



**Shire of Plantagenet
Corporate Business Plan
2015/2016 – 2019/2020**



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1.0 Introduction

1.1 Executive Summary

This Corporate Business Plan (CBP) has been developed to deliver clear direction as the Shire continues to provide leadership in a changing environment. This plan will support the development of improved services and outcomes for the people of Plantagenet.

This is the Council's principal statement that sets strategic direction and identifies priority areas informed by the Strategic Community Plan, external factors and internal capability analysis.

The intent of this plan is to identify Council priorities over a shorter time frame to drive integrated planning within the local government. It also integrates community aspirations into the Shire's operations and service delivery.

This plan is subject to a major review every four years (to align with reviews of Strategic Community Plan) and minor reviews each year. This is the second iteration of the original Corporate Business Plan adopted on 24 June 2013.

The Plan activates the Shire's Strategic Community Plan by responding to:

- The Council's distillation and prioritisation of the community's short, medium and long term aspirations;
- Existing operational plans, priorities and external factors impacting on resourcing; and
- The assessment and integration of services and business area plans.

The Integrated Planning and Reporting Framework (IP & R) recognises that, due to the integrated approach to its development, the CBP may be presented in a single document or as a number of separate documents. In this regard, this 'master document' includes a synopsis of the other plans, however the formal CBP includes the following:

- Asset Management Plan (Stage 1);
- Long Term Financial Plan (2013 – 2023); and
- Workforce Plan.

1.2 Shire Snapshot

The Shire of Plantagenet is located in the Great Southern Region of Western Australia, covering 4,792 square kilometres and has spectacular scenery including the Porongurup and a part of the Stirling Range. It is bordered by the Shires of Denmark, Manjimup, Cranbrook, Gnowangerup and the City of Albany.

The Shire encompasses the townsites of Rocky Gully, Kendenup, Porongurup, Narrikup and Mount Barker. Mount Barker serves a wide and diverse agricultural area and is the administrative centre for the Shire of Plantagenet.

The main agricultural focus is cropping, horticulture, plantation timber, sheep, cattle and wine production. There are also many lifestyle opportunities set within a beautiful natural environment.

Mount Barker, the Shire's commercial centre, lies in the middle of the Shire. It is easily accessible from Muir Highway from the south-west, Albany Highway from the north and south and Porongurup Road from the east. In addition to Mount Barker, the Shire includes the rural villages of Kendenup, Narrikup, Rocky Gully and Porongurup.

Mount Barker is an ideal holiday centre with ample shopping and recreation facilities. It is also within easy reach of the southern coastline and other regional tourist attractions.



Figure 1: Shire of Plantagenet

2.0 Integrated Planning and Reporting Framework

The Local Government Act 1995 requires each local government to prepare a Plan for the Future. Part of this planning involves considering how the Shire will continue to deliver services to the community on a long term basis.

In October 2010, the WA Department of Local Government (DLG) (now Department of Local Government and Communities) released the Integrated Planning and Reporting (IP & R) Framework. Amendments to the Local Government (Administration) Regulations 1996 came into effect in August 2011 and now define what comprises the Plan for Future, which is the preparation of an Integrated Strategic Plan comprising a Strategic Community Plan (SCP) and CBP (this document).

The SCP has a planning horizon of 10 years, needs to be reviewed every two years (desk top review following local government elections) and updated (full review) every four years. It needs to be developed through engagement of the community and sets out the high level aspirations of the community.

The CBP has a planning horizon of four years with a desktop review, following local government elections, every two years. Preparation of the CBP needs to align with development of the SCP. The CBP is not necessarily one document and can be the combination of several documents. The main thing is that the CBP ties together all of the informing strategies and links them to the SCP.

The diagram at Figure 2 sets out how the various documents required by the IP & R Framework fit together. It also shows the combination of the SCP and CBP comprising the ISP.

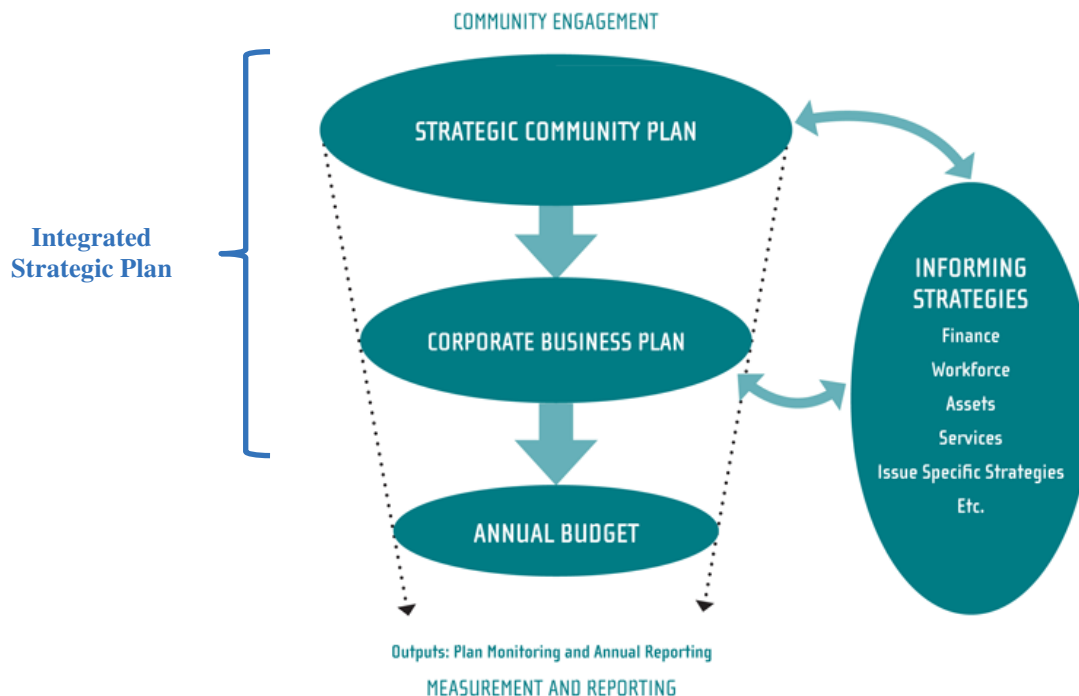


Figure 2: Integrated Planning and Reporting Framework

2.1 Strategic Community Plan

As part of the IP & R Framework, Councils are required to prepare a long term strategic plan that clearly links the community’s aspirations with the Council’s vision and long term strategy.

The Strategic Community Plan represents the culmination of input from the consultants and facilitated staff and councillor workshops. These activities synthesised current corporate plans and the results of the community survey into a cohesive and representative high level document, aimed at guiding the direction of the Shire over the next ten years.

At its meeting held on 25 June 2013, the Council adopted its Strategic Community Plan 2013 – 2023. The SCP includes the following Vision, Mission and Values:

VISION

Plantagenet, building a sustainable community, where natural beauty and diversity provide opportunities for all.

MISSION

To enhance the quality of life for the people of Plantagenet and the region, through the provision of leadership, services and infrastructure.

VALUES

- **Integrity** through honesty, ethical behaviour and trustworthiness
- **Professionalism** through understanding our roles and responsibility, the need to work efficiently and strive for excellence
- **Accountability** through openness and transparency
- **Supportiveness** by being patient, caring and friendly
- **Responsibility** by taking ownership and not blaming others
- **Customer Focus** by understanding needs, being proactive and responsive

The Strategic Community Plan was developed using the following framework. This Corporate Business Plan follows that same framework, in order to link actions and tasks to the SCP strategies.

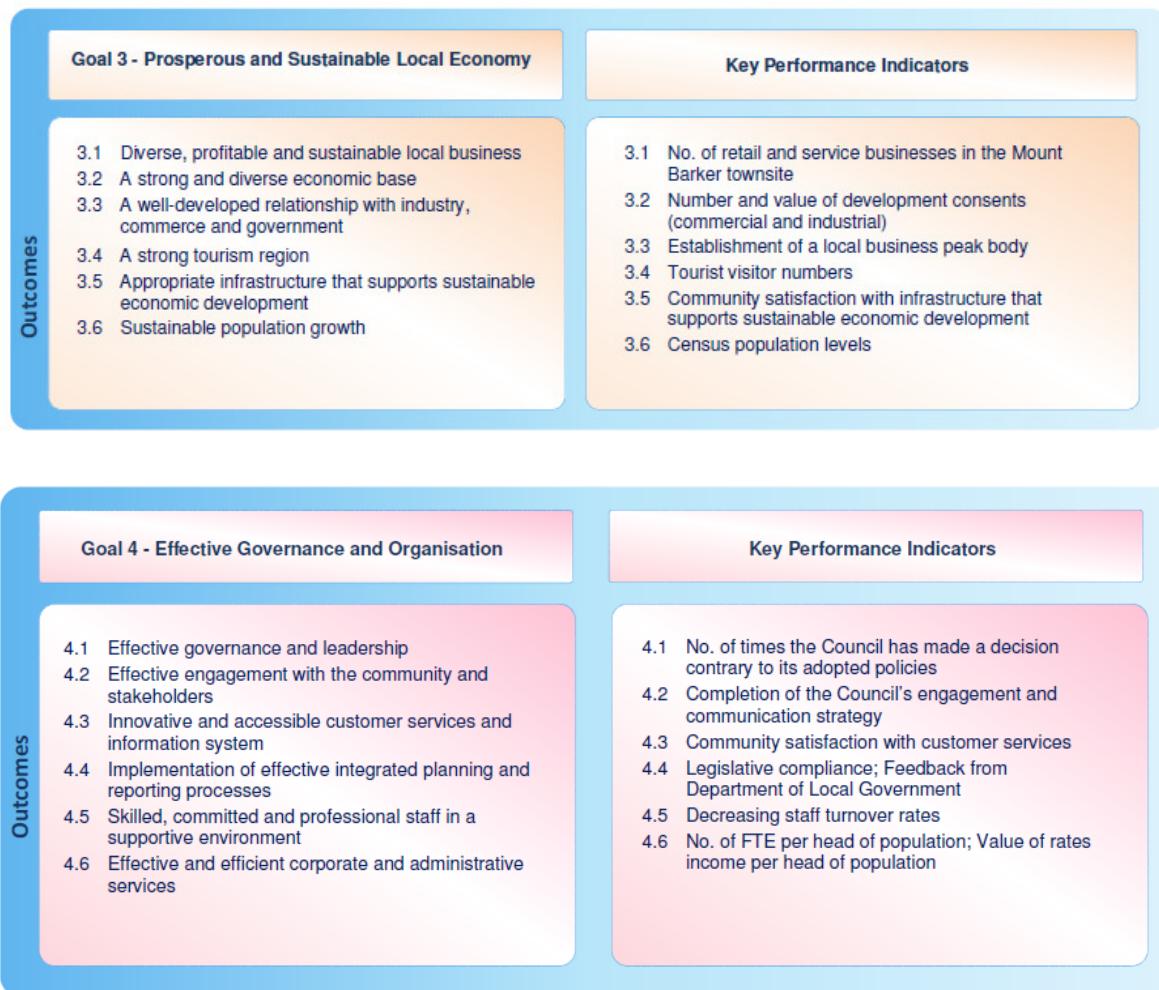


Figure 3: Strategic Community Plan Framework

2.2 Measuring Outcomes

In developing this plan, the Council has considered the ways of measuring the achievement of strategic outcomes by the application of performance indicators. The following strategic measures or key performance indicators will be monitored to track the Shire’s progress in achieving the outcomes identified in the Strategic Community Plan.

