



FUTYR 

# Our plan for the future

SHIRE OF NORTHAM | COUNCIL PLAN

1 July 2022 to 30 June 2032

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## 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.



## 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.



Cr Chris Antonio  
Shire President



Mr Jason Whiteaker  
Chief Executive Officer

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

# 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

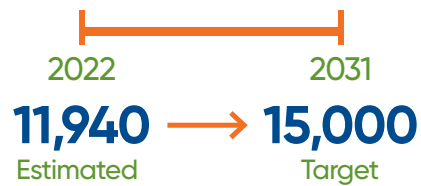
population of 11,013 people in 2020, there are plans for the Shire to grow significantly. Identified as a regional growth centre, the Northam Regional Centre Growth Plan sets a vision for Northam to house 20,000 people by 2031 and service more than 50,000 people across the Avon Region.

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.

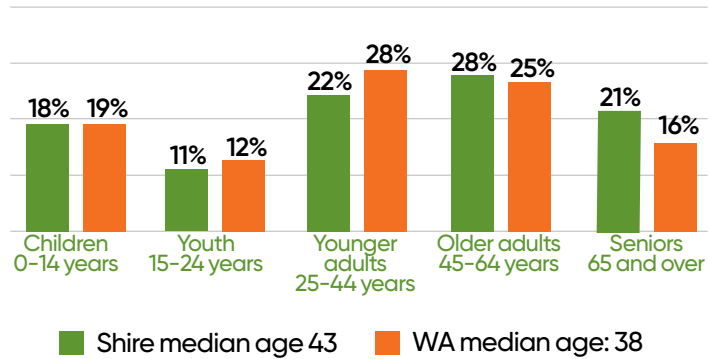
# People

## Population



## Age Profile

(2022, estimated)  
ID Consultants



## Disability

(2021)  
ID Consultants



**6.3%**  
WA regional : 4.6%

## Households that speak a non-English language

(2022, estimated)  
ID Consultants



**5.3%**  
WA regional : 8.7%

## Aboriginal and/or Torres Strait Islander people

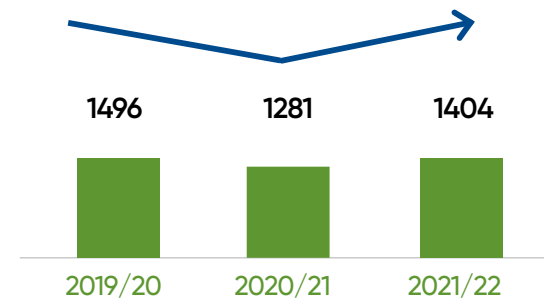
(2021)  
ID Consultants



**6.3%**  
WA regional : 8.4%

## Total Offences

WA Police





## Planet

### Fire Break Maintenance



**9.55 km**

Estimated  
2022/23

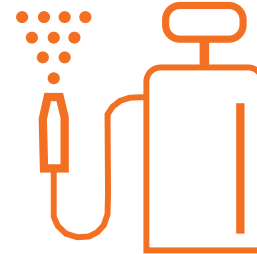
### Selective Mulching



**203.2 ha**

Estimated  
2022/23

### Chemical Spray Application

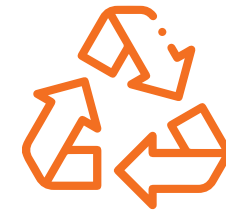


**13.3 ha**

Estimated  
2022/23

### Recycling

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



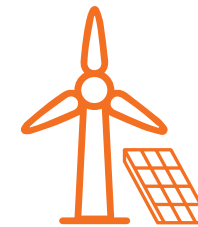
**21%**

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

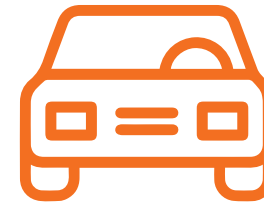
Northam 2021, ABS



**\$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)



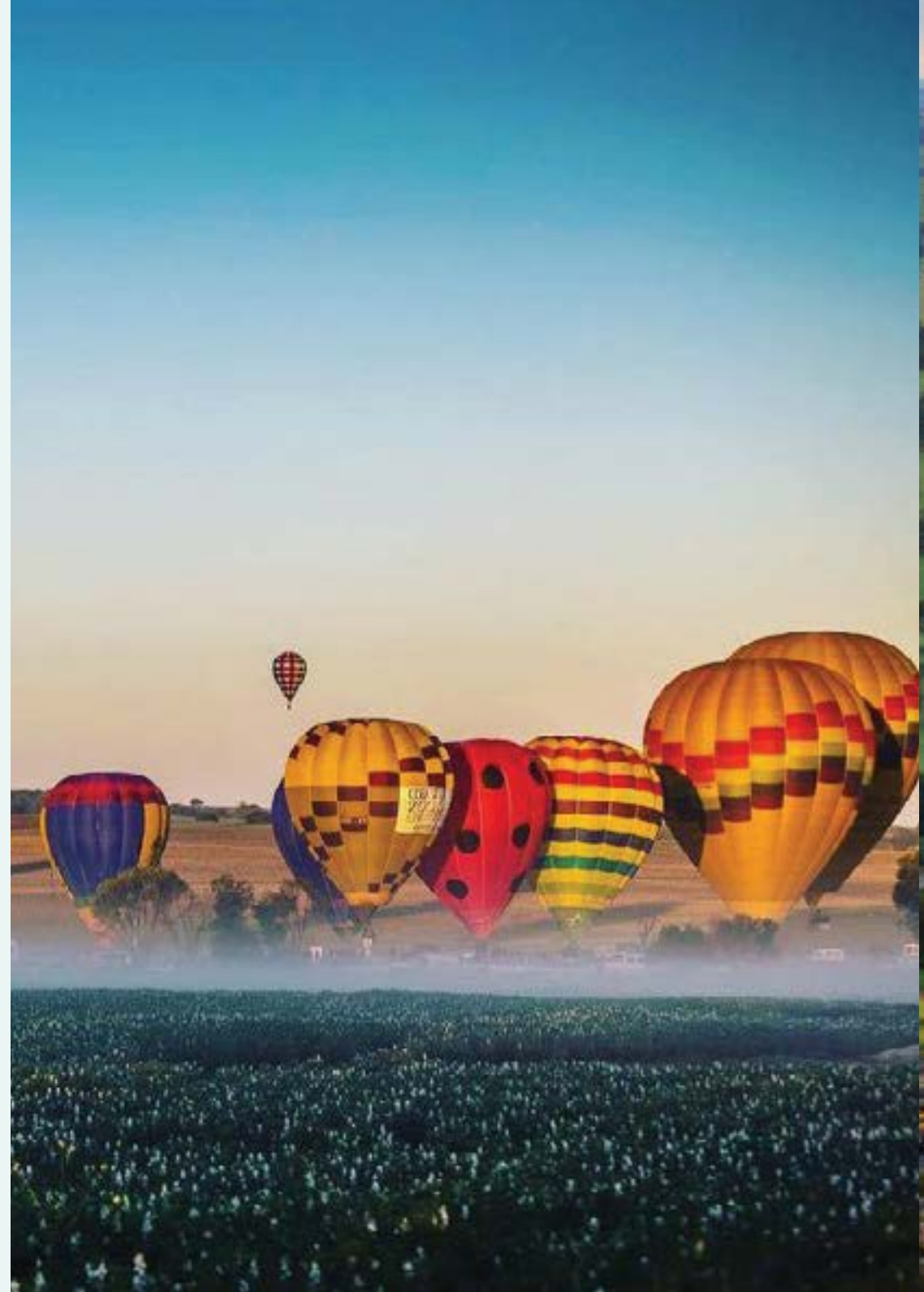
**4.8%**

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.

