various localities.			

Objective: 4.3 Regional Collaboration

4.3.1	Continue fostering strategic regional partnerships.	• Continue to work with the Peel Region to facilitate tourism opportunities. • Work with other councils in the South East sub-region to reach self-sufficiency targets. (Department of Planning) • Actively participate with other councils in the region to secure more funding.	4.3.1.1 Actively participate with other councils in the region to secure more funding	Regional partnerships Measure: • 5 or more strategic regional partnerships with tangible economic, environmental or social benefits. Source: Corporate Business Plan	Strengthen ties and partnerships to secure further funding	MOC & Directors	X	Started	50	Chief Executive Officer has commenced working with Peel Regional Partnership. Peel Regional Leadership group opportunities of developing of a Regional Subsidiary Group.	X	X	X
			4.3.1.2 Work through PDC, Peel CEO's Group and PCDG (links to RDA), WACOSS and other agencies) to influence and align priorities and related funding for Peel Region and other SJ related State Government regions		Representation on Peel CEO's Group, PDC Board, PCDG, Peel Social Advocacy Forum and other economic development related agencies	MOC & Directors	X	Started	25	Currently in attendance with these workgroups.	X	X	X
4.3.2	Continue engaging with neighbouring councils to explore service and resource sharing options.	• Continue with SEREG (Switch Your Thinking) • Create alternative transport routes to attract more people to the Shire.	4.3.2.1 Continue SEREG (Switch Your Thinking)		Strengthen and expand SEREG	Environment	X	Completed	100	SEREG has expanded to include a third officer for the program.	X	X	
			4.3.2.2 Support External and Regional Initiatives that provide a value for money return to Council		Memorandum of Understanding in place	Environment	X	Completed	100	The Peel Harvey Biosecurity Group is now active with pest control particularly cotton bush and will soon seed recognition from the appropriate minister.	X	X	2017/18

Vision Category 5: Natural Environment

What we are aspiring to: "In partnership with the community, the Shire has protected and restored our natural environment."

Objective: 5.1 Responsible Resource Management

5.1.1	Conserve and recycle our water via an integrated water cycle management program.	• Act as a partner in the development of an alternate waste facility. • Incorporate solar and wind farms into LPS and TPS III. • Implement regional, community and household waste minimisation and utilisation schemes. • Develop Industry Waste Utilisation Strategy. • Encourage the use of recycled waste in the construction of roads and other infrastructure.	5.1.1.1 Ensure that the Shire's Integrated Water Management Strategy and associated policies is kept current, relevant, and implemented	Target: Reduction of 2% in total scheme water use per year per resident	An increase of 2% of actions implemented each year	Subdivision	X	Completed	100	Better Urban Water Management' is an accepted WAPC's document being used for best practice of Water Management		X	
			5.1.1.2 Ensure district water quality monitoring is considered as part of all Development Contribution Arrangements	Measure: • Water use per population	District water quality monitoring is considered for all Development Contribution Arrangements	Subdivision	X	Completed	100	Each developer is required to do their own monitoring through the Urban Water Management Plan requirements	X	X	X
			5.1.1.3 Prepare and ensure that the Shire's Public Open Space / Multi Use Corridor Strategy and associated policies is kept current and relevant	Source: Water Corporation Scheme water Consumption	Strategy and associated policies implemented	Subdivision		Completed	100	Various policies and guidelines exist which are kept up to date including Landscape and Revegetation Guidelines, POS, Revegetation, Landscape & Vegetation, Street Trees	X		
			5.1.1.4 Implement the Better Urban Water Management Framework (WAPC, 2008)		Development applications are assessed against policies and statutory requirements	Subdivision	X	Started	100	Mar 17 - This has now become a standard practice in applying all subdivision and development works. Aug 17 - This has now become a standard practice	X	X	X