Goal 1 - Community Pride and Wellbeing	Key Performance Indicators
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Outcomes</p> <ul style="list-style-type: none"> 1.1 Health and family support services that are accessible and meet the needs of our community 1.2 Promote and enforce Public and Environmental Health Requirements 1.3 A cohesive and supportive community 1.4 Opportunities for development and participation of our youth 1.5 Recreation, sporting and leisure facilities that support the wellbeing of the community 1.6 Quality of life for the aged 1.7 Quality of life for the disabled 1.8 Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community 1.9 A safe Plantagenet 	<ul style="list-style-type: none"> 1.1 Availability of health and family support services in Plantagenet 1.2 Percentage of food premises that meet minimum public health standards 1.3 No. of volunteers increasing 1.4 No. of organisations in the district catering for our youth 1.5 No. of people engaging in recreation and sporting facilities 1.6 No. of aged people choosing to live in Plantagenet 1.7 Implementation of Disability Access and Inclusion Plan outcomes 1.8 No. of cultural, arts and learning opportunities available to the people of Plantagenet 1.9 Crime statistics increasing or decreasing
Goal 2 - Enhanced Natural and Built Environment	Key Performance Indicators
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Outcomes</p> <ul style="list-style-type: none"> 2.1 Long term planning and development guided by the Planning Vision 2.2 Appropriate development which is diverse in nature and protects local heritage 2.3 Pleasant streetscapes, open spaces, parks and gardens 2.4 Safe and reliable transport infrastructure 2.5 Council buildings and facilities that meet community needs 2.6 Assets and infrastructure managed over the long term to meet current and future needs 2.7 Protection of natural environment 2.8 Awareness of and appropriate response to effects of climate variation 2.9 Integrated waste management 2.10 Efficient use and management of water resources 	<ul style="list-style-type: none"> 2.1 Percentage of Council planning decisions in line with the Planning Vision 2.2 Number and value of building (dwelling) approvals; and development consents in line with the TPS 2.3 Community satisfaction with parks, gardens and open spaces; Annual expenditure on parks maintenance 2.4 Annual expenditure on transport infrastructure; No. of roads closed due to inclement weather or over-use 2.5 Usage rates of council facilities 2.6 Asset consumption ratio, asset sustainability ratio, asset renewal funding ratio 2.7 Level of satisfaction of catchment groups with the Shire’s management of the natural environment 2.8 Number of strategic actions implemented in regard to response to climate variation 2.9 Percentage of community waste diverted from landfill 2.10 Decreasing reliance on mains water consumption.



2.3 Asset Management Plan

Asset Management is an informing strategy to the ISP. The DLG has also prepared an Asset Management Framework that defines what local governments should strive to develop in order to have sufficient information to inform the ISP. The Asset Management Framework is set out in Figure 4.

The Asset Management Improvement Strategy is a key component of the informing strategies that comprise the Asset Management Framework and sets out the following:

- Where are we now with asset management?
- Where do we want to be in five years?
- What are the tasks that we need to undertake to fill the gap?
- What are the timeframes over which each task will be carried out?
- Who will be responsible for each task? and

- What resources do we need (\$ and/or Officer time) to achieve each task in the selected timeframe.

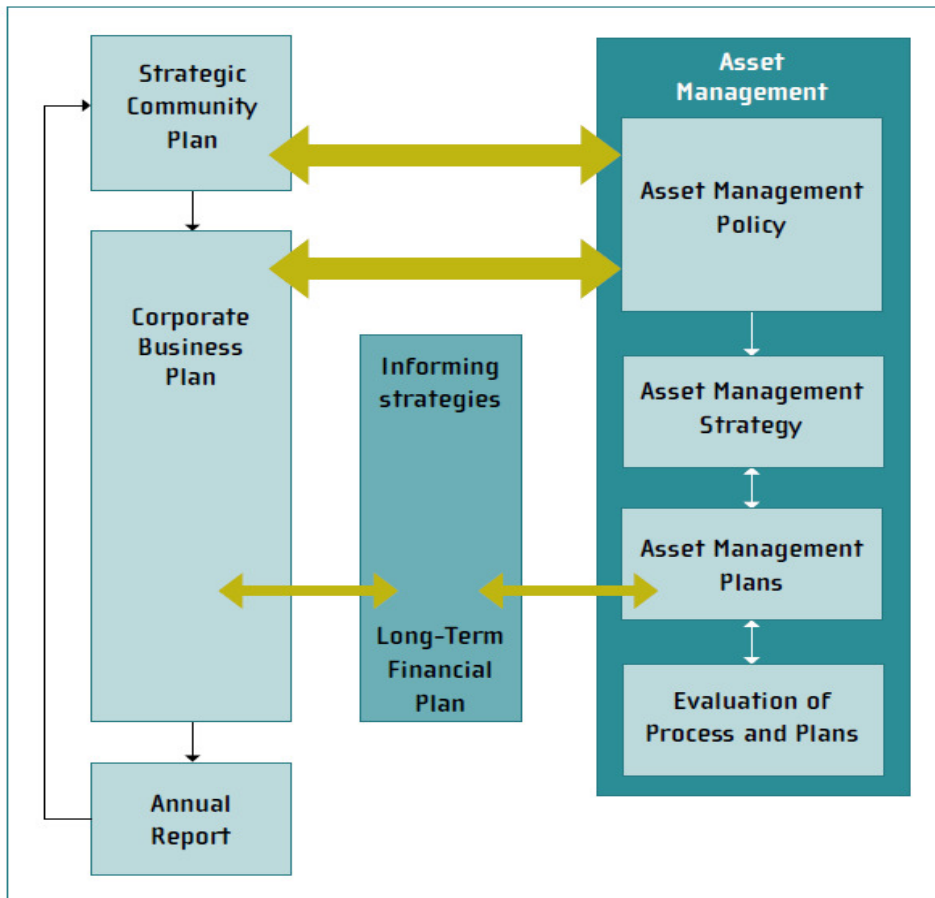
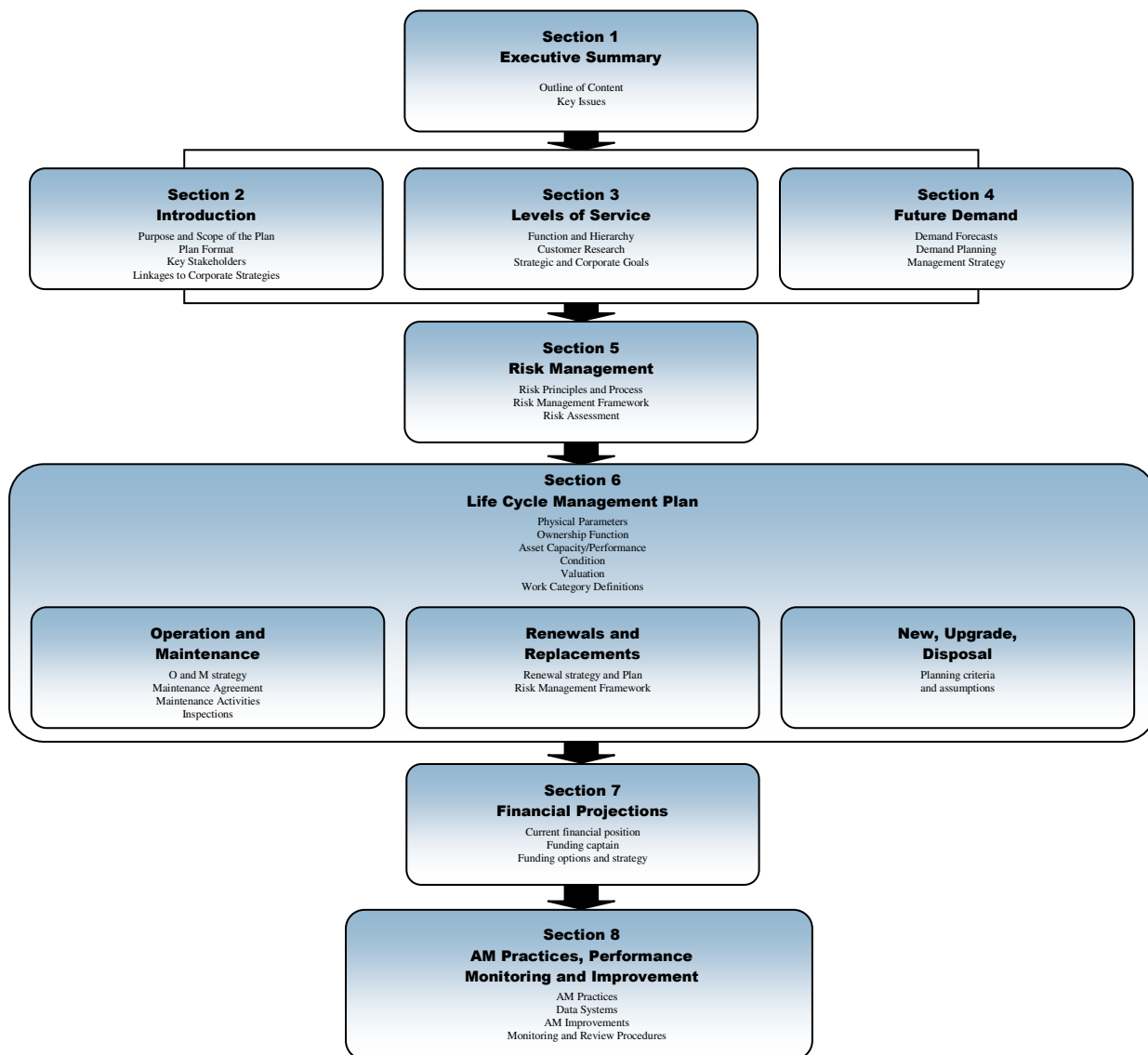


Figure 4: IP&R Asset Management Framework

The Asset Management Improvement Plan attempts to answer all of the above questions. The first version (1st Cut) of the plan may not be fully complete as it may rely on a task/s identified in the Improvement Task List to be completed before the information in the plan can be considered robust. Nonetheless it is a first step on the Shire’s asset management journey and will be regularly updated by the Asset Management Working Group (AMWG).