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

# 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.

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

PEOPLE



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

**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>.

	<b>People</b>       	<b>Planet</b>      	<b>Place</b>  	<b>Prosperity</b>   	<b>Leadership</b>  
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## State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).

	<b>People</b> <ul style="list-style-type: none"> <li>Supporting our most vulnerable</li> <li>Putting patients first</li> </ul>	<b>Planet</b> <ul style="list-style-type: none"> <li>Investing in renewable energy and new technologies</li> <li>Green jobs and environmental protection</li> </ul>	<b>Place</b> <ul style="list-style-type: none"> <li>Building infrastructure</li> <li>Maintenance blitz</li> <li>Major road construction</li> <li>Building community infrastructure</li> <li>Housing construction</li> </ul>	<b>Prosperity</b> <ul style="list-style-type: none"> <li>Driving industry development</li> <li>Unlocking future mining opportunities</li> <li>Revitalising culture and the arts</li> <li>Supporting small businesses</li> <li>Buying local</li> <li>Growing WA's food industries</li> <li>Investing in our tourism sector</li> <li>Boosting local manufacturing opportunities</li> <li>Rebuilding TAFE and reskilling our workforce</li> <li>Building schools for the future</li> <li>Unlocking barriers to investment</li> </ul>	
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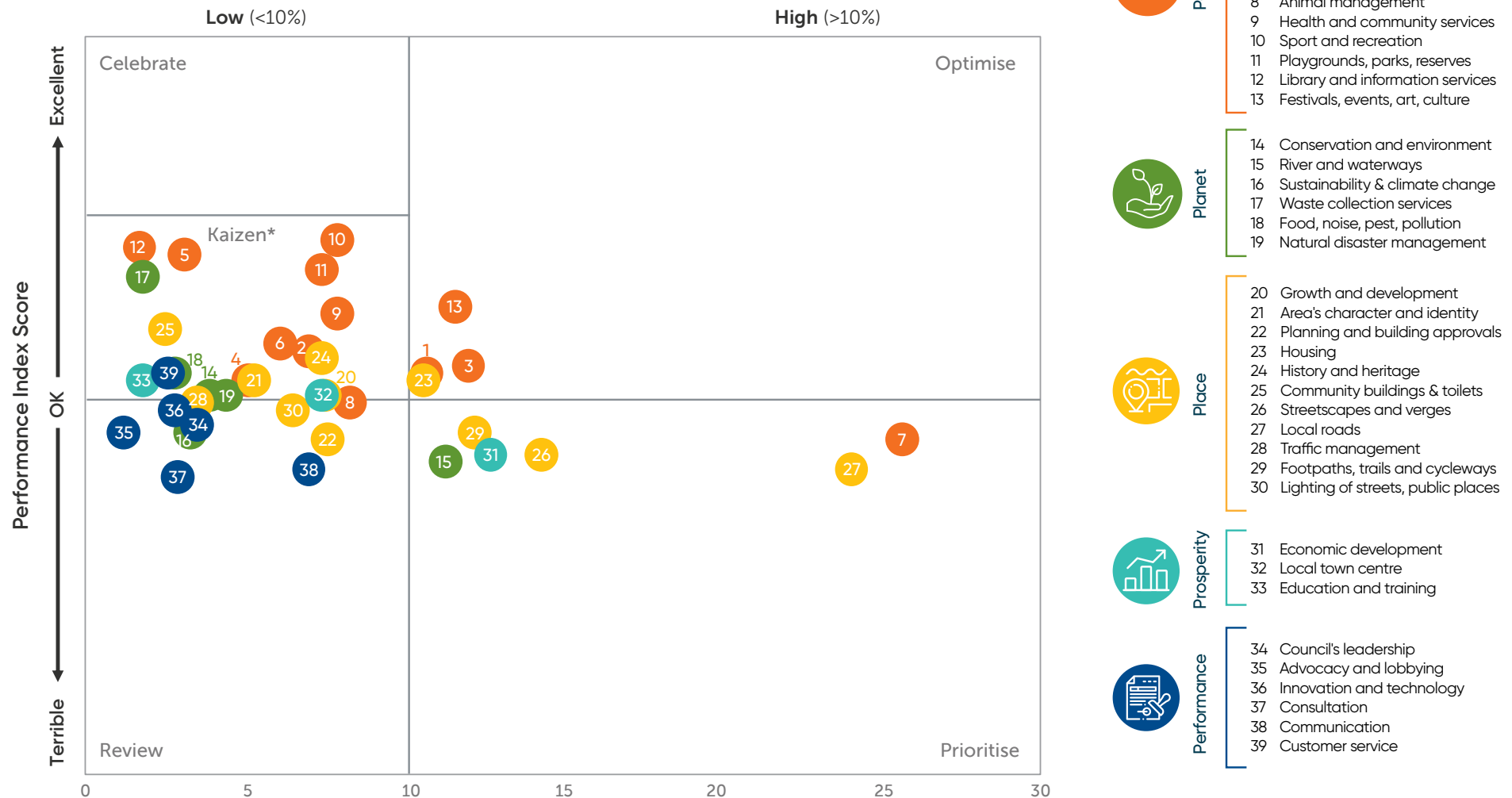
Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).

# 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





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

### Current situation

As a place to live, the Shire's score improved from 54 to 70 between 2015 and 2021. Sport and recreation, and library services, were the biggest improvers.

The Shire is an industry leader in recognising and respecting Aboriginal cultures and heritage.

Playgrounds, parks and reserves also attracted high performance scores.

To better meet local needs, the community would like the Shire to prioritise safety, services and facilities for youth and seniors, and festivals and events.

Safety is the highest priority in the community. Community members would like greater police presence, more CCTV and better lighting to discourage crime and anti-social behaviour.

To better meet the needs of youth and seniors, the community is calling for improved access to seniors' accommodation and aged care, more diverse and affordable activities for youth and seniors, and better transport options for youth and seniors.

Community members would also like more festivals and cultural events to unify the community and attract visitors.

### Some recent achievements



#### CCTV Extension in Wundowie

Invested \$220,000 to improve community safety and crime prevention with 11 new CCTV cameras in Wundowie.



#### Northam Aquatic Facility

Opened a new, state-of-the-art \$11.05m aquatic centre in 2020 with a 50 metre pool and giant slides, backed by \$4.7 million in external grant funding.



#### New Youth Precinct

\$1.5 million invested in a new Northam Youth Precinct featuring a skate bowl, ramps, parkour, half-court basketball, table tennis, flying fox, BBQ facilities and shelters.



#### Artificial Hockey Pitch

Collaborated with Northam Hockey Club, Avon Hockey Association, Department of Local Government, Sport and Cultural Industries and Main Roads WA to fund Northam hockey precinct improvements, including an artificial playing surface, lighting and spectator area.