Strategies	Priority Actions	Specific Actions	Target Performance - SCP	Target Performance - CBP	Department Responsible	2016/17	Status	Progress %	Comment	ARG009 1/09/17				
						2015/16	2016/17	2017/18						
5.1.2	Reduce the creation of waste, facilitate waste recovery and reuse, and minimise the negative environmental impacts of waste disposal.	<ul style="list-style-type: none"> Develop and implement Integrated Water Cycle Management Strategy. 	5.1.1.5 Ongoing continuous improvement and implementation of the Strategic Waste Management Strategy	Target: Reduction of 2% each year per resident population Measure: <ul style="list-style-type: none"> Reduction of volume of waste to landfill Source: Finance department	An increase of 2% of actions implemented each year	Environment	X	Started	50	Creation of a business case that supports a position that will include the topic of waste as per the Natural Assets Management Plan.	X	X	X	
Objective: 5.2 Excellence in Environmental Management														
5.2.1	Protect, restore and manage our landscapes and biodiversity.	<ul style="list-style-type: none"> Continue to resource bushfire prevention and control. Work with stakeholders to minimise the impacts of mining. Restrict development on the Scarp. Develop Natural Reserve Management Plans to inform maintenance schedules and Capital Works Programs. Continue implementing the Biodiversity Strategy. Review Landscape Protection Policy Area and the Shire's Local Planning Strategy. Work with Federal and State Governments in the implementation of climate change strategies. Encourage environmental research in the Shire and the use of Shire projects as case studies. Participate in programs, conferences and seminars associated with best practice in environmental management. Partner with developers who specialise in environmentally sustainable development. 	5.2.1.1 Enhance the natural environment through best practice landscape design	Air (Energy/Climate Change) Target: Reduction of 3% total energy grid use each year per resident	To increase the number of landscape assessments which are not late each year	Subdivision	X	Completed	100	Two fully qualified Landscape Architects are delivering best management practice both part time and full time.	X	X	X	
			5.2.1.2 Protect, manage and enhance Shire natural reserves		Number of management plan actions implemented	Environment	X	Started	75	Through standard reserve management practices there are a large variety of actions from each of the Management plans that are implemented each quarter.	X	X	X	
			5.2.1.3 Implement and report on the progress and achievements of the Shire's Biodiversity Strategy	Measure: <ul style="list-style-type: none"> Energy use per population. Source: Western Power	An increase of 2% of actions implemented each year	Environment		Started	50	The Biodiversity Strategy forms the backbone of the Shire's Rural Strategy and is a critical component to the Local Planning Strategy. This strategy was created in 2008, it would be prudent to look at revisiting this strategy.	X		X	
			5.2.1.4 Review applications using the Biodiversity component of the Local Planning Strategy and Amendments to the Town Planning Scheme	Biodiversity/Landscape Target: Increase of 2% towards the total 6,000 hectares of local natural area targeted for verification, protection or restoration each year	Biodiversity Strategy is used in planning assessments and application considerations	Statutory Planning & Building	X	Started	50	Local Planning Policy 26 is used to assess applications where applicable.	X	X	X	
5.2.2	Provide recreational, educational and economic access to natural assets without compromising their quality and integrity.			5.2.2.1 Develop, implement and review and revise management plans for shire reserves in collaboration with the Reserves Advisory Group	Measure: <ul style="list-style-type: none"> Biodiversity of local Natural Areas or areas restored as natural areas (hectares) Source: Biodiversity Strategy Implementation and Reporting	An increase in the number of management plans reviewed or revised annually	Natural Reserves	X	Started	50	Management plans are continually being identified for creation in a variety of areas to deal with potential conflicting uses. Currently there are minimal resources in order to achieve this outcome.	X	X	X
				5.2.2.2 Plan and design appropriate access in Shire managed reserves with advice from the Reserves Working Group and SJ Trails Inc		Number of projects where improved access is planned and designed	Natural Reserves	X	Started	50	The Shire continually assesses the level of access within Shire managed reserves. Gates and fences are constantly being repaired, replaced and new gates installed.	X	X	X
