



# **STRATEGIC COMMUNITY PLAN 2012-2022**





GOVERNMENT OF  
WESTERN AUSTRALIA

Department of **Local Government**

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Department of **Regional Development and Lands**



**ROYALTIES**  
FOR REGIONS

The Shire of Plantagenet wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this plan.

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## 1 FOREWORD

### Message from the CEO



Although the requirement for a Strategic Community Plan is now legislated, the Shire of Plantagenet has taken the opportunity to review its existing plans and integrate all of its planning by referencing one document.

This plan incorporates our Corporate Plan, Long Term Financial Plan, Asset Management Plan, Human Resource Plan and Marketing Plan.

The plan started in 2010 when the Council agreed that planning that incorporated the Community's aspirations was essential and allocated sufficient funds to give every elector in the District the opportunity to participate in a Community Needs Survey. The results of that survey have been incorporated into this plan, to reflect our Community's needs and wants.

In particular those needs and wants have been balanced against what is affordable.

The plan will be reviewed every two years, even though it is addressing, initially, a ten year period.

**Rob Stewart**  
*Chief Executive Officer*

## 2 YOUR COUNCILLORS



**Cr. KEN CLEMENTS**  
**(SHIRE PRESIDENT)**  
Serving Period: 2011 - 2015



**Cr. MICHAEL SKINNER**  
**(DEPUTY SHIRE PRESIDENT)**  
Serving Period: 2009 - 2013



**Cr. BRETT BELL**  
Serving Period: 2009 - 2013



**Cr. SUE ETHERINGTON**  
Serving Period: 2009 - 2013



**Cr. LEN HANDASYDE**  
Serving Period: 2009 - 2013



**Cr. JEFF MOIR**  
Serving Period: 2009 - 2013



**Cr. ANDRUS BUDRIKIS**  
Serving Period: 2011 - 2015



**Cr. GERT MESSMER**  
Serving Period: 2011 - 2015



**Cr. CHRIS PAVLOVICH**  
Serving Period: 2011 - 2015

### 3 ABOUT THIS PLAN

This Strategic Community Plan 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.

The **Strategic Community Plan 2012 – 2022** has been developed with reference to the plans and strategies of the Council, Regional and State plans, and input from a community engagement process.

The Shire has considered a range of inputs from the community in developing this plan. The Shire sent a survey form to all electors who reside in the Shire, a total of approximately 3,500 people. This survey was based on a previous survey undertaken in 2002. A total of 694 usable surveys were received. A consultant was engaged to provide a detailed research report based on the results of the surveys received, which included a comparison to the 2002 survey results.

The Shire engaged consultants from CAM Management Solutions to assist with the development of a 10 year Strategic Community Plan and initiate the Corporate Business Planning process. Councillor and staff workshops were held which included:

- A review of findings from an environmental scan;
- A review of the community engagement results;
- A discussion of key challenges and opportunities for the Shire of Plantagenet over the next 10 years.

This Strategic Community Plan is the outcome of those deliberations. This plan was advertised for public comment in May 2012 and a community meeting was held on 22 May 2012 to provide additional input.

In developing this plan, the Council has considered the capacity of its current resources and the anticipated capacity of its future resources. Further consideration of this will be given in the preparation of more detailed business plans and a workforce plan. 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 at least once every four years.

The establishment of our common vision (where we want to be) and organisational mission (why we exist, whom we serve, what we deliver) has enabled the development of key goals (high level outcomes linked to achieving the vision) for the organisation, which have in turn provided the framework for development of outcomes (to attain goals) and strategies (methods of achieving outcomes to fulfil the mission).

Individual actions or processes will be developed to implement the strategies in this plan. These actions or processes are defined at the Shire's department and team level on an annual basis (Business Planning) and the diagram below illustrates the interrelationship of these parts of the Strategic Planning process.

### The Strategic Planning Pyramid





### 4 Shire Snapshot



The Shire of Plantagenet is located in the southern part of the Great Southern Region of Western Australia and is bordered by the Shires of Cranbrook and Gnowangerup in the north, the City of Albany in the east and south-east, the Shire of Denmark in the south, and the Shire of Manjimup in the west. Mount Barker, the Shire's commercial centre lies in the middle of the Shire and is located 359km south of Perth and 50km north of Albany on Albany Highway. 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 settlements of Kendenup, Narrikup, Rocky Gully and Porongurup.

The main economic activities of the region revolve around agriculture and tourism. For agriculture, the focus is mainly on

wheat, sheep (wool and meat), beef cattle, wine, canola and olives. Silviculture, especially plantations of Tasmanian Blue Gums (*Eucalyptus globulus*), is also a major industry in the Shire. Local tourist attractions include the Porongurup Range and Stirling Range, several wineries/cellar sales, a museum based within the original police station, St Werburgh's Chapel, Frost Park thoroughbred racing facility, Mount Barker Windfarm, Tower Hill Lookout communications tower, Roundhouse, Mitchell House Arts Centre and Banksia Farm Tea Rooms.