#### Bilya Koort Boodja

Opened a Centre for Nyoongar Culture and Environmental Knowledge to improve cultural awareness among school students, community members and visitors. The centre attracted 7,539 visitors in 2020/21.



#### Community Grants

\$150k provided in community grants to support community-based organisations, sporting groups and schools to conduct activities for the benefit of residents.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the People aspiration and outcomes. Please refer to service area plans for more information.

- Crime prevention & safety initiatives through our Crime Prevention Committee
- Community development
- Community awards and recognition
- Community support grant program
- Youth focused initiatives
- Seniors focused initiatives
- Killara respite services
- Arts and culture
- Library Services
- Australia Day and Local Volunteer awards
- Community events, such as Northam Bilya Festival, Avon Descent, Australia Day, Carols on Fitzgerald and Ballooning events.
- Access, disability and inclusion
- Recreation services and facilities
- Provide Regional and Local Recreational facilities.
- Apply crime principles to all developments and public places
- Advocate for Aboriginal employment and procurement opportunities



# Our plan for the future

## Outcome 1. A safe community.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
1.1. Play our role in promoting a safe and crime free community.	1.1.1. Advocate for greater visibility by Police and Youth Officers in known hotspots.	Community Safety and Crime Prevention Plan	Community Services	●				
	1.1.2. Provide a program to deliver youth diversionary initiatives across the shire on an annual basis.	Community Safety and Crime Prevention Plan	Community Services	●				
	1.1.3. Develop a program to facilitate and support targeted place activations and projects across the Shire an annual basis, based on intelligence from the Community Safety and Crime Prevention Committee.	Community Safety and Crime Prevention Plan	Community Services	●				
	1.1.4. Develop policy for ongoing involvement in the Northam Liquor Accord; a group that consists of Police, Shire of Northam and all licensees and liquor sales outlets in Northam.	Health & Wellbeing Plan; Community Safety and Crime Prevention Plan	Community Services	<b>Completed</b>				
	1.1.5. Provide communications to our community to promote safety and crime prevention information, services and programs.	Community Safety and Crime Prevention Plan	Community Services	●				
	1.1.6. 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	●				
	1.1.7. Provide an annual community safety and crime prevention forum.	Community Safety and Crime Prevention Plan	Community Services	●				
	1.1.8. Provide additional support for the Keeping Kids in Schools program.	Community Safety and Crime Prevention Plan	Community Services	<b>Completed</b>				
1.2. Provide accessible and safe public spaces.	1.2.1. Removed - added to 'What we will keep doing'							
	1.2.2. Undertake lighting audits in priority areas.	Community Safety and Crime Prevention Plan	Community Services	●				
	1.2.3. Complete a needs analysis, in collaboration with local Police, to determine how the CCTV network can better support community safety requirements.	Community Safety and Crime Prevention Plan	Community Services	<b>Completed</b>				

## Outcome 2. A caring and inclusive community.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	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		●			
	2.1.3. Provide Youth Sport Support program of \$10,000 per year to enable at risk youth to participate in multiple sports per year.		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 Provide increased adult day care and respite services.	Health & Wellbeing Plan	Community Services	●				
	2.2.4 Advocate for more high care nursing beds in the Shire.	Wheatbelt Integrated Aged Care Plan	Shire President	●				
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 Removed - added to 'What we will keep doing'.							



## Outcome 2. A caring and inclusive community (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
2.3. Showcase and celebrate diversity.	2.3.4. Provide dual language and Nyoongar place naming at key areas and facilities across the Shire.	Tracks and Trails Masterplan	Community Services	●	●			
	2.3.5. Provide marketing and promotion of Bilya Koort Boodja to position it as a beacon of pride, knowledge, respect and reconciliation, and increase visitation.		Community Services	●				
	2.3.6. Facilitate transition of Bilya Koort Boodja management to traditional owners in a self-determined model.		Community Services		●			
	2.3.7. Provide a Heritage Officer to coordinate planning, preserving and showcasing our history and heritage.		Community Services	○				
	2.3.8. 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	23-24	24-25	25-26	26-27	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	Chief Executives Office	●				

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

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future	
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	●					
	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.	Wundowie Community Plan	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.	Bakers Hill Community Plan	Community Services	●	●				
	3.2.8. Provide improvements to Bert Hawke Precinct with additional storage, shade and spectator facilities.	Northam Recreation Facilities Development Plan Review	Community Services	●					
	3.2.9. Provide soccer facilities at Bert Hawke Oval.		Community Services	<b>Completed</b>					
	3.2.10. Partner with Cricket Association to provide lighting to allow for evening cricket at Bert Hawke precinct.		Community Services		○				
	3.2.11. 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.		Community Services	○					

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

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
3.2. Grow participation in sport, recreation and leisure activities with quality regional facilities.	3.2.12. Provide portable grandstands for use across all venues and activities.		Community Services	<b>Completed</b>				
	3.2.13. Facilitate activation of the river with non-swimming activities.	Tracks and Trails Masterplan	Community Services		●			
	3.2.14. Provide an investigation to provide a year-round golf facility in Northam (considering alternatives options for watering fairways during summer, such as water reuse and desalination).		Engineering Services		●			
	3.2.15. Provide marketing and promotion to raise awareness and participation in local sport, recreation and leisure activities.		Community 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. Partner with local sporting clubs to improve volunteering and capacity.		Community Services	●				
	3.4.2. Removed and relocated to Planet - now 4.1.6.							
	3.4.3. Removed - added to 'What we will keep doing'.							
	3.4.4. Provide support for community groups to build their capacity in governance, marketing, and grant acquisition.		Community Services		●			
	3.4.5. Removed - added to 'What we will keep doing'.							





## Leading in sustainability.

### Current situation

There is a growing need to focus on sustainability.

The community would like the health and appearance of the river and waterways improved, with greater opportunities for recreation and tourism. They are concerned with water quality, weeds and rubbish.

Being located in the South West Australia Ecoregion, the only globally recognised biodiversity hotspot in Australia, there is need for active management of rare and threatened species. Community concerns include land clearing, invasive plants and weeds, and the impacts of feral animals.

The community would like greater use of renewable energy and more waste recovery, in line with global trends. The community would also like a greater focus on storm, flood and fire risk management to mitigate climate change and natural disasters.

### Some recent achievements



#### River rehabilitation

Together with Avon Environmental Society, c.500 native plants and rushes were planted in the Town Pool area, Enright Park and Town Pool islands.



#### Soil erosion mitigation

Together with Northam CAG community group, over 700 rushes and reeds were planted to slow surface water runoff and reduce the effects of soil erosion.



#### Cities Power Partnership Program

Council formalised its commitment towards a clean economy and zero emissions, signing up to the Cities Power Partnership Program.



#### Green Power Purchase Agreement

In collaboration with WALGA, Synergy and 51 local governments, the Shire has entered into a 3 year agreement to purchase renewable energy from wind farms, with a target to purchase 75% renewable energy by 2024.



#### Investment in renewable energy

The Shire has installed 167.6kW of solar PV (Photovoltaics) systems at 6 facilities, including Northam Recreation Centre, Killara Respite Care Centre, Northam Visitor Centre, Shire Administration office, Wundowie Town Hall and Wundowie Library. The locations have produced approximately 97,914 kWh of renewable energy.