			5.2.2.3 Develop and implement a Trails Strategy in partnership with the Peel Trails Group	Environmental and Sustainability Services	Trails Strategy prepared	Natural Reserves	X	Started	25	Consultant has been appointed to conduct a review the Shires Trails Strategy in the financial year of 2017/2018 period.	X	X	X	
5.2.3	Adapt to climate change by understanding the local environmental conditions.		5.2.3.1 Align Council policy with State and Commonwealth government policy on climate change		The endorsement of the Climate Change Strategy by Council	Environment	X	Completed	100	Climate change has been addressed in the Natural Assets Management Plan and its associated Local Action Plan. This has now been adopted by Council.	X	X		
Objective: 5.3 Environmentally Active Community														
5.3.1	Support community groups (both new and existing), who are preserving and enhancing the natural environment.	<ul style="list-style-type: none"> Develop and promote natural recreational opportunities such as walking, cycling and equestrian trail networks. Continue with community awareness, education and behavioural change projects. Develop strategic partnerships 	5.3.1.1 Partner with community groups, wishing to participate in environmental planning or project implementation on Shire reserves and in Shire localities		An increase in the number of groups participating in environmental planning or environmental project implementation	Environment	X	Started	50	Through the ongoing partnership with SJ Landcare, there are a wide variety of community groups being supported including the development of environmental projects that are being implemented throughout the Shire.	X	X		
			5.3.1.2 Implement the Shire's Annual "Plants to Residents" Program		An increase in the number of Shire residents involved in the Program each year	Natural Reserves	X	Completed	100	An ongoing project which has varied number of participants each year.	X	X	X	
Vision Category 6: Community Wellbeing														
What we are aspiring to: "Residents are active, connected and engaged in community decisions."														
Objective: 6.1 Engaged Community														
6.1.1	Provide a range of facilities and services that accommodate different lifestyles and cultures.	<ul style="list-style-type: none"> Maintain positive relationships with stakeholders (eg State government, community representatives). Develop and implement a Community Engagement Plan. Ensure our infrastructure strategy aligns with the community's lifestyle needs (e.g. access for bicycles/gophers). 	6.1.1.1 Implementation of the Disability Access Inclusion Plan	Measure: <ul style="list-style-type: none"> Provision of \$120,000 to the localities of Shire of Source: Serpentine Jarrahdale Shire Annual Report	Oversee the implementation of the DAIP	Community Services	X	Started	50	Consultant has been appointed to produce the new DAIP. Currently undertaking community consultation to provide input to the new plan. Completion date of Dec 2017	X	X	X	
			6.1.1.2 Implementation liveable neighbourhoods	Serpentine Jarrahdale annually as seed funding to support local groups and communities	Continue to implement the current liveable neighbourhoods	Strategic Planning	X	Started	50	The Western Australian Planning Commission is currently reviewing Liveable neighbourhoods and will be drafting a State Planning Policy (SPP) in the new year. Once this is finalised Council will need to decide whether to draft a Local Planning Policy to complement the SPP. A Design SJ Technical Advisory Group has been established to look at design aspects in terms of SPP7.	X	X	X	
			6.1.1.3 Implement Community Safety & Crime Prevention Plan		Oversee the implementation of CPTED actions	Community Services	X	Started	75	Community Safety and Crime Prevention Survey currently open. This will provide for 5 years of data to then enable production of an updated Community Safety and Crime Prevention Plan	X	X	X	
			6.1.1.4 Support Community Services providers to provide services for seniors and people with disabilities		Work with Armadale Home Help to assist them in determining how best they can locate services within the Shire	Community Services	X	Started	75	Juniper Allied Health Services will be starting a podiatry clinic in Serpentine in August.	X	X	X	
			6.1.1.5 Implementation of recommendations from Crime & Lighting Audit/CCTV Feasibility Study		Oversee the implementation of priority recommendations. Engineering to allocate resources to plan/budget to implement some priority lighting items	Operations & Parks	X	Not started		Project not yet commenced	X	X	X	
			6.1.1.6 Manage the Shire's Cemeteries at Jarrahdale and Serpentine		Adequately provide for maintaining cemeteries	Operations & Parks	X	Completed	100	Ongoing maintenance programs are worked through the budget process for the year.	X	X	X	