Settlement of the area dates from the 1830s, with land used mainly for sheep grazing. Population was minimal until the early 1900s when land was subdivided. Gradual growth continued from the post-war years, particularly from the 1980s. The population increased during the 1990s, and then was relatively stable between 2001 and 2006, a result of new dwellings being added to the area, but a decline in the average number of persons living in each dwelling. Pardelup Prison Farm, a minimum security prison, is situated on Muir Highway, 27km west of Mount Barker. This facility provides labour based services to the community and is believed to have a minor impact on local population movements and demographics.

Major features of the area include Stirling Range National Park, Porongurup National Park, part of Mount Lindesay National Park, Pardelup Nature Reserve, Sheepwash Creek Nature Reserve, Tootanellup Nature Reserve, Wamballup Lake Nature Reserve, Great Southern Regional Cattle Saleyards, Mount Barker Community College, Kendenup Primary School, Great Southern Institute of Technology campus and various wineries.



### 5 Town Profiles

#### Mount Barker



Mount Barker is the major town within the Shire of Plantagenet and is located 50km north of Albany. Mount Barker is a significant service centre for the surrounding agricultural areas. Services include a community college, community centres, state of the art medical centre, hospital and nursing homes, restored railway station visitor centre, parklands and nature playground development.

#### Kendenup



Kendenup is located approximately 20km north of Mount Barker and to the east of Albany Highway. Originally a sheep station, Jack DeGaris established a subdivision based on the 'closer settlement' model in the 1920's. A significant number of new houses have been built in the last 10 years with commensurate population growth.

#### Porongurup



The Porongurup area is rich in natural and cultural heritage value. The area has a diversity of flora, fauna and is within the South-West botanical province which has been identified as one of the world's 25 biodiversity 'hot spots'. The peaks in the Porongurup National Park are an important landscape feature and the Porongurup Range is the dominating physical characteristic of the area. As well as being a highly desirable place to live, the area has long been recognised as a significant tourist attraction. The National Park attracts more than 45,000 visitors per year.

### Narrikup



Narrikup is located approximately 18km south of Mount Barker and to the west of Albany Highway. The village provides an attractive alternative lifestyle to the larger regional towns and it has good accessibility to both Mount Barker and Albany.

Narrikup has been an important growth area within the Shire and its main attraction has been its small scale village character and its role as a service centre for surrounding rural areas.

### Rocky Gully



Rocky Gully is located on the southern side of Muir Highway at the western end of the Shire and some 68km from Mount Barker. The town was established as part of the war service settlement scheme in the 1950's. It also served as a centre for timber milling. It is a service centre for the surrounding rural area.

### 6 STRATEGIC PROFILE

The Shire of Plantagenet has had a stable population growth over the past 10 years. The Preliminary Census of Population and Housing data from the Australian Bureau of Statistics (ABS) estimates the resident population for the Shire at 5,116 people in 2011.

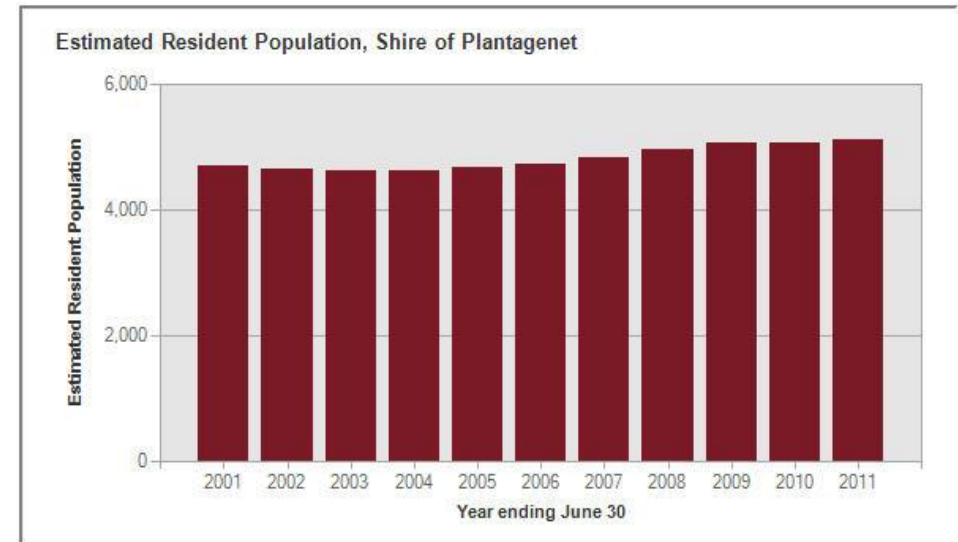
According to the 2006 ABS Census, in comparison to Regional Western Australia, there was a larger proportion of people in the younger (0 to 17) age groups ie 27.3% compared to 25.4% regionally and a larger proportion of people in the older (60+) age groups ie 19.6% compared to 17.7% regionally.

Overall, 40.1% of total families were couple families with children, and 11.1% were one-parent families, compared with 42.9% and 13.8% respectively for Regional Western Australia.