#### Bushfire risk management

\$500k invested in mitigating bushfire risk on Shire-owned freehold properties to manage risks and demonstrate community leadership in bushfire preparedness.

### Some recent achievements (cont.)

#### Transfer Station & Re-Store

Construction of a transfer station and tip shop at the Old Quarry Road Waste Management Facility to reduce waste going to landfill and encourage recycling in the community.

#### Green Initiatives

The Shire has undertaken green initiatives to reduce electrical consumption, including an upgrade of LED lighting at the BMX track, Northam Recreation Centre and four buildings.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Planet aspiration and outcomes. Please refer to service area plans for more information.

- Fire and emergency management
- Environmental community projects
- Conservation, sustainability and environmental management
- Environmental health services
- Ranger services
- Waste management
- Reducing waste to landfill and maximising recycling
- Facilitate improved preparedness for fire, storms and flooding

# Our plan for the future

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

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	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.		Chief Executives Office		●	●		
	4.1.4. Provide water testing to confirm the level of safe access to the river for primary contact (i.e. swimming) and secondary contact (i.e. canoeing) activities.		Development Services	Completed				
	4.1.5. Provide options to support a White Swan breeding program.		Development Services			●		
	4.1.6. 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).		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. Regulate for the major themes from the Northam Biodiversity Strategy to be incorporated into the Local Planning Framework.	Northam Biodiversity Strategy	Development Services	Completed				
	4.2.3. Provide a natural area management strategy for Shire controlled reserves.		Development Services		●			
	4.2.4. Removed - added to 'What we will keep doing'.							
	4.2.5. Provide a native tree subsidy to the local rural community to encourage rehabilitation.		Development Services	●				
	4.2.6. Partner with NRM and other Local Governments to develop and implement the Corella Management Plan.		Development Services	●				
	4.2.7. Provide remediation of Shire controlled contaminated site at Lot 100 Clarke Street, Northam.		Development Services		●			
	4.2.8. Provide remediation of Shire controlled contaminated site at 3-5 Boronia Avenue, Wundowie.		Development Services	●	●			
	4.2.9. Provide a Local Planning Policy to achieve an increase in sustainability in developments.		Development Services		●			
	4.2.10. Provide a native tree giveaway to local residents to green the urban environment		Development Services	●				

● Covered by existing funding

○ Needs additional external funding

## Outcome 5. A resilient community.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	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. Provide an annual emergency exercise for the Local Emergency Management Committee.		Development Services	●				
	5.1.3. Partner DFES to provide a flood mitigation and event response plan detailing the location of emergency responses, such as sand bags.		Development Services		●			
	5.1.4. Removed and relocated to Place - now 9.1.11.							
	5.1.5. Removed - not required.							
	5.1.6. Partner with DFES to provide a new facility for Wundowie Bushfire Brigade.		Development Services	○				
	5.1.7. Provide a review of the Local Laws and Bushfire Brigades Manual.		Development Services		●			
	5.1.8. Provide bushfire mitigation on Shire controlled land.	Bushfire Risk Management Plan	Development Services	○				
	5.1.9. Advocate for safe and effective bushfire mitigation management on non-Council controlled Reserve Land.	Bushfire Risk Management Plan	Development Services	●				
	5.1.10. Remove - added to 'What we will keep doing'.							

## Outcome 5. A resilient community (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
5.1. Build community resilience to cope with natural disasters and emergencies, including pandemics, storms, flooding and fire.	5.1.11. 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	●				
	5.1.12. Removed - not required.							
	5.1.13. Review Bushfire Risk Management Plan.		Development Services	●				

## Outcome 6. Shared responsibility for climate action and sustainability.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
6.1. Lead by example through the use and promotion of sustainable practices.	6.1.1. Provide a climate change adaptation position and strategy/action plan.	Local Planning Strategy	Development Services	●				
	6.1.2. Provide a transition plan to convert the Shire's light vehicle fleet to electric and/or hydrogen vehicles.		Corporate Services	<b>Completed</b>				
	6.1.3. Provide a plan for transition of relevant Council facilities to use clean energy sources.		Development Services		●			
	6.1.4. Provide Waterwise Council Gold Status.		Development Services	●	●			
	6.1.5. Provide a plan to incorporate water efficiency into Council facilities and operations.		Development Services		●			
	6.1.6. Provide an assessment of existing capacity of the Northam wastewater reuse system to improve current efficiency of the system and allow expansion.		Engineering Services	●				
	6.1.7. 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 (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
6.1. Lead by example through the use and promotion of sustainable practices.	6.1.8. Provide an assessment of opportunities for alternative, sustainable water , sources, such as small desalination plants, to irrigate Councils parks, ovals and reserves.		Engineering Services	●				
	6.1.9. Provide community education program to encourage residents and businesses to adopt sustainable practices to reduce waste, water use, energy use and emissions.		Development Services		●			
	6.1.10 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 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.	Old Quarry Road Facility Management Plan; Inkpen Facilities Management Plan	Development Services		●			
	6.2.2. Provide a feasibility study for introducing a 3 bin system with a new bin for food and organic (FOGO) materials	Strategic Waste Minimisation Plan	Development Services		●			
	6.2.3. Provide more recycling opportunities in public places.		Development Services	●	●			
	6.2.4. Provide a tip shop at the Old Quarry Road Waste Management Facility to sell recovered and recycled goods.		Development Services	<b>Completed</b>				
	6.2.5. Provide a waste transfer station, removing general public access from tip face and diverting more rubbish from land fill.		Development Services	<b>Completed</b>				
	6.2.6. 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	○	○			





## Responsibly planned towns and rural communities

### Current situation

A number of place measures improved between 2019 and 2021. The biggest improvements were in responsible growth and development (up 6 index points), the area's character and identity (up 6 points), and local roads (up 5 points).

Preservation and promotion of local history and heritage also improved by 11 index points between 2015 and 2021.

Although roads are improving, they remain the second highest priority behind safety. Community members are mostly concerned with maintenance, repairs and upgrades of sealed and unsealed roads. They would like more rural roads to be sealed. There are also perceived issues with drainage and flooding over roads.

Community members are concerned with streetscapes and paths. They would like more attractive, better maintained streetscapes with regular mowing, weed control and rubbish management. They would also like an improved network of well-maintained paths, trails and cycle ways.

Housing is also an issue with concerns about access to housing, in particular for people who want to work and live in the region, seniors, homeless and victims of domestic violence. Also in support for more diverse housing, 94.6% of homes in the Shire are separate houses, compared to 79.1% across Western Australia.

### Some recent achievements



#### Better roads

Allocated \$2.65 million to rural roads and \$1.69 million to town roads in 2020/21 to reconstruct, widen or resurface 22 roads across the Shire.



#### More trails planned

A Trails Master Plan was co-designed with the community to better service our residents and visitors alike.



#### Park infrastructure upgrades

Upgraded Rushton Park, Bert Hawke Oval Playground and Perina Park, Apex Park, and developed Beavis Place public open space.



#### Heritage survey

A heritage review was completed to catalogue historical pieces stored in Northam Regional Library, Northam Town Hall, Old West Northam Rail Station and Morby Cottage, plus the Shire's art works collection.