Strategies	Priority Actions	Specific Actions	Target Performance - SCP	Target Performance - CBP	Department Responsible	2016/17	Status	Progress %	Comment	ARG009.1/09/17				
						2015/16	2016/17	2017/18						
6.1.2	Integrate a range of cultural values into our planning and management processes.	6.1.2.1	Review and implement Club Development Action Plan	Implement actions	Community Services	X	Started	75	Sport and Recreation Officer has been appointed to implement the actions of the plan. Athlete recognition program is underway. First recipient of the volunteer recognition program has been acknowledged.	X	X	X		
		6.1.2.2	Continue to support and develop Serpentine Jarrahdale Youth Advisory Council	Serpentine Jarrahdale YAC Membership re-established with program, roles, and responsibilities	Community Services	X	Started	75	YMCA WA through the Ytime program have re-established the Youth Advisory Council and membership is increasing.	X	X	X		
Objective: 6.2 Active and Connected People														
6.2.1	Encourage new residents to get involved in local activities.	<ul style="list-style-type: none"> Develop an online forum for residents to maintain engagement with the Shire and their community (eg with a calendar of events). Identify and develop key facilities for use as social interaction hubs. Assist and encourage community groups to organise community events. Improve on existing strategy for welcoming new families to the Shire. Develop and implement a Community Safety Plan. 	6.2.1.1	Implement Community Engagement Access and Inclusion Plan (CFSP Report 5)	Measure: <ul style="list-style-type: none"> Participate in 10 community age based activities a year. Increase overall community satisfaction rating by 3% per annum to 2022. Conduct 2 community safety and crime prevention awareness events annually. Source: Serpentine Jarrahdale Shire Annual Report	Reflect Corporate Business Plan priorities and allocated human and financial resources	Community Services	X	Started	50	Conducted neighbourhood sausage sizzles and further developed community engagement events planning. Business case data prepared to seek better resourcing of team to strategically plan for, implement and review this Plan.	X	X	X
			6.2.1.2	Work with Dept of Fire and Emergency to provide information about volunteering in welcome packs	Continue to provide information	Emergency Services	X	Completed	100	The Department of Fire and Emergency Services media department control volunteer welcome packs not SJ.	X	X	X	
			6.2.1.3	Provide information that encourages people to join a volunteer group within their area	Emergency Services involved with five community events per year Emergency Services undertake three school visit per year	Emergency Services	X	Completed	100	Serpentine Jarrahdale's Volunteer Bush Fire Brigades and the Emergency Services Department conduct several community events each and every year at schools, community events and exercises involving the community.	X	X	X	
			6.2.2.1	Develop and implement a literacy and lifelong learning program for library services	Complete written documentation for long term planning	Library Services	X	Started	50	Better Beginnings Kindy program distributed 546 kits. Baby Yoga and Baby Massage sessions. Book Bugs and Bookworm distributed 795 kits. TAFE and high school students work placement programs. Opshop glamour and Upcycling sessions. Zero waste and Plastic free living workshops. Coding workshop for youth. 30 Books before you are three promotion.	X	X	X	
			6.2.2.2	Develop and implement library collection development and disaster recovery guidelines	Complete written documentation for long term planning	Library Services	X	Started	25	new procedures to support Book Clubs. incorporate members input into stock purchasing. Help establish Peel Libraries Group sharing resources, staff training and development. Support for Oral History Training of Volunteers in conjunction with SJ Library Friends. TROVE database training for staff. Training customers in E-resources use	X	X	X	
6.2.2	Use community facilities to provide social interactions for all age groups through appropriate activities and events.	<ul style="list-style-type: none"> Develop and implement a Community Safety Plan. 	6.2.2.3	Develop and implement library community outreach events program	Complete written documentation for long term planning	Library Services	X	Started	50	Library lovers Day - Hug the library filmed loaded to You Tube. Ukulele group has grown. 4 Little Libraries in the community. Holiday programs at The House, CRC and library. Baby animals, movie nights, craft, pirate show. Popup, library at Byford Village shopping centre. Afternoon Teal. Magical Parks support. Seed saving workshop with SJFFA. Armadale Hospital Rehabilitation sessions. SJ Library Friends events: Tracker dogs, Museum Visit, Nature Photography, Oral History.	X	X	X	
			6.2.2.4	Ensure Recreation Centre Program caters for all age groups with a range of appropriate activities	Ensure Recreation Centre Program is reviewed annually in terms of its ability to best cater for all age groups with a range of appropriate activities	Community Services	X	Started	75	Program is reviewed annually. Shire officers are working closely with the Recreation Centre to ensure a range of programs and activities.	X	X	X	
			6.2.2.5	Provide internal coordination for booking of community or commercial events	Immediately develop existing Corporate Services Leasing Officer role - to include facility bookings & internal coordination of compliance and other assistance for events booking Shire (or other) facilities	Community Services	X	Completed	100	Events application process has been developed and reviewed. Events pack has been produced and promoted and we are working closely with event organisers to ensure a straightforward process.	X	X	X	
			6.2.3.1	Develop a Community Events Plan	Community Events Plan endorsed by Council. Link to Community Engagement Plan. Alignment with Shire branding	Community Services		Completed	100	Community Events plan was endorsed by Council in June 2017				
			6.2.3.2	Organise events endorsed and resourced through Community Events Plan	Organise events endorsed and resourced through Community Events Plan and operational budget	Community Services	X	Started	75	Ongoing program of events as endorsed through the events plan are organised by the Community Team	X	X	X	
6.2.4	Continue encouraging volunteering by providing support, training, funding, promotion and recognition.	6.2.4.1	Develop Community Event Sponsorship Funding Program	Develop policy, work procedures and guidelines and implement program	Community Services	X	Completed	100	Funding Policy and Guidelines have been endorsed by Council.	X	X	X		
6.2.5	Create a reassuring and safe place to live.	6.2.5.1	Leads Local Government in community based emergency management activities	Continue to lead activities	Emergency Services	X	Completed	100	The Emergency Services Department and volunteers continue to train, exercise and respond to emergencies in a timely and professional manner.	X	X	X		
		6.2.5.2	Develop and implement strategies and plans that address natural and man made disasters during all phases of development and building approvals to reduce community impact	Continue to develop and implement strategies	Statutory Planning & Building	X	Completed	100	Local Planning Policy 43 has been drafted. This is used to assess applications where applicable. Bushfire regulations (SPP3.7) is being implemented.	X	X	X		