The format of the AMP is as follows:



A summary of recommendations made in the AMP is as follows:

No.	Recommendation
1	Develop a Stakeholder Engagement methodology and detail in a future version of the AMP.
2	Determine and document current Technical and Customer Levels of Service.
3	Develop targeted criteria to consult the community on in relation to each asset group.
4	Develop demand forecasts and detail their implication for each major asset group
5	Establish a Risk Management Committee with the task of developing a Risk Management Framework and a Risk Management Plan.

6	Develop and maintain a comprehensive record of asset responsibilities.
7	Develop an Operations and Maintenance Strategy.
8	Develop an asset inspection process and procedure.
9	Develop an Asset Renewal and Replacement Strategy.
10	Develop a Capital Evaluation Process.
11	Develop a Roles and Responsibilities Matrix and documents this in the AMP and cross reference individual Position Descriptions.
12	Undertake a data and systems audit of all software and data used across the organisation and document this in the AMP.
13	Develop monitoring criteria against which performance monitoring of the effectiveness of the AMP can be measured and reported.

2.4 Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a modelling tool to project the Shire's financial commitments over the next ten years as a means of helping ensure financial sustainability. The LTFP is part of the Integrated Planning and Reporting Framework that includes the following separate components:

- A ten year Strategic Community Plan (SCP);
- A four year Corporate Business Plan (CBP);
- A Workforce Plan; and
- The Asset Management Framework.

The LTFP is a dynamic tool which analyses financial trends over a ten year period on a range of assumptions and provides us with information to assess the impacts of current decisions and budgets on our future financial sustainability.

The aim of developing the LTFP is to achieve the following objectives:

- Help us to project commitments regarding costs for new services or projects as a result of community growth or changing demographics;
- Maintain a strong cash position, ensuring that the Council remains financially sustainable in the long-term, delivering capacity to respond to unexpected opportunities or unpredictable events such as natural disasters;
- Strategically pursue State and Federal government grant funding opportunities where aligned with the Strategic Community Plan and the Corporate Business Plan requirements;
- Plan rate increases to balance the budget so we can provide for service delivery that meets reasonable community needs;
- Ensure that critical infrastructure asset renewal is funded at the optimum time.
- We are required to undertake a broad review of our Strategic Community Plan every two years and a full review every four years. This LTFP will be reviewed annually in conjunction with the budget process to ensure continued sustainability.

A principle of long term financial planning is to ensure that the Shire remains financially sustainable. Whilst there are many definitions of sustainability, a definition of financial sustainability can be found in the report entitled 'National Financial Sustainability Study of Local Government' for the Australian Local Government Association as follows:

'The financial sustainability of a council is determined by its ability to manage expected financial requirements and financial risks and shocks over the long term without the use of disruptive revenue or expenditure measures; which is determined by:

- *healthy finances in the current period and long term outlook based on continuation of the council's present spending and funding policies and given likely economic and demographic developments; and*
- *ensuring infrastructure renewals/replacement expenditure matches forward looking asset management plan expenditure needs.'*

To ensure we remain financially sustainable, it is important that sound financial strategies and principles are developed and continually reviewed in line with the changing economic and demographic outlook for the community.

2.5 Workforce Plan

Strategic workforce planning is a critical aspect in the long term planning for an organisation. Such a plan helps to ensure that there are sufficient people to carry out the organisation's purpose. It also helps to ensure that the right people are in the right place at the right time to build a resilient, cohesive and sustainable organisation.

Workforce planning in Australia, particularly in rural Australia has a number of challenges:

- The workforce is changing within Australia. We are seeing more women in the workforce: there are fewer young people entering the job market each year and the workforce is aging;
- In 2011 more people exited the workforce than entered it;
- Over the next 40 years the proportion of Australians aged over 65 will double; and
- Australia will have shortages of more than 200,000 skilled workers over the next 5 years.

Workforce Planning is the key to forecasting future labour markets, but is also used to:

- Identify staffing problems;
- Monitor and contain workforce costs;
- Develop and highlight existing and new workforce skills; and
- Ensure that there is adequate service delivery into the future.

The Shire of Plantagenet is a significant employer within the Lower Great Southern area of Western Australia. It employs 77 full and part time employees, representing approximately 2.9% of the employment within the area. The Shire of Plantagenet has a strong relationship with its workforce – long term employees, a relatively small workforce number and tight knit community all support the connected, professional and personal approach by management.

The Integrated Planning and Reporting Framework requires all Councils in WA to develop long term Community Strategic Plans and four year Delivery Programs. This Workforce Plan forms part of the Integrated Planning Strategy and outlines how the Shire of Plantagenet will implement the priorities and strategies within its Delivery Program, in line with the Council's budget.

The Shire of Plantagenet faces a number of long term challenges relating to its workforce, and in particular in relation to the implementation of the Delivery Program. These challenges include:

- Ageing labour force;
- Attracting and retaining skilled and qualified staff;
- Meeting community service and infrastructure expectations;
- Funding required positions;
- Changes in technology and machinery; and
- Changing Occupational Safety & Health requirements and the potential impacts on productivity and budget.

This strategy focuses on the context of workforce planning, explores regional and local challenges, and outlines the responses that the Shire of Plantagenet will take to support the implementation of the Delivery Program.

The Workforce Plan aims to ensure the Shire of Plantagenet's workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery in the future.

Key objectives of the Workforce Plan are to identify:

- Gaps between current and future workforce capability;
- Areas of skills shortage;
- Issues arising from an ageing workforce;
- Areas of workforce growth and shrinkage;
- Strategies to address the gaps and mitigate risk; and
- A succession plan for critical positions.

3.0 Corporate Business Plan

3.1 Regulatory Requirements

A Corporate Business Plan:

- (i) Is for a minimum of 4 years.
- (ii) Identifies and prioritises the principal strategies and activities the council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan.
- (iii) States the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost.
- (iv) References resourcing considerations such as asset management plans, finances and workforce plans.
- (v) Is adopted by council by absolute majority.

Regulations also require that:

- (i) Notice has been given to the public when the Corporate Business Plan is adopted (or modified).
- (ii) The Corporate Business Plan is reviewed annually. This is because it is the main 'driver' for the local government's annual budget.

3.2 Plan Preparation

The process through which the CBP has been developed incorporates:

- Activating the Strategic Community Plan; and
- Operations Planning – including Asset Management, Financial Management and Workforce Management.

These strategies and plans have been influenced by and will continue to be shaped by other documents such as:

- Strategic Community Plan;
- Previous Plan for the Future;
- Council policies and decisions;
- Planning Vision;
- Local Planning Strategy;
- Town Planning Scheme No.3;
- Public open Space Strategy;
- Mount Barker and Kendenup Sport and Recreation Plans;
- Disability Access and Inclusion Plan;
- EEO Management Plan;
- Information Technology Strategic Plan;
- Saleyards Strategic Plan;
- Strategic Marketing Plan;
- Environmental Health Plan;

- Facility Business Plans, Management Plans and Maintenance Schedules;
- Plantagenet Trails Masterplan;
- Asset Management Strategy;
- Asset Register;
- Forward Capital Works Plan;
- Gravel Sheeting Strategy;
- Townsite Drainage Plans;
- Roman Database;
- Five year Plant Replacement Program;
- Five Year Road Construction Program;
- Strategic Public Relations / Marketing Plan (Proposed);
- Economic Development Plan (Proposed);
- Strategic Risk Management Plan (Proposed); and
- Business Continuity / Disaster Recovery Plan (Proposed).

Conversely, such plans (proposed and updated) may also be outputs from this framework.

The Plan incorporates four year priorities set by the Council and a ten year rolling financial plan (by reference to the Long Term Financial Plan). Reviews of this plan will drive the operations of the Shire of Plantagenet within its resourcing capabilities.

In developing this plan, the Council has considered the capacity of its current resources and the anticipated capacity of its future resources. The Council has also considered demographic trends and the ways of measuring the achievement of strategic outcomes by the application of performance indicators. The plan will be reviewed annually to deliver the annual budget, but the software supporting this plan will enable it to be continually updated.

3.3 Service Delivery

The Shire of Plantagenet delivers services to its community in line with the Strategic Community Plan 2013 – 2023 under reporting programs defined by the Local Government (Financial Management) Regulations 1996. The services and their associated strategies have been listed under each program.