#### Heritage grants

\$65,000 granted to local businesses to upgrade shop facades in Northam CBD.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Place aspiration and outcomes. Please refer to service area plans for more information.

- Major works and projects
- Asset management
- Planning and building approvals
- Building maintenance
- Northam Cemetery
- Parks and gardens
- Verge and weed management
- Tree Subsidy Program
- Free Native Plant Giveaway
- Road construction and maintenance
- Paths, trails and cycle ways
- Airport maintenance
- Scheduled road work dashboard
- Facilitate development of 2050 Avon & Central Coast Strategy
- Investment in footpath, road and bridge assets
- Infill development in local towns

# Our plan for the future

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

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	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. Removed - added to 'What we will keep doing'.							
	7.1.6. Advocate for unallocated crown land at the northern portion of the Wundowie townsite to be reserved for future residential development, subject to Native Title settlement.	Wundowie Community Plan	Shire President	Completed				
	7.1.7. Advocate for the Water Corporation to install infill sewerage in west Northam and River precincts and wastewater treatment plants.	Local Planning Strategy	Development Services		●			
	7.1.8. Advocate for the Water Corporation to be responsible for overall management of water reuse system.		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.		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.	Health & Wellbeing Plan	Development Services	●				

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

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
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			○		
	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	23-24	24-25	25-26	26-27	Future
8.1. Have neat and attractive business precincts.	8.1.1. Provide a feasibility study for staged installation of underground power in the CBD (commencing with priority areas such as Minson Avenue).		Engineering Services	●				
	8.1.2. Provide for footpath renewals within Central Business District.		Engineering Services	●	●	●		
8.2. Have attractive streetscapes and urban environments.	8.2.1. Provide a Townsite Streetscape Plan (with consideration for a tree canopy along Minson Ave).		Engineering Services	●				
	8.2.2. Provide improved Townsite Streetscapes.	Townsite Streetscape Plan	Engineering Services	●	●	●		
	8.2.3. Provide a program to slash and spray corner verges, Council land, and vacant lots in urban areas, to be conducted twice a year, annually.		Engineering Services	<b>Completed</b>				

● Covered by existing funding

○ Needs additional external funding

## Outcome 8. Attractive and welcoming places (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
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. Removed - not required.							
	8.3.3. Provide activation facilities at Mt Ommanney.	Trails Master Plan	Community Services	○				
	8.3.4. Partner with Clackline community to deliver a local playground.		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	23-24	24-25	25-26	26-27	Future
9.1. Maintain a safe, efficient road network and supporting infrastructure.	9.1.1. Advocate for continued development of the Eastlink (Perth-Adelaide Hwy).	Local Planning Strategy	Chief Executive Officer	●				
	9.1.2. 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	Chief Executive Officer	●				
	9.1.3. Removed - added to 'What we will keep doing'.							
	9.1.4. Removed - added to 'What we will keep doing'.							
	9.1.5. Provide a 12-month trial of new methodology, such as AUS-SPEC standard, to maintain unsealed roads.		Engineering Services	<b>Completed</b>				
	9.1.6. Removed - added to 'What we will keep doing'.							
	9.1.7. Removed - duplicate of 8.2.3.							

## Outcome 9. Safe roads and greater use of sustainable transport options (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
9.1. Maintain a safe, efficient road network and supporting infrastructure.	9.1.8. Provide electric vehicle charging infrastructure in Northam CBD and various Council facilities.		Engineering Services	●				
	9.1.9. Provide electric vehicle charging infrastructure in Bakers Hill.		Engineering Services			●		
	9.1.10. Provide electric vehicle charging infrastructure in Wundowie.		Engineering Services				●	
	9.1.11. Provide a well-developed and maintained drainage network, with a focus on asset protection and community safety.		Engineering Services	●	●	●		
9.2. Encourage more people to use active and shared transport.	9.2.1. Removed - added to 'What we will keep doing'.							
	9.2.2. Provide a dual use path to Mount Ommanney Road.	Northam Bike Plan	Engineering Services	○				
	9.2.3. Provide a dual use path on Clarke Street: Suburban Rd to Inkpen St.	Northam Bike Plan	Engineering Services		○			
	9.2.4. Provide a dual use path Katrine Rd from Taylor Street to Great Eastern Highway.	Northam Bike Plan	Engineering Services			○		
	9.2.5. Removed - added to 'What we will keep doing'.							
	9.2.6. Provide review of the Northam Bike Plan to identify completed works, and outstanding or new actions to prioritise.	Northam Bike Plan	Engineering Services			●		
	9.2.7. Provide well planned signage and end-of-trip facilities for bikes, with consideration for expected growth in e-ridable including electronic bikes, scooters and gophers and the need for secure parking, electronic charging stations etc.	Northam Bike Plan	Engineering Services	●				
	9.2.8. 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		●	●		
	9.2.9. Provide improved tracks and trails.	Trails Master Plan	Engineering Services	●	●			
	9.2.10. Partner with local communities and progress associations to assess demand and potential future requirements for new school bus shelters.	Wundowie Community Plan	Engineering Services	●	●	●		
	9.2.11. Advocate for the provision of more efficient public transport to reduce travel time between Perth and Northam to less than one hour.	Northam Regional Centre Growth Plan	Chief Executives Office	●				





# PROSPERITY



## A diverse and growing economy

### Current situation

Recent efforts with economic development have been well received. Among 98 business owners and managers surveyed, 85 per cent rated the Shire of Northam positively as a place to own or operate a business.

Since 2015, community perceptions of economic development and job creation are up 11 index points, perceptions about how local town centres are being developed are up 10 points, and access to education and training is up 10 points.

Northam is also improving as a place to visit, up 8 index points since 2019.

The Shire is encouraged to continue efforts to grow and diversify the economy, with economic development and job creation the fourth highest priority overall.

Community members would like the Shire to attract new businesses and industries, fill empty shops, and encourage business to open longer hours, with consideration for incentives to facilitate this.

More and improved signage, promotion and overnight caravan and RV parking are also suggested to grow tourism.

### Some recent achievements



#### New commercial buildings

45 commercial permits were issued in 2020/21 and 2021/22 with an estimated value of \$12.5 million, including applications to construct KFC, Bunnings, and the Akron Office and Warehouse.



#### New co-working space for entrepreneurs

Partnered with Northam Chamber of Commerce to deliver Create 298 offering affordable and flexible opportunities for entrepreneurs to access modern work spaces, business networks, internet access and other member services.



#### Pop-up shops

In 2019/20, the Shire enabled three local entrepreneurs to occupy vacant shops in Northam town centre to trial their business concepts. This led to one pop-up shop going permanent and leasing retail space in Fitzgerald Street.



#### Tourism promotion

The Shire partnered with local governments in the Avon Valley to generate regional tourism growth.



#### Lighting up Northam's suspension bridge

Thanks to a \$65,580 grant from the RAC's Reconnect WA initiative, Australia's longest pedestrian suspension bridge, located in Northam, gained a 1,200-light installation for improved safety, activation and cultural recognition. The lights change colours to reflect six indigenous seasons.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Prosperity aspiration and outcomes. Please refer to service area plans for more information.