Program	Shire Services	Associated Strategies
Governance	Administration	1.3.4 • 2.3.1 • 4.1.6 • 4.4.3 • 4.4.4 • 4.5.4 • 4.6.1 • 4.6.2 • 4.6.3 • 4.6.4 • 4.6.5 • 4.6.6
	Asset Management	2.6.1 • 4.4.2
	Community Engagement	3.6.1 • 4.2.1
	Customer Service	4.3.1 • 4.3.2 • 4.3.3 • 4.3.4
	Financial Management	1.9.3 • 4.4.2 • 4.6.1
	Governance and Elected Member Support	4.1.1 • 4.1.2 • 4.1.3 • 4.1.4 • 4.1.5 • 4.1.6 • 4.1.7
	Human Resource Development	4.1.2 • 4.5.1 • 4.5.2 • 4.5.3 • 4.5.4
	Information Technology	4.1.5 • 4.3.3
	Long Term Strategic Planning	4.4.1 • 4.4.2 • 4.4.3 • 4.4.4
	Procurement	4.6.1 • 4.6.6
	Political and Industry Lobbying	3.3.3 • 3.5.2 • 3.5.3 • 4.2.4
	Regional Collaboration	2.1.3 • 3.4.3 • 4.2.3
	Support for Volunteers	1.3.2 • 1.3.3
	Law, Order and Public Safety	Animal Control
Bushfire		1.9.2
Community Safety		1.9.3 • 1.9.4 • 1.9.5 • 2.4.4
Emergency Services		1.9.2
Fire Protection		1.9.2
Parking Control		2.4.3
Unauthorised Clearing		2.7.4
Health		Contaminated Sites
	General and Public Health	1.2.1 • 1.2.2
	Health Promotion	1.2.3
	Infectious Diseases	1.2.4 • 1.2.5
	Outdoor Dining and Trading	1.2.3

Education and Welfare	Aged Services	1.6.1 • 1.6.2 • 1.6.3
	Childhood Development	1.1.3
	Disabled Services	1.7.1 • 1.7.2
	Health and Family Support Services	1.1.2
	Youth Programs	1.4.1
Community Amenities	Advertising Signs	2.2.3
	Cemeteries Maintenance	2.3.3
	Development Control and Compliance	2.2.1 • 2.2.2
	Design of Public Spaces	2.3.2
	Heritage Conservation	2.2.6
	Outdoor Amenities	2.3.1 • 2.5.1
	Planning Scheme	2.1.3 • 4.1.4
	Refuse Sites	2.9.2
	Septage	2.9.2
	Strategic Land Use Planning	2.1.1 • 2.1.2 • 2.1.3 • 2.1.4 • 2.2.4 • 2.2.5 • 2.2.7 • 3.5.1 • 3.6.1
	Waste Collection and Disposal	2.9.1 • 2.9.2 • 2.9.3 • 2.9.4 • 2.9.5
Recreation and Culture	Conservation	2.2.6 • 2.7.2 • 2.7.3 • 2.7.4 • 2.10.1 • 2.10.2 • 2.10.3 • 2.10.4
	Council Reserves (Undeveloped and Bush Reserves)	2.7.1 • 2.7.3
	Design of Public Spaces	1.8.3 • 1.8.4
	Events and Festivals	1.3.1 • 1.8.5
	Leisure Programs	1.3.4 • 1.5.1 • 1.5.4 • 1.5.5 • 1.5.6 • 2.3.4
	Libraries	1.8.1 • 1.8.2
	Museums and Art Gallery	1.8.3 • 2.2.6
	Parks and Reserves Maintenance	2.3.1
	Road Signage – Banners	2.4.5
	Sporting Clubs	1.5.2 • 1.5.3 • 1.5.4
	Swimming Pool	1.5.6
	Youth Programs	1.4.2 • 1.4.3
Transport	Bridges and Culverts	2.2.6 • 2.4.1
	Constructed Drainage Systems	2.4.2
	Footpaths – Trails – Cycleways	2.3.4 • 2.4.1
	Gates on Road Reserves	2.7.1
	Road Building Materials	2.4.1

	Road Closures – Temporary and Permanent	2.4.4
	Road Signage – Streets, Directional, Service and Tourist	2.4.5
	Roads	2.4.1
	Road Resumptions	2.4.1
	Street Lighting	1.9.4
	Sustainability	1.9.3 • 2.7.1 • 2.8.1 • 2.8.3 • 2.8.4
Economic Services	Building Maintenance and Security	1.5.4 • 2.5.1 • 2.5.3 • 4.5.2
	Building Regulation - Education	2.2.2
	Building Regulation - Enforcement	2.2.2
	Building Regulation - Issue of Licences	2.2.2
	Business and Regional Development	3.3.2 • 3.3.3 • 3.4.1 • 3.4.2 • 4.1.4 • 4.2.3
	Community and Grant Funding	3.3.1 • 4.3.4 • 4.6.6
	Economic Development and Marketing	2.6.1 • 2.6.2 • 3.2.3 • 3.5.1 • 3.5.2 • 3.5.3 • 3.5.4 • 4.2.1
	Extractive Industries	2.2.8
	Mount Barker Regional Saleyards	3.5.5
	New Council Buildings	2.5.2 • 2.8.2
	Pests – Council Property	2.7.2
	Rehabilitation – Gravel Pits	2.7.1
	Salinity	2.7.1
	Strengthening Rural Communities	3.1.1 • 3.1.2 • 3.1.3 • 3.1.4 • 3.2.1 • 3.2.2 • 3.2.4 • 3.2.5 • 4.2.2
Other Property and Services	Fleet Management	2.6.1
	Other Property and Services	4.6.4
	Plant and Machinery	2.6.1
	Private Works	1.9.2 • 4.6.4

3.4 Capital Program

A number of capital projects are forecast to be undertaken during the life of this plan. These activities are summarised below, which is based on the 2015/2016 budget and the Long Term Financial Plan 2013/14 – 2022/23. This list is not exhaustive, as many projects are on the ‘drawing board’, but subject to more detailed planning and identification of funding sources.

Strategy Ref	Strategy Description	Action / Task Ref	Action	2015/16	2016/17	2017/18	2018/19	2019/20
1.5.3	Develop Souness Park as the primary ball sports facility in the District	1.5.3.2	Progress and source funding opportunities for Stages 2 & 3 of the redevelopment of Souness Park	\$132,000				
1.5.4	Promote the development of Frost Park as a major equine centre in the Great Southern Region	1.5.4.1	Work in conjunction with the Mount Barker Turf Club and Frost Park User Group to prepare a capital development plan and explore potential management / lease options	\$80,000	\$60,000	\$50,000	\$80,000	\$80,000
1.5.5	Improve and promote Recreation Centre services and programs to encourage increased patronage	1.5.5.1.1	Gym Equipment - Ongoing replacement and upgrade program	\$10,000	\$11,000	\$11,500	\$12,000	\$12,000
1.5.6	Maintain a safe pool facility and enhance aquatic programs to encourage increased patronage	1.5.6.1	Maintain and promote the Shire's pool facilities and programs	\$17,500				
1.9.2	Support the community in emergency and fire management planning, preparedness, response and recovery	1.9.2.3.1	Work with DFES to ensure the appropriate replacement of fire fighting vehicles, equipment and additional resources such as brigade sheds	\$330,000	\$250,000	\$250,000	\$250,000	\$250,000
1.9.5	Continue to develop CCTV coverage in Mount Barker	1.9.5.1	Maintain and expand CCTV initiative, including Mount Barker Railway Station	\$52,500				
2.3.1	Manage and maintain the Council's parks, gardens and open space at appropriate standards	2.3.1.1	Maintain parks, gardens and open space at standards acceptable to the community	\$341,700	\$100,000	\$103,000	\$106,090	\$109,273
2.4.1	Maintain and further develop roads and pathways at appropriate standards	2.4.1.2	Maintain and improve constructed footpath infrastructure	\$122,000	\$78,400	\$81,200	\$84,000	\$84,000
2.4.1	Maintain and further develop roads and pathways at appropriate standards	2.4.1.6	Construct and maintain Shire roads and associated infrastructure to the standard adopted by the Council and in accordance with requirements of State agencies	\$2,900,000	\$2,600,000	\$2,704,000	\$2,812,160	\$2,812,160
2.5.1	Ensure Council buildings, facilities and public amenities are provided and maintained to an appropriate standard	2.5.1.1	Ensure all Council buildings are maintained and secured to defined service levels (In line with Asset Management Plan and Building Maintenance Program)	\$430,000	\$250,000	\$257,500	\$265,225	\$273,182
2.6.1	Develop and implement long-term Service and Asset Management Plans for all Council assets, having regard for current and future asset needs and the Shire's long-term financial plan	2.6.1.2	Ensure the Council has an efficient and cost effective light fleet management program	\$160,000	\$150,000	\$154,500	\$159,135	\$163,909
2.6.1	Develop and implement long-term Service and Asset Management Plans for all Council assets, having regard for current and future asset needs and the Shire's long-term financial plan	2.6.1.3	Ensure the Council has an efficient and cost effective plant and machinery management program	\$1,276,500	\$313,700	\$612,000	\$204,000	\$556,000
2.9.2	Manage existing waste disposal sites and transfer stations in accordance with legislative requirements	2.9.2.2	Provide waste facilities that are readily accessible to all stakeholders	\$12,000				
3.5.5	Manage and maintain the Saleyards to ensure that the facility is successful and self-sustaining	3.5.5.1	Saleyards Infrastructure Improvements	\$747,000	\$100,000	\$103,000	\$106,090	\$109,273

3.5 Detailed Strategies and Actions

The following tables reflect the future actions to be undertaken for each strategy, which have been divided into the four elements of the Strategic Community Plan framework.



Goal 1: Community Pride and Wellbeing

Scope:

Foster community pride, safety, well-being and involvement through the provision of services

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Outcome 1.1 - Health and family support services that are accessible and meet the needs of our community

Strategy 1.1.1 - Advocate for medical and hospital services within the region

1.1.1.1	Aim to at least retain and preferably increase health professional to population ratios in the district (doctors, dentists, other health professionals)	Operating	●	●	●	●	●
1.1.1.2	Advocate for improved medical and hospital facilities in Albany and Denmark	Operating	●	●	●	●	●
1.1.1.3	Establish a relationship with medical and hospital services in the region	Operating	●	●	●	●	●

Strategy 1.1.2 - Advocate for health and family support services

1.1.2.1	Assist Government Departments to promote their health and family support services	Operating	●	●	●	●	●
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Strategy 1.1.3 - Provide and promote childhood development services and facilities

1.1.3.1	Support the provision of long day care services	Operating	●	●	●	●	●
1.1.3.2	Support the provision of programs such as Playgroup, Toy Library and after school activities	Operating	●	●	●	●	●
1.1.3.3	Address low Australian Early Development Index scores in the Shire	Operating	●	●	●	●	●

Outcome 1.2 - Promote and enforce Public and Environmental Health Requirements

Strategy 1.2.1 - Provide food premises inspections

1.2.1.1	Undertake inspections of food premises to ensure they are of a high standard	Operating	●	●	●	●	●
1.2.1.3	Ensure legislative requirements relative to public health are met	Operating	●	●	●	●	●

Strategy 1.2.2 - Provide public buildings inspections

1.2.2.1	Ensure legislative requirements relative to public buildings are met	Operating	●	●	●	●	●
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Strategy 1.2.3 - Undertake food safety and public health promotion