- Economic development
- Avon Industrial Park
- Avon Logistics Hub
- Create298 co-working space
- Tourism and attractions
- Northam Visitor Centre
- Morby Cottage, Northam's first house
- Events management



# 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	23-24	24-25	25-26	26-27	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.		Chief Executive Officer	●				
	10.1.2. Provide an industry attraction incentive (up the value of \$1 million) to attract a major employer to the region.		Chief Executive Officer	Completed				
	10.1.3. Provide a platform to showcase business success stories.		Chief Executive Officer	●				
	10.1.4. Partner with Wheatbelt Development Commission to advocate for Regional Government employees to reside in the area.	Housing Strategy	Chief Executive Officer	●				
	10.1.5. 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. Partner with the Wheatbelt Development Commission and Development WA to develop and market Avon Industrial Park to its full extent.		Chief Executive Officer	●				
	10.2.2. Provide entry statements and signage for Northam Light Industrial Areas to raise the profile of LIAs and local businesses within.		Community Services	●	●			

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

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
10.3. Revitalise and activate town centres.	10.3.1. Provide entry statements into the Northam CBD.		Community Services	●	●	●		
	10.3.2. Bring Northam to life in the evenings through the use of light and activities.	Northam Town Centre Development & Connectivity Strategy	Community Services	●				
	10.3.3. 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	●	●			
	10.3.4. Provide improved pedestrian crossings on Minson Avenue.		Engineering Services	●				
	10.3.5. Provide a trial of monthly night-time markets over spring, summer and autumn.		Community Services	●				
	10.3.6. Partner with the Chamber of Commerce to develop incentives for 'tourist friendly' businesses to open on weekends.		Community Services	●				
	10.3.7. Provide activities to revitalise Bakers Hill and Wundowie town centres.		Community Services	●	●	●	●	
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	●				
	10.4.4. Provide feasibility to host annual ballooning season launch.		Community Services	●	●			

## Outcome 11. Quality education opportunities for everyone.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	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			●		





## Open and accountable leadership with effective governance

### Current situation

As a governing organisation, the Shire of Northam is rated as excellent, good or okay by 74% of community members.

There is room to improve with Council's leadership scoring 47 out of 100, value for money from Council rates scoring 42 and community consultation scoring 40.

The community would like Council to develop and communicate a clear vision for the district, to demonstrate improved understanding of community needs, and to embrace change, innovation and new technology to improve business efficiencies and customer service.

Email and direct mail outs, such as letters and flyers, are the preferred channels of communication, followed by social media. Improvements are needed across all channels to improve reach and impact.

### Some recent achievements



#### High community engagement

Over 880 community members participated in the MARKYT® Community Scorecard, sharing 47,555 words with ideas and suggestions on how quality of life could be improved in the Shire of Northam.



#### Compliance Audit Return

Continue the Shire's proud history of receiving greater than 95% on its annual compliance audit return.



#### Financial Health

The Shire of Northam has been outperforming State, Regional and Metropolitan averages for financial health for a number of years. Visit [www.mycouncil.wa.gov.au](http://www.mycouncil.wa.gov.au) to see our results.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Performance aspirations and outcomes. Please refer to service area plans for more information.

- Leadership and governance
- Strategic planning
- Customer service
- Communications
- Administration services
- Finance services
- Human resources
- Information communication and technology
- Risk management
- Records management
- Procurement
- Formal Elected Member presence at community events
- Visual delivery of key projects in towns and rural areas
- Performance dashboard
- Provide e-newsletter and monthly content to local community newspaper
- Publish information regarding governance findings - i.e. complaints





# Our plan for the future

## Outcome 12. Excellence in organisational performance and customer service.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	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 and long term financial commitments and overall financial health.		Corporate Services	●				
	12.1.2. Removed - added to 'What we will keep doing'.							
	12.1.3. Removed - added to 'What we will keep doing'.							
	12.1.4. Provide internal auditing capabilities (including providing additional human or financial resources) and publish findings annually		Corporate Services	<b>Completed</b>				
	12.1.5. Provide a review of existing plans and strategies to rationalise and retire completed or redundant plans.		Chief Executives Office	<b>Completed</b>				
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.		Chief Executives Office	●				
	12.2.2. Provide Service Area Plans for each Department, with consideration for innovations to improve customer service and business efficiencies.		Chief Executives Office	●				
	12.2.3. Provide a quality assurance framework (AS4801 or ISO9001) across the organisation.		Chief Executives Office		●			
12.3. Effectively manage the Shire's assets.	12.3.1. Provide a modern, fit for purpose Administration Building.		Engineering Services	●	●			
	12.3.2. Provide a modern, fit for purpose Northam Shire Depot.		Engineering Services	●				
	12.3.3. Provide well maintained Shire buildings.		Engineering Services	●	●	●		
	12.3.4. Provide well maintained plant and equipment.		Engineering Services	●	●	●		

## Outcome 12. Excellence in organisational performance and customer service (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
12.4. Have a happy, competent and committed workforce that lives local.	12.4.1. Provide an appropriate Attraction & Retention Strategy with consideration for the employee brand, flexible work, career development, diversity and entry/exit feedback.	Workforce Plan	Chief Executives Office	●				
	12.4.2. 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.		Chief Executives Office	●				

## Outcome 13. A well informed and engaged community.

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
13.1. Provide strong, open and accountable leadership and be more visible and relevant for community members.	13.1.1. Removed - added to 'What we will keep doing'.							
	13.1.2. Removed - added to 'What we will keep doing'.							
	13.1.3. Provide a biennial community survey to assess community priorities and perceived performance levels.	MARKYT® Community Scorecard	Chief Executives Office	●		●		
	13.1.4. Removed - added to 'What we will keep doing'.							

## Outcome 13. A well informed and engaged community (continued).

Aims	Priority Actions	Supporting Strategies	Responsible	23-24	24-25	25-26	26-27	Future
13.2. Engage the community about Shire projects, activities and decisions in a timely, open and effective manner.	13.2.1. Removed - added to 'What we will keep doing'.							
	13.2.2. Removed - added to 'What we will keep doing'.							
	13.2.3. Provide a campaign to populate the customer database with email addresses and permissions to send e-rates, e-newsletters and other notifications.		Community Services	●				
	13.2.4. Provide electronic notice boards in strategic locations across the Shire to display key messages.		Community Services	●	●			
	13.2.5. Provide visual and interactive displays to be used at pop-up and community events to provide updates on progress against the Shire's Council Plan, major projects and activities.		Chief Executives Office	<b>Completed</b>				

# 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](http://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"> <li>Governance</li> <li>Human Recourses</li> <li>Organisational safety</li> </ul>	8	\$2.17m
Corporate Services	<ul style="list-style-type: none"> <li>Finance</li> <li>Information Technology</li> <li>Administration</li> <li>Customer Service</li> </ul>	16.1	\$2.59m
Development Services	<ul style="list-style-type: none"> <li>Environment</li> <li>Public Health</li> <li>Building compliance</li> <li>Town Planning</li> <li>Ranger</li> <li>Fire &amp; Emergency Services</li> <li>Bushfire Mitigation</li> <li>Waste</li> </ul>	15.1	\$6.0m
Community Services	<ul style="list-style-type: none"> <li>Communication</li> <li>Community Development</li> <li>Library</li> <li>Recreation, Aquatics &amp; Youth</li> <li>Heritage</li> <li>Respite (adult)</li> <li>Community Safety</li> <li>Visitor Servicing</li> </ul>	34.1	\$8.3m
Engineering Services	<ul style="list-style-type: none"> <li>Civil works, construction &amp; maintenance</li> <li>Parks, Recreation &amp; Reserves</li> <li>Building assets</li> </ul>	53	\$6.7m
<b>Total</b>		<b>126.3</b>	<b>\$25.79m</b>

# 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.

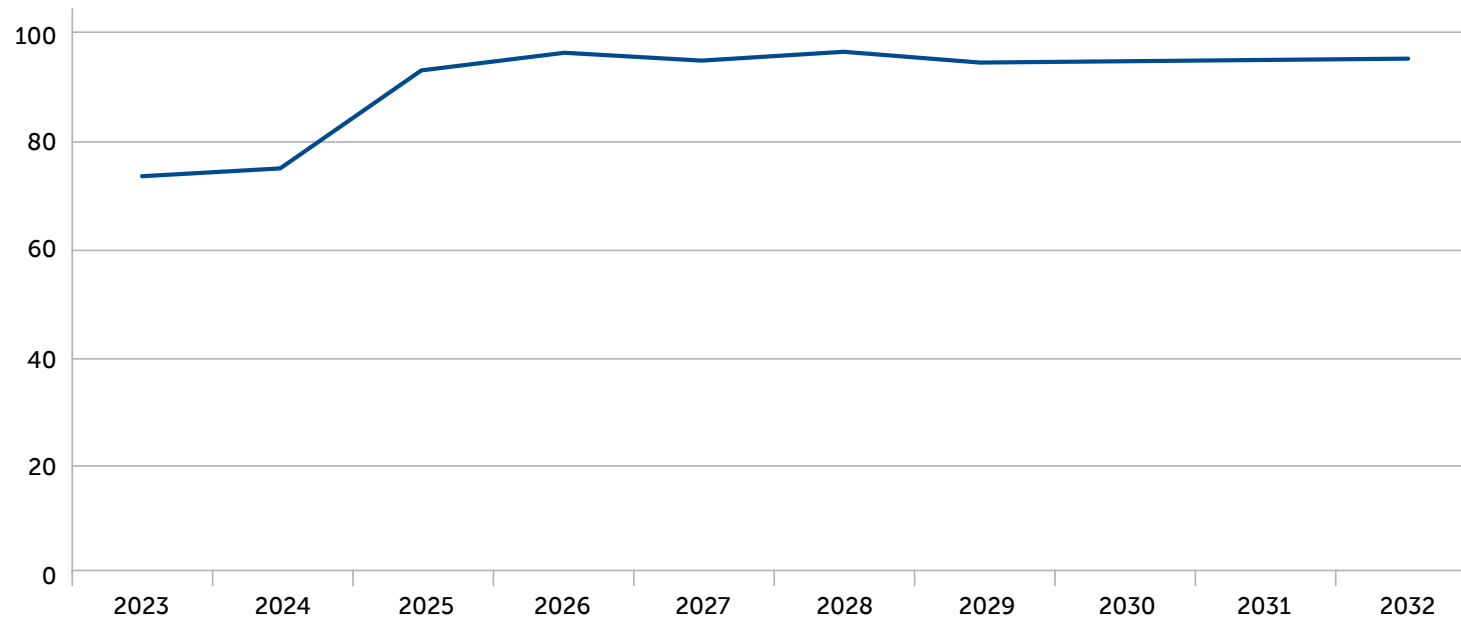
Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure. Shire services, facilities and special projects are funded through various revenue streams. This includes grants from State and Commonwealth government, Lotterywest and others, rates, fees and charges,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

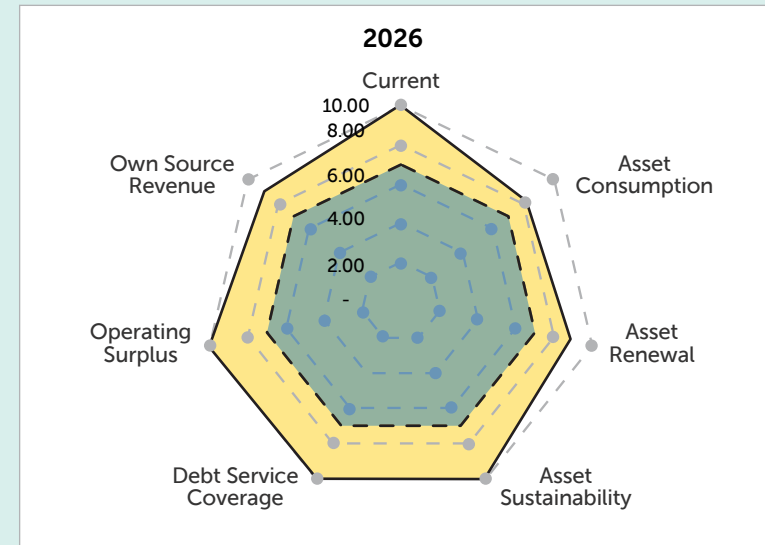
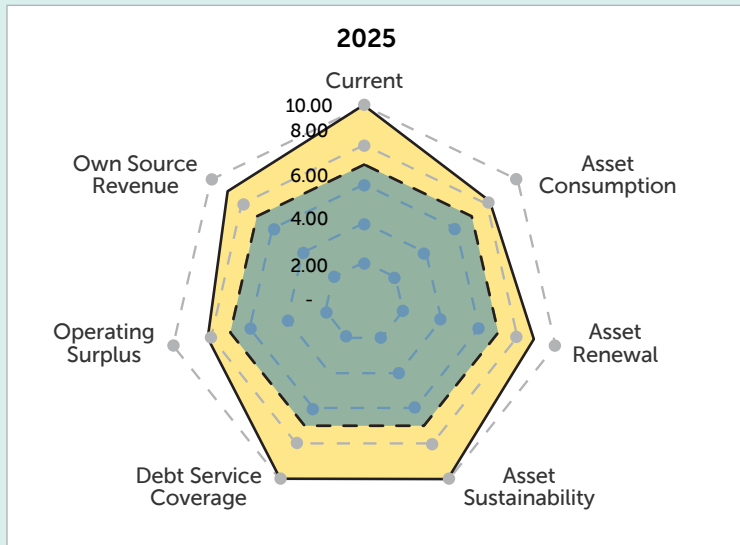
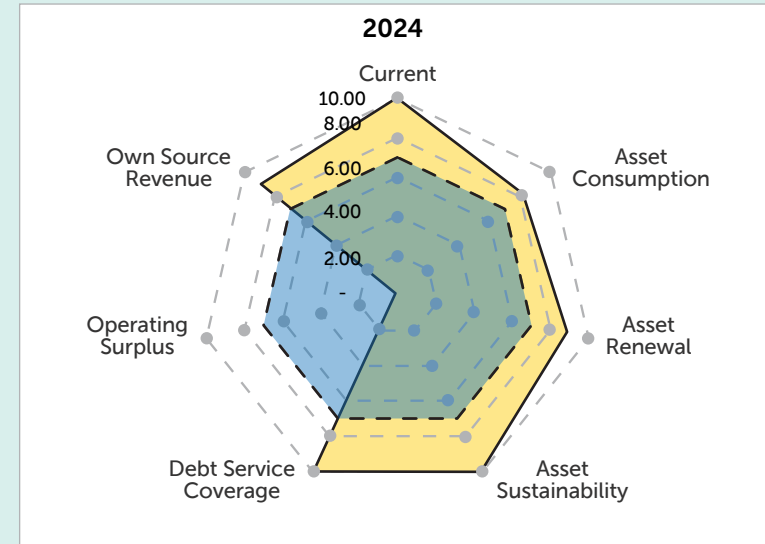
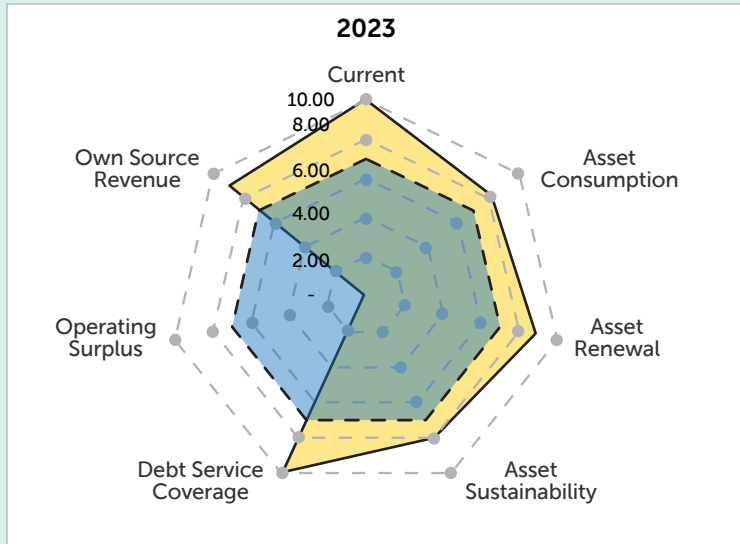