1.2.3.1	Ensure outdoor dining and trading are conducted to the benefit of both retailers and the community	Operating	●	●	●	●	●
1.2.3.2	Promote public health as an important community issue	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
Strategy 1.2.4 - Work with the State Government to control infectious diseases							
1.2.4.1	Address infectious diseases in accordance with the Health Act 1911 and Health Local Law 2008	Operating	●	●	●	●	●
1.2.4.2	Monitor notices issued by the Health Department and ensure whatever action required is carried out immediately	Operating	●	●	●	●	●
Strategy 1.2.5 - React to emerging health threats							
1.2.5.1	Respond to emerging health threats when notified by the Health Department of WA	Operating	●	●	●	●	●
Outcome 1.3 - A cohesive and supportive community							
Strategy 1.3.1 - Promote and support community and cultural events							
1.3.1.1	Encourage and support community groups to host public events	Operating	●	●	●	●	●
1.3.1.2	Advocate for local hosting of regional events or components of regional events	Operating	●	●	●	●	●
Strategy 1.3.2 - Promote and support the initiatives and achievements of our volunteers							
1.3.2.1	Recognise volunteer contributions in the community	Operating	●	●	●	●	●
1.3.2.2	Encourage the delivery of volunteer training opportunities offered through the Club Development Officer program	Operating	●	●	●	●	●
Strategy 1.3.3 - Work in partnership with community groups to assist in attracting new volunteers							
1.3.3.1	Consult regularly with community groups regarding volunteer requirements	Operating	●	●	●	●	●
Strategy 1.3.4 - Actively promote and assist community groups and clubs							
1.3.4.1	Co-ordinate the promotion of community groups and clubs	Operating	●	●	●	●	●
1.3.4.2	Provide grant / funding assistance to community groups	Operating	●	●	●	●	●
Strategy 1.3.5 - Review access to community services within the Shire							
1.3.5.1	Develop an understanding of the issues impacting on the delivery of services within the Shire	Operating	●	●	●	●	●
1.3.5.2	Develop an understanding of the barriers to people accessing services	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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1.3.5.3	Review access to community services within the Shire	Operating	●	●	●	●	●
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Outcome 1.4 - Opportunities for development and participation of our youth

Strategy 1.4.1 - Promote programs that assist in youth development and leadership

1.4.1.1	Identify and support programs that assist in youth development and leadership	Operating	●	●	●	●	●
1.4.1.2	Assist with the dissemination of information on youth development and leadership programs	Operating	●	●	●	●	●

Strategy 1.4.2 - Provide and promote appropriate and accessible facilities and activities for youth

1.4.2.1	Promote existing programs and identify gaps in service provision	Operating	●	●	●	●	●
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Strategy 1.4.3 - Support youth training and employment programs

1.4.3.1	Support the delivery of post secondary education in the district	Operating	●	●	●	●	●
1.4.3.2	Encourage the hosting of apprenticeships and traineeships in the district	Operating	●	●	●	●	●

Outcome 1.5 - Recreation, sporting and leisure facilities that support the wellbeing of the community

Strategy 1.5.1 - Maintain and improve sporting and recreation facilities in the District based on catchment needs

1.5.1.1	Encourage the development of a regional recreation plan	Operating	●	●	●	●	●
1.5.1.2	Develop a playground upgrade and replacement strategy	Operating	●	○	○	○	○
1.5.1.3	Address recommendations from the Mount Barker and Kendenup Sport and Recreation Plans including development of new infrastructure	Capital	●	●	●	●	●
1.5.1.4	Identify opportunities for co-hosting and rationalisation of recreation facilities	Operating	●	●	●	●	●

Strategy 1.5.2 - Promote sporting, recreation and leisure facilities and programs in the District

1.5.2.1	Identify and develop a database of facilities and services in the district and their use	Operating	●	○	○	○	○
1.5.2.2	Help develop clubs and organisations to cater for increasing attendances	Operating	●	●	●	●	●
1.5.2.3	Establish a marketing strategy based on optimising use of facilities and increasing program attendances	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
1.5.2.4	Encourage and support the establishment of new sport and recreation clubs in the district	Operating	●	●	●	●	●
Strategy 1.5.4 - Promote the development of Frost Park as a major equine centre in the Great Southern Region							
1.5.4.1	Work in conjunction with the Mount Barker Turf Club and Frost Park User Group to prepare a capital development plan and explore potential management / lease options	Operating	○	●	●	○	○
1.5.4.2	Lobby RWWA for financial assistance for racecourse developments	Operating	●	●	●	●	●
Strategy 1.5.5 - Improve and promote Recreation Centre services and programs to encourage increased patronage							
1.5.5.1	Prepare and implement Business Plan for the Recreation Centre	Operating	●	●	●	●	●
1.5.5.2	Maintain positive relations with the Department of Education and Training regarding joint management of Recreation Centre	Operating	●	●	●	●	●
Strategy 1.5.6 - Maintain a safe pool facility and enhance aquatic programs to encourage increased patronage							
1.5.6.1	Maintain and promote the Shire's pool facilities and programs	Operating	●	●	●	●	●
1.5.6.2	Prepare and implement Business Plan for the Swimming Pool	Operating	●	●	●	●	●
Outcome 1.6 - Quality of life for the aged							
Strategy 1.6.1 - Advocate the provision and promotion of services and facilities that meet the needs of the aged							
1.6.1.1	Support the delivery of programs for the aged	Operating	●	●	●	●	●
Strategy 1.6.2 - Support quality accommodation for the aged							
1.6.2.1	Support the provision of quality accommodation for the aged	Operating	●	●	●	●	●
Strategy 1.6.3 - Support the provision of active ageing activities for seniors							
1.6.3.1	Support the provision of active ageing and social activities for all seniors	Operating	●	●	●	●	●
Outcome 1.7 - Quality of life for the disabled							
Strategy 1.7.1 - Provide and promote services and facilities that meet the needs of disabled persons							
1.7.1.1	Support the provision of services for disabled people in the district	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
1.7.1.2	Meet with community members to identify gaps in service and facility provision	Operating	●	●	●	●	●
Strategy 1.7.2 - Implement the Shire's Disability Access and Inclusion Plan							
1.7.2.1	Progress the Shire's Disability Access and Inclusion Plan and review annually	Operating	●	●	●	●	●
Outcome 1.8 - Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community							
Strategy 1.8.1 - Provide library services and programs that help improve literacy and community engagement							
1.8.1.1	Support the provision of library services that suit the needs of the community	Operating	●	●	●	●	●
1.8.1.2	Promote library services to the community	Operating	●	●	●	●	●
1.8.1.3	Prepare and implement Business Plan for the Library	Operating	●	●	●	●	●
1.8.1.4	Identify opportunities to develop library outreach programs and services	Operating	●	●	●	●	●
1.8.1.5	Continue to support the provision of regional library services	Operating	●	●	●	●	●
1.8.1.6	Embrace and investigate use of technology to provide services to customers	Operating	●	●	●	●	●
Strategy 1.8.2 - Support programs that assist in developing lifelong learning opportunities							
1.8.2.1	Provide and support programs that support lifelong learning opportunities	Operating	●	●	●	●	●
1.8.2.2	Support education programs with Library resources	Operating	●	●	●	●	●
1.8.2.3	Develop partnerships with educational institutions to create an 'environment of learning'	Operating	●	●	●	●	●
Strategy 1.8.3 - Support the provision of appropriate, accessible arts facilities and activities to encourage artistic and cultural expression							
1.8.3.2	Encourage the maintenance and restoration of the museum, art gallery and items of historical significance to the Shire	Operating	●	●	●	●	●
1.8.3.3	Maintain and promote the Shire's art collection	Operating	●	●	●	●	●
1.8.3.4	Support the exhibition of cultural and artistic activities within the Shire	Operating	●	●	●	●	●
Strategy 1.8.4 - Include arts and cultural considerations in all aspects of urban and social planning							

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
1.8.4.1	Consider arts and cultural considerations in all aspects of urban and social planning	Operating	●	●	●	●	●
Strategy 1.8.5 - Promote and support community and cultural events							
1.8.5.1	Support and encourage events and festivals to be hosted within the Shire	Operating	●	●	●	●	●
Outcome 1.9 - A safe Plantagenet							
Strategy 1.9.1 - Provide animal control in accordance with legislative requirements							
1.9.1.1	Educate the community regarding rules and requirements associated with keeping animals in rural and urban areas	Operating	●	●	●	●	●
1.9.1.2	Enforce animal controls in order to maintain public safety	Operating	●	●	●	●	●
Strategy 1.9.2 - Support the community in emergency and fire management planning, preparedness, response and recovery							
1.9.2.1	Maximise community safety through the management of the risks associated with fire, natural events and large scale emergencies	Operating	●	●	●	●	●
1.9.2.2	Support the position of Community Emergency Services Manager in achieving the actions and goals detailed in the Business Plan	Operating	●	●	●	●	●
1.9.2.3	Develop partnerships with hazard management agencies to help plan for emergency events	Operating	●	●	●	●	●
1.9.2.4	Educate the community in matters of emergency prevention and preparedness	Operating	●	●	●	●	●
Strategy 1.9.3 - Promote and support planning and activities that encourage a safe and responsible community							
1.9.3.1	Support initiatives to improve community safety	Operating	●	●	●	●	●
1.9.3.2	Promote the Shire as a Tidy Town and encourage community ownership	Operating	●	●	●	●	●
Strategy 1.9.4 - Advocate for appropriate lighting in streets and public places							
1.9.4.1	Ensure Western Power is notified of street light faults	Operating	●	●	●	●	●
1.9.4.2	Ensure appropriate street lighting is provided in new and existing developments	Operating	●	●	●	●	●
1.9.4.3	Seek funds for appropriate lighting in public places	Operating	●	●	●	●	●
Strategy 1.9.5 - Continue to develop CCTV coverage in Mount Barker							

Outcome / Strategy	Action Ref.	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
	1.9.5.1	Maintain and expand CCTV initiative, including Mount Barker Railway Station	Capital	●	●	●	●	●

Goal 2: Enhancing Natural and Built Environment

Scope:

Planning, provision and maintenance of physical infrastructure that supports service delivery as well as protection and care of our natural environment.



Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Outcome 2.01 - Long term planning and development guided by the Planning Vision

Strategy 2.1.1 - Review, update and implement the Planning Vision

2.1.1.1	Monitor the Council's Planning Vision as a Planning Scheme Policy to guide growth 20 years and beyond	Operating	●	●	●	●	●
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Strategy 2.1.2 - Adopt a regional approach to planning and development issues

2.1.2.1	Actively work with neighbouring Councils on a regional approach to planning and development issues	Operating	●	●	●	●	●
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Strategy 2.1.3 - Collaborate with the State Government to ensure that local planning development and long term growth needs are met

2.1.3.1	Ensure that local planning development and long term growth needs are met	Operating	●	●	●	●	●
2.1.3.2	Prepare a Mount Barker Townsite Strategy for long term growth	Operating	●	○	○	○	●

Strategy 2.1.4 - Encourage and promote the use of good agricultural land for food production

2.1.4.1	Encourage and promote the use of agricultural land with good soil and water for food production	Operating	●	●	●	●	●
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Outcome 2.02 - Appropriate development which is diverse in nature and protects local heritage

Strategy 2.2.1 - Encourage appropriate major land developments

2.2.1.1	Provide supportive planning and development guidance and liaison on appropriate major land developments	Operating	●	●	●	●	●
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Strategy 2.2.2 - Ensure quality, consistent and responsive development and building assessment approval processes and enforcement

2.2.2.1	Guide local development in accordance with the Planning Scheme	Operating	●	●	●	●	●
2.2.2.2	Promote and encourage local development compliance with the Planning Scheme	Operating	●	●	●	●	●
2.2.2.3	Educate the public about the need for building permits	Operating	●	●	●	●	●
2.2.2.4	Ensure all conditions relative to building permits are complied with	Operating	●	●	●	●	●
2.2.2.5	Ensure building permits are issued in a timely and efficient manner	Operating	●	●	●	●	●

Strategy 2.2.3 - Control advertising signage

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
2.2.3.1	Prepare a comprehensive Planning Scheme Policy on advertising signage over the Shire area	Operating	○	○	○	●	○
Strategy 2.2.4 - Actively work with other government bodies on state, regional planning and development issues							
2.2.4.1	Work with other government bodies on state, regional planning and development issues	Operating	●	●	●	●	●
Strategy 2.2.5 - Encourage industry, business and residential development that is consistent with the individual character of towns							
2.2.5.1	Encourage development that is consistent with the individual character of towns	Operating	●	●	●	●	●
Strategy 2.2.6 - Support the conservation and maintenance of heritage buildings, heritage items and places of interest							
2.2.6.1	Recognise and protect Aboriginal and European heritage places throughout the Shire	Operating	●	●	●	●	●
2.2.6.2	Identify and conserve places of cultural heritage significance	Operating	●	●	●	●	●
2.2.6.3	Support and promote Shire's Museum	Operating	●	●	●	●	●
Strategy 2.2.7 - Support the development of a comprehensive long term regional planning strategy for the Great Southern Region prepared under the supervision of a regional planning committee							
2.2.7.1	Support a comprehensive long term regional planning strategy prepared under the supervision of a regional planning committee which involves local government planners	Operating	●	●	●	●	●
Strategy 2.2.8 - Control extractive industries							
2.2.8.1	Ensure that all extractive industries are in compliance with the Extractive Industries Local Law 2008 and the Planning Scheme	Operating	●	●	●	●	●
Outcome 2.03 - Pleasant streetscapes, open spaces, parks and gardens							
Strategy 2.3.1 - Manage and maintain the Council's parks, gardens and open space at appropriate standards							
2.3.1.1	Maintain parks, gardens and open space at standards acceptable to the community	Operating	●	●	●	●	●
2.3.1.4	Establish outdoor amenities that suit the needs of the community in a safe and pleasant manner	Operating	●	●	●	●	●
Strategy 2.3.2 - Develop, maintain and enhance town streetscapes and public spaces							
2.3.2.1	Promote and design the upgrading of public spaces	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Strategy 2.3.3 - Provide appropriately maintained cemeteries for our community

2.3.3.1	Administer the Shire's cemeteries in accordance with relevant legislation and modern practices	Operating	●	●	●	●	●
2.3.3.2	Ensure all cemeteries are managed in accordance with established plans and industry standards and maintained and approved in accordance with all necessary legal and administrative requirements	Operating	●	●	●	●	●

Strategy 2.3.4 - Encourage the development of trails in line with the Trails Master Plan

2.3.4.1	Seek funding to progress the development of priority trails identified in the Plantagenet Trails Masterplan (Wildflower Walk Trail and Tower Hill Trail)	Capital	●	●	●	●	●
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Outcome 2.04 - Safe and reliable transport infrastructure

Strategy 2.4.1 - Maintain and further develop roads and pathways at appropriate standards

2.4.1.1	Ensure the Council's ongoing access to materials for the construction and maintenance of its road network	Operating	●	●	●	●	●
2.4.1.2	Maintain and improve constructed footpath infrastructure	Both	●	●	●	●	●
2.4.1.3	Encourage the establishment, promotion and resourcing of appropriate dual use path facilities	Capital	●	●	●	●	●
2.4.1.4	Identify outstanding road encroachments and rectify	Operating	●	●	●	●	●
2.4.1.5	Identify the need for road resumptions for future road construction and maintenance and instigate those resumptions	Operating	●	●	●	●	●
2.4.1.6	Construct and maintain Shire roads and associated infrastructure to the standard adopted by the Council and in accordance with requirements of State agencies	Both	●	●	●	●	●

Strategy 2.4.2 - Maintain Shire drainage systems

2.4.2.1	Manage drainage infrastructure in a manner which minimises flooding on private property and public infrastructure	Both	●	●	●	●	●
2.4.2.2	Identify and record existing drainage systems to provide the basis for future infrastructure requirements	Operating	●	●	●	●	●

Strategy 2.4.3 - Provide appropriate on-road and off-street car parking as well as parking control activities

2.4.3.1	Review the provision of on and off street parking	Operating	●	●	●	●	●
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Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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2.4.3.2	Enforce parking restrictions in controlled areas	Operating	●	●	●	●	●
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Strategy 2.4.4 - Investigate and respond to road safety and traffic issues throughout the District

2.4.4.1	Support the Roadwise Program	Operating	●	●	●	●	●
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2.4.4.2	Ensure both temporary and permanent road closures are processed and approved in accordance with all necessary legal and administrative requirements	Operating	●	●	●	●	●
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2.4.4.3	Effectively communicate with external agencies as required	Operating	●	●	●	●	●
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Strategy 2.4.5 - Maintain and control street signs, banners and directional signage

2.4.5.1	Encourage the display of promotional banners in Lowood Road and other places as appropriate	Operating	●	●	●	●	●
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2.4.5.2	Ensure the provision of directional, service and tourism signage, is acceptably integrated into the urban and rural landscape and the amenity of the locality is maintained and protected	Operating	●	●	●	●	●
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2.4.5.3	Ensure that all signs and other road safety devices are adequately maintained and replaced if showing signs of deterioration or damage	Operating	●	●	●	●	●
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Outcome 2.05 - Council buildings and facilities that meet community needs

Strategy 2.5.1 - Ensure Council buildings, facilities and public amenities are provided and maintained to an appropriate standard

2.5.1.1	Ensure all Council buildings are maintained and secured to defined service levels (In line with Asset Amnagement Plan and Building Maintenance Program)	Operating	●	●	●	●	●
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Strategy 2.5.2 - Develop new buildings and facilities in accordance with asset management principles and based on a planned and prioritised approach

2.5.2.1	Ensure new Council buildings are planned and constructed in line with policy and fit for purpose	Operating	●	●	●	●	●
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Strategy 2.5.3 - Continue to investigate opportunities to rationalise or devolve obsolete buildings and other assets

2.5.3.1	Pursue rationalisation of old halls and other buildings, in line with Community Halls and Buildings Policy	Operating	●	●	●	●	●
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Outcome 2.06 - Assets and infrastructure managed over the long term to meet current and future needs

Strategy 2.6.1 - Develop and implement long-term Service and Asset Management Plans for all Council assets, having regard for current and future asset needs and the Shire's long-term financial plan

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
2.6.1.1	Implement Asset Management Framework and Principles	Operating	●	●	●	●	●
2.6.1.2	Ensure the Council has an efficient and cost effective light fleet management program	Capital	●	●	●	●	●
2.6.1.3	Ensure the Council has an efficient and cost effective plant and machinery management program	Capital	●	●	●	●	●
2.6.1.4	Investigate development options for Council owned land and buildings	Operating	●	●	●	●	●
Strategy 2.6.2 - Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure							
2.6.2.1	Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure	Operating	●	●	●	●	●

Outcome 2.07 - Protection of natural environment

Strategy 2.7.1 - Provide effective environmental management and maintenance of the Council's land and reserves

2.7.1.1	Maintain the Council's land and reserves in accordance with the requirements of the relevant legislation	Operating	●	●	●	●	●
2.7.1.2	Maintain undeveloped Council reserves to the standard adopted by the Council	Operating	●	●	●	●	●
2.7.1.3	Maintain the natural values present on bush reserves controlled by the Shire	Operating	●	●	●	●	●
2.7.1.5	Identify and monitor areas affected by salinity impacting on Council land	Operating	●	●	●	●	●
2.7.1.6	Minimise long-term financial impacts from salinity due to the shortened life span of infrastructure assets Infrastructure assets include roads, bridges, drainage systems, service utilities and buildings	Operating	●	●	●	●	●
2.7.1.7	Rehabilitate all exhausted gravel pits	Operating	●	●	●	●	●
2.7.1.8	Ensure the Council maintains control over the erection of gates and stock grids across road reserves within the Shire	Operating	●	●	●	●	●
2.7.1.9	Ensure that drainage and road design does not adversely impact on the natural environment	Operating	●	●	●	●	●

Strategy 2.7.2 - Support the management of feral animals

2.7.2.1	Ensure pest control is a component of long-term sustainable management	Operating	●	●	●	●	●
2.7.2.2	Support programs to control and / or eradicate feral animals throughout the Shire	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Strategy 2.7.3 - Reduce the incursion of weeds on Council controlled roads and reserves

2.7.3.1	Develop a Shire of Plantagenet Weed Strategy suitable for Council adoption	Operating	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
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Strategy 2.7.4 - Promote and support community based environmental initiatives and protections