## Financial Health Indicator Radar Charts

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](http://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](http://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	2023/24	2024/25	2025/26	2026/27
<b>People</b>				
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	\$30,000		
3.2.8 Provide improvements to Bert Hawke Oval with additional storage, shade and spectator facilities.	\$50,000			
3.2.10. Partner to fund Cricket Association to provide lighting to allow for evening cricket at Bert Hawke precinct.		\$300,000		
3.2.11 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.	\$225,000			
3.2.12. Provide portable grandstands for use across all venues and activities.	\$80,000			
<b>Planet</b>				
5.1.4. Provide a well-developed and maintained drainage network, with a focus on asset protection and community safety.	\$597,000	\$597,000	\$597,000	\$597,000
5.1.6 Partner with DFES to provide a new facility for Wundowie Bushfire Brigade.	\$443,000			
6.1.7 Partner with the Water Corporation to upgrade the wastewater treatment plant and reuse scheme.			\$2,500,000	
<b>Place</b>				
7.3.2. Partner with the State Government to fund the former Northam Railway Station Precinct.	\$300,000	\$200,000	\$150,000	\$75,000
7.3.4. Partner with Northam Agricultural Society to refurbish and maximise usage of Northam Agricultural Pavilion.			\$650,000	
8.1.2. Provide for footpath renewals within Northam Central Business District .	\$350,000	\$350,000	\$350,000	\$250,000
8.3.2. Removed.				
8.3.3 Provide activation facilities at Mt Ommanney.	\$450,000			
8.3.4 Partner with Clackline community to deliver a local playground.	\$40,000			
9.1.3 Removed.				
9.1.4 Removed.				
9.1.8 Provide two electric vehicle charging stations at Northam Visitor Centre.	\$150,000			
9.2.2. Provide a dual use path to Mount Ommanney Road.	\$110,000			
9.2.3. Provide a dual use path on Clarke Street: Suburban Rd to Inkpen St.		\$250,000		
9.2.4. Provide a dual use path on Katrine Rd from Taylor Street to Great Eastern Highway.			\$1,200,000	
9.2.5. Removed.				
9.2.9 Provide improved tracks and trails.	\$100,000	\$200,000		\$150,000



<b>Priority Projects</b>		<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
<b>Prosperity</b>					
10.1.5.	Provide upgraded infrastructure at the Northam Airport to provide opportunities for expansion.	\$150,000		\$100,000	
10.2.2.	Provide entry statements and signage for Northam Light Industrial Areas to raise the profile of LIAs and local businesses within.	\$75,000	\$75,000		
10.3.1.	Provide entry statements into the Northam CBD.	\$50,000	\$50,000	\$50,000	
10.4.3.	Provide overnight caravan and RV parking facilities in Northam and Bakers Hill.	\$245,000			
<b>Performance</b>					
12.3.1.	Provide a modern, fit for purpose Administration Building.		\$1,100,000		
12.3.2.	Provide a modern, fit for purpose Northam Shire Depot.	\$1,000,000			
12.3.3.	Provide well maintained Shire buildings.	\$550,000	\$690,000	\$690,000	\$690.00
12.3.4.	Provide well maintained plant and equipment.	\$800,000	\$800,000	\$800,000	\$800.00

# 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.

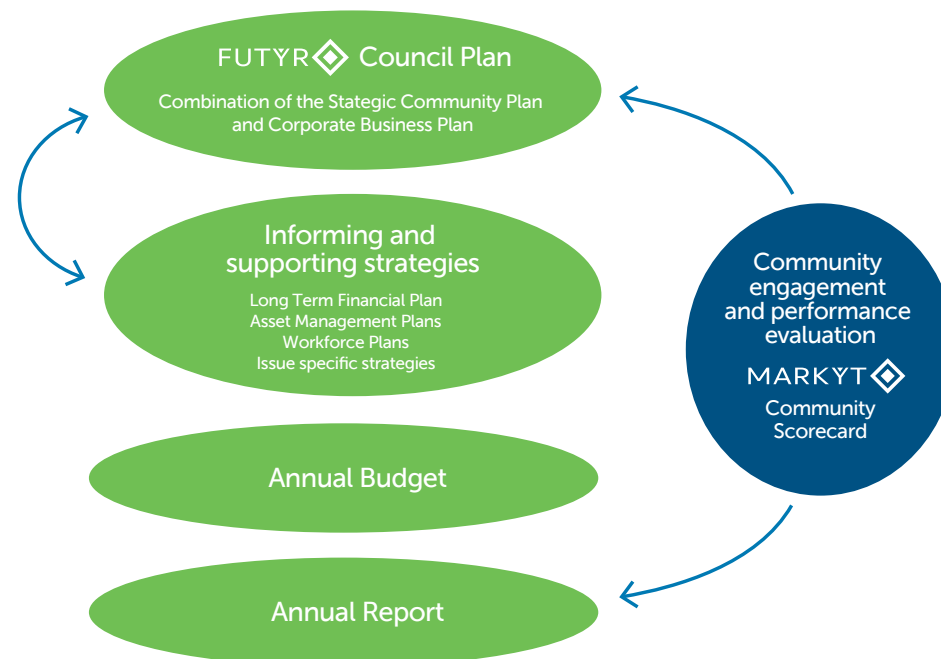
To streamline reporting and strengthen integration, we have combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

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](http://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](http://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](mailto:records@northam.wa.gov.au)



[www.northam.wa.gov.au](http://www.northam.wa.gov.au)