2.7.4.1	Manage natural resources in a sustainable manner on land owned or vested with the Council	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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2.7.4.2	Ensure no unauthorised clearing occurs within the Shire	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Outcome 2.08 - Awareness of and appropriate response to effects of climate variation

Strategy 2.8.1 - Support community education and promotion of energy and water efficiency

2.8.1.1	Work with relevant organisations to hold a program of workshops to encourage more sustainable practices around the home	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Strategy 2.8.2 - Investigate and adopt energy efficiency practices in Council operations

2.8.2.1	Ensure energy efficiency is a consideration in new building construction	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Strategy 2.8.3 - Investigate green energy initiatives

2.8.3.1	Integrate sustainability into all aspects of the Shire operations	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Strategy 2.8.4 - Consider climate variability in planning matters to minimise impact on the natural environment

2.8.4.1	Develop management plans that improve the performance of Council operations to address global warming	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Outcome 2.09 - Integrated waste management

Strategy 2.9.1 - Undertake rubbish collection services in Mount Barker, Kendenup and Narrikup townsites

2.9.1.1	Provide an efficient and economic waste collection and disposal service that is readily accessible to commercial and domestic properties in Mount Barker, Kendenup, Narrikup and Rocky Gully townsites	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Strategy 2.9.2 - Manage existing waste disposal sites and transfer stations in accordance with legislative requirements

2.9.2.1	Ensure the Shire's waste management sites are environmentally compliant	Operating	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
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Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
2.9.2.2	Provide waste facilities that are readily accessible to all stakeholders	Operating	●	●	●	●	●
2.9.2.3	Undertake appropriate forward planning to meet the Shire's long-term waste disposal needs	Operating	●	●	●	●	●
2.9.2.4	Provide a liquid waste facility that is readily accessible to all stakeholders	Operating	●	●	●	●	●
Strategy 2.9.3 - Develop and implement integrated waste management programs in line with the State Government's waste management principles							
2.9.3.1	Promote waste minimisation through education and improved infrastructure and resources within waste management sites	Operating	●	●	●	●	●
Strategy 2.9.4 - Investigate regional waste management co-operation opportunities							
2.9.4.1	Investigate possibility of regional cooperation for refuse disposal	Operating	●	●	●	●	●
Strategy 2.9.5 - Investigate and implement recycling capability							
2.9.5.1	Develop recycling facilities and services	Both	●	●	●	●	●
Outcome 2.10 - Efficient use and management of water resources							
Strategy 2.10.1 - Support development of sustainable potable water infrastructure							
2.10.1.1	Develop partnerships with State Government agencies to identify initiatives to reduce the use of reticulated potable water	Operating	●	●	●	●	●
Strategy 2.10.2 - Promote effective water management practices							
2.10.2.1	Implement strategies to conserve water, while still retaining amenity, sport and recreation and biodiversity outcomes	Operating	●	●	●	●	●
2.10.2.2	Provide water standpipes in Mount Barker, Kendenup and Narrikup to support local residents and emergency services requirements	Operating	●	●	●	●	●
Strategy 2.10.3 - Investigate waste water re-use							
2.10.2.3	Investigate proposals for re-use of waste water	Both	●	●	●	●	●
Strategy 2.10.4 - Support a coordinated approach to water resource management, including drainage							
2.10.4.1	Support a co-ordinated approach to local water resource management, including drainage	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
2.10.4.2	Support a co-ordinated approach to regional water resource management	Operating	●	●	●	●	●



Goal 3: Prosperous and sustainable local economy

Scope:

A strong local economy supports the business and residential sectors and contributes to employment opportunities and a broad range of services.

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Outcome 3.1 - Diverse, profitable and sustainable local business

Strategy 3.1.1 - Promote the District as a good business destination

3.1.1.1	Encourage business development within the district	Operating	●	●	●	●	●
3.1.1.2	Advocate for increased resources for business development	Operating	●	●	●	●	●

Strategy 3.1.2 - Encourage employment and training programs for local business

3.1.2.1	Assist in the dissemination of information for employment and training programs for local business	Operating	●	●	●	●	●
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Strategy 3.1.3 - Support the promotion and marketing of local businesses

3.1.3.1	Where appropriate, assist with the promotion and marketing of local businesses	Operating	●	●	●	●	●
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Strategy 3.1.4 - Promote the long term growth of the District

3.1.4.1	Promote the long term growth of the District by encouraging diverse, profitable and sustainable business	Operating	●	●	●	●	●
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Outcome 3.2 - A strong and diverse economic base

Strategy 3.2.1 - Identify and attract value adding and compatible new industries to the region

3.2.1.1	Facilitate the attraction of value adding and compatible new industries to the region	Operating	●	●	●	●	●
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Strategy 3.2.2 - Promote and support local industry development initiatives, including export in partnership with the State Government and regional organisations

3.2.2.1	Recognise and develop Plantagenet's unique rural character	Operating	●	●	●	●	●
3.2.2.2	Advocate the development of the Yerriminup Special Industrial Site	Operating	●	●	●	●	●

Strategy 3.2.3 - Develop and review policy to facilitate and support business development and economic growth

3.2.3.1	Prepare an economic development plan	Operating	●	○	○	○	○
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Strategy 3.2.4 - Advocate for downstream processing in established industries

3.2.4.1	Advocate for downstream processing activities in the district such as a cattle abattoir	Operating	●	●	●	●	●
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Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
Strategy 3.2.5 - Support the establishment of manufacturing businesses							
3.2.5.1	Ensure sufficient appropriately zoned land is available for manufacturing purposes	Operating	●	●	●	●	●
Outcome 3.3 - A well-developed relationship with industry, commerce and government							
Strategy 3.3.1 - Develop, maintain and strengthen relationships with local businesses							
3.3.1.1	Develop and maintain a local business database	Operating	●	●	●	●	●
3.3.1.2	Identify and promote various appropriate grant programs throughout the community	Operating	●	●	●	●	●
Strategy 3.3.2 - Encourage and support the development of a local Chamber of Commerce							
3.3.2.1	Encourage the creation of a peak body for business development in Plantagenet	Operating	●	●	●	●	●
Strategy 3.3.3 - Develop and maintain intergovernmental relationships							
3.3.3.1	Actively liaise with the GSDC regarding State initiatives that may benefit the region and Council initiatives that may benefit the region	Operating	●	●	●	●	●
3.3.3.2	Develop mechanisms to ensure communication with government departments in the region	Operating	●	●	●	●	●
Outcome 3.4 - A strong tourism region							
Strategy 3.4.1 - Promote and support local and regional tourism initiatives							
3.4.1.1	Develop a regional tourism plan	Operating	●	○	○	○	○
3.4.1.2	Collaborate with tourism peak bodies to promote the region	Operating	●	●	●	●	●
Strategy 3.4.2 - Provide infrastructure and services to support tourism							
3.4.2.1	Provide infrastructure and services to support local tourism	Operating	●	●	●	●	●
Outcome 3.5 - Appropriate infrastructure that supports sustainable economic development							
Strategy 3.5.1 - Promote release of serviced industrial, commercial and residential land							
3.5.1.1	Investigate release of serviced industrial, commercial and residential land with appropriate authorities	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
Strategy 3.5.2 - Advocate for improved provision of utility services across the region							
3.5.2.1	Liaise with utility providers to ensure that adequate power, water and sewer services are available in Plantagenet	Operating	●	●	●	●	●
Strategy 3.5.3 - Advocate for improved telecommunications infrastructure in the region							
3.5.3.1	Advocate for improved mobile telephone and broadband internet infrastructure in Plantagenet and the region	Operating	●	●	●	●	●
Strategy 3.5.4 - Support development of a Regional Economic Development Strategy							
3.5.4.1	Liaise with neighbouring Councils and appropriate government departments on the development of a Regional Economic Development Strategy	Operating	●	●	●	●	●
Strategy 3.5.5 - Manage and maintain the Saleyards to ensure that the facility is successful and self-sustaining							
3.5.5.1	Manage and maintain the Saleyards in accordance with the Strategic Plan and Business Plan for the facility	Operating	●	●	●	●	●
3.5.5.2	Ensure compliance with DEC environmental licence and other relevant requirements	Operating	●	●	●	●	●
3.5.5.3	Operate the Mount Barker Regional Saleyards as a self-sustaining business unit	Operating	●	●	●	●	●
3.5.5.4	Market the Mount Barker Regional Saleyards as the best in Western Australia	Operating	●	●	●	●	●
Outcome 3.6 - Sustainable population growth							
Strategy 3.6.1 - Attract new residents through promoting and marketing the benefits of living in the area							
3.6.1.1	Develop a sustainable population growth strategy	Operating	○	○	○	○	●
3.6.1.2	Investigate and promote housing development	Operating	●	●	●	●	●
3.6.1.3	Encourage variety in land use and housing to promote a diverse population and stronger community	Operating	●	●	●	●	●
3.6.1.4	Consider the diverse needs of various groups and communities in planning for the services required to cater for population growth	Operating	●	●	●	●	●
3.6.1.5	Monitor Shire population and demographic statistics	Operating	●	●	●	●	●

Goal 4: Effective Governance and Organisation

Scope:

An open and accountable professional organisation providing leadership for the community.



Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Outcome 4.1 - Effective governance and leadership

Strategy 4.1.1 - Provide effective leadership for the community

4.1.1.1	Inform and engage with the community	Operating	●	●	●	●	●
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Strategy 4.1.2 - Ensure the corporate structure is aligned with the Shire's strategic direction

4.1.2.1	Review the corporate structure in terms of the Shire's strategic direction	Operating	●	●	●	●	●
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Strategy 4.1.3 - Ensure the Council's decision making process is effective and transparent

4.1.3.1	Ensure that agendas and minutes are prepared and Council and Committee meetings are held in accordance with the appropriate legislation, local law and policies and corporate standards	Operating	●	●	●	●	●
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Strategy 4.1.4 - Support strategic alliances, stakeholder forums and advisory committees that assist Shire in policy development and service planning

4.1.4.1	Actively investigate resource sharing initiatives with VROC partners	Operating	●	●	●	●	●
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Strategy 4.1.5 - Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role

4.1.5.1	Undertake ongoing training for Councillors and senior staff emphasising the role of corporate governance	Operating	●	●	●	●	●
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Strategy 4.1.6 - Provide administrative support to Shire for Governance functions

4.1.6.1	Ensure that a system of processes through which the Shire conducts its decision making and directs, controls and monitors the operation of the organisation is implemented and maintained	Operating	●	●	●	●	●
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4.1.6.2	Provide the Council and staff with policies that cover a range of issues that are not binding but provide a basis for determining individual applications or requests	Operating	●	●	●	●	●
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4.1.6.3	Provide through delegation a mechanism to enable day to day business of the Council to be handled by the administration	Operating	●	●	●	●	●
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4.1.6.4	Maximise awareness of and compliance with relevant legislation	Operating	●	●	●	●	●
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Strategy 4.1.7 - Continue to support local government elections being conducted by an external body

4.1.7.1	Ensure that the election of Councillors is conducted in accordance with the Local Government Act (1995) and other appropriate legislation	Operating	●	○	●	○	●
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Outcome 4.2 - Effective engagement with the community and stakeholders

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
Strategy 4.2.1 - Have a well informed community							
4.2.1.1	Develop a community engagement and communication strategy	Operating	○	○	○	●	○
Strategy 4.2.2 - Encourage and support local independent media							
4.2.2.1	Encourage and support the continuation of a local independent media presence	Operating	●	●	●	●	●
Strategy 4.2.3 - Develop positive relations with other Councils							
4.2.3.1	Encourage ongoing development and support of Southern Link Voluntary Regional Organisation of Councils	Operating	●	●	●	●	●
Strategy 4.2.4 - Promote the profile of the District and the Region at appropriate regional, State and Federal forums							
4.2.4.1	Represent and promote the Council at appropriate regional, State and Federal forums	Operating	●	●	●	●	●
4.2.4.2	Develop the skills and information required for Counillors and senior staff to represent the interests of the Shire	Operating	●	●	●	●	●
Outcome 4.3 - Innovative and accessible customer services and information system							
Strategy 4.3.1 - Provide and promote responsive customer and licensing services							
4.3.1.1	Provide customer service to internal and external customers in line with the Customer Service Charter. Deliver timely, accurate and consistent information to our customers, ensure customer service is accessible and convenient to the whole community and maintain a positive image of the Shire	Operating	●	●	●	●	●
Strategy 4.3.2 - Implement review processes in service delivery							
4.3.2.1	Implement review processes in service delivery on a regular basis and as needed	Operating	●	●	●	●	●
Strategy 4.3.3 - Ensure effective integration and management of information and communication technology systems							
4.3.3.1	Maintain and upgrade IT infrastructure to appropriate standards	Both	●	●	●	●	●
4.3.3.2	Provide staff with efficient access to information, research material, government documentation and organisations.	Operating	●	●	●	●	●
4.3.3.3	Provide a presence on the internet through the Shire web site in order to provide information to stakeholders, accept payment of accounts and general enquiries and to market the Shire and its activities.	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
4.3.3.4	Protect the Shire's IT Infrastructure from computer viruses and theft, vandalism, or breach of confidentiality by computer hackers. In addition, to ensure that corporate electronic records are adequately backed up and protected and able to be restored and re-deployed if required.	Operating	●	●	●	●	●
4.3.3.5	Provide a cost effective IT service which supports and provides efficiencies in internal procedures and work practices, enhances communication between staff, elected members and external stakeholders	Operating	●	●	●	●	●
4.3.3.6	Provide the Council, staff and stakeholders with financial and other information relating to the operations of the Shire to satisfy legal requirements, facilitate an efficient decision making process and to assist managers and other staff in managing their business areas more effectively and efficiently	Operating	●	●	●	●	●

Strategy 4.3.4 - Increase use of new technology to engage with the public and keep them informed

4.3.4.1	Investigate and utilise new technology to engage with the public	Operating	●	●	●	●	●
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Outcome 4.4 - Effective integrated planning and reporting processes

Strategy 4.4.1 - Develop, implement and maintain a Strategic Community Plan and Corporate Business Plan

4.4.1.1	Comply with legislation for Plan for the Future	Operating	●	●	●	●	●
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Strategy 4.4.2 - Develop, implement and maintain Asset Management Plans and the Long Term Financial Plan

4.4.2.1	Ensure that the Council's non-current assets are correctly identified and recorded in our books of account and registers in accordance with legislation and user requirements	Operating	●	●	●	●	●
4.4.2.2	Further develop Asset Management Planning beyond Stage 1	Operating	●	●	●	●	●
4.4.2.3	Maintain the Long Term Financial Plan	Operating	●	●	●	●	●

Strategy 4.4.3 - Develop, implement and maintain other plans required by the Integrated Planning process

4.4.3.1	Develop and maintain all other plans required by the Integrated Planning process, as identified	Operating	●	●	●	●	●
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Strategy 4.4.4 - Implement Council wide performance management reporting

4.4.4.1	Enable comparison of key performance indicators and overall performance with organisations undertaking comparable roles	Operating	●	●	●	●	●
4.4.4.2	Develop a benchmarking process	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
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Outcome 4.5 - Skilled, committed and professional staff in a supportive environment

Strategy 4.5.1 - Provide opportunities for the professional development of Shire staff members

4.5.1.1	Attract, retain and develop staff that are best suited to the Shire	Operating	●	●	●	●	●
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Strategy 4.5.2 - Ensure safe work practices through implementation of appropriate Occupational, Health, Safety and Welfare practices

4.5.2.1	Maintain a safe working environment, ensuring legislative and internal compliance	Operating	●	●	●	●	●
4.5.2.2	Aim to reduce Workers Compensation Claims cost and improve the level of workplace based rehabilitation	Operating	●	●	●	●	●

Strategy 4.5.3 - Implement an appropriate staff performance appraisal and development systems linked to strategic and business plans

4.5.3.1	Undertake annual development reviews of all staff	Operating	●	●	●	●	●
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Strategy 4.5.4 - Maintain and develop human resource management policies, procedures and systems for current and future workforce needs

4.5.4.2	Ensure that recruitment, selection and induction of staff is carried out efficiently in accordance with the Workforce Plan	Operating	●	●	●	●	●
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Outcome 4.6 - Effective and efficient corporate and administrative services

Strategy 4.6.1 - Provide a full range of financial services to support Shire's operations and to meet planning, reporting and accountability requirements

4.6.1.1	Ensure accounting systems provide accurate recording, management, security and reporting functions	Operating	●	●	●	●	●
4.6.1.2	Ensure the Audit function is carried out in accordance with legislative requirements	Operating	●	●	●	●	●
4.6.1.3	Ensure that the Shire's purchasing practises are in accordance with the Council's Purchasing Policy, relevant legislation and appropriate internal controls	Operating	●	●	●	●	●
4.6.1.4	Ensure that all moneys owed to the Shire are collected in accordance with the Council's policies and all debtors are treated in a fair and equitable manner	Operating	●	●	●	●	●
4.6.1.5	Ensure that annual budgets are realistic, accurate, comply with legislation and achieve the aims established by the Council in its Long Term Planning documents	Operating	●	●	●	●	●
4.6.1.6	Responsibly manage the Council's financial resources	Operating	●	●	●	●	●

Strategy 4.6.2 - Develop and maintain Risk Management policies and procedures

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
4.6.2.2	Develop policies regarding risk mitigation to satisfy new Local Government Act requirements	Operating	●	●	●	●	●
Strategy 4.6.3 - Maintain, develop and monitor rating and property strategies							
4.6.3.1	Set fair and reasonable property rating levels, which aim to achieve equity in the maintenance of infrastructure between generations and maintain accurate rating roll records	Operating	●	●	●	●	●
4.6.3.3	Undertake reviews of street numbering where issues arise or as a result of infill development	Operating	●	●	●	●	●
4.6.3.2	Identify and resolve boundary encroachments which impact on Shire properties	Operating	●	●	●	●	●
Strategy 4.6.4 - Provide support services for works and plant operations							
4.6.4.2	Ensure any private works undertaken by the Council are both cost effective and in accordance with the organisation's objectives	Operating	●	●	●	●	●
4.6.4.3	Develop internal controls to protect and secure the Council's small plant and equipment	Operating	●	●	●	●	●
Strategy 4.6.5 - Staff remuneration and other benefits are accurate and paid in a timely manner							
4.6.5.1	Maintain and develop payroll systems and procedures	Operating	●	●	●	●	●
Strategy 4.6.6 - Ensure Shire's property, administration and records systems are managed effectively and efficiently							
4.6.6.1	Ensure that streets, parks, buildings and other Council infrastructure are appropriately named	Operating	●	●	●	●	●
4.6.6.2	Maintain the Council's records of its freehold, vested and leased land	Operating	●	●	●	●	●
4.6.6.3	Maintain registers as required by legislation	Operating	●	●	●	●	●
4.6.6.4	Maintain accurate and complete documentation of the policies and records of the Shire	Operating	●	●	●	●	●
4.6.6.5	Establish and maintain mechanisms of control with respect to records creation and appropriate preservation in accordance with legislative requirements	Operating	●	●	●	●	●
4.6.6.6	Maintain mechanisms of control with respect to disposal of records in accordance with legislative requirements	Operating	●	●	●	●	●
4.6.6.6	Ensure that the Shire's tendering and contracting practises are in accordance with the Council's Purchasing Policy, relevant legislation and appropriate internal controls	Operating	●	●	●	●	●
4.6.6.7	Improve the effectiveness and efficiency of the Council's management systems	Operating	●	●	●	●	●

Outcome / Action Ref. Strategy	Action	Operating/Capital	2015/16	2016/17	2017/18	2018/19	2019/20 onwards
4.6.6.8	Provide appropriate office equipment to enhance the efficiency and effectiveness of the organisation	Operating	●	●	●	●	●
4.6.6.9	Ensure public access to information or records held by the Shire meets legislative requirements	Operating	●	●	●	●	●
4.6.6.10	Ensure that the Shire's infrastructure is prudently insured and that the Council possesses adequate coverage for risks such as public liability and workers compensation	Operating	●	●	●	●	●
4.6.6.11	Identify Grant Funding Opportunies as a means of financing (fully or partially) Council projects	Operating	●	●	●	●	●
4.6.6.12	Ensure that the Council's legitimate corporate interests are protected by seeking legal advice where appropriate	Operating	●	●	●	●	●
4.6.6.13	Ensure that the administrative functions are managed in an efficient and effective manner in accordance with the Local Government Act 1995	Operating	●	●	●	●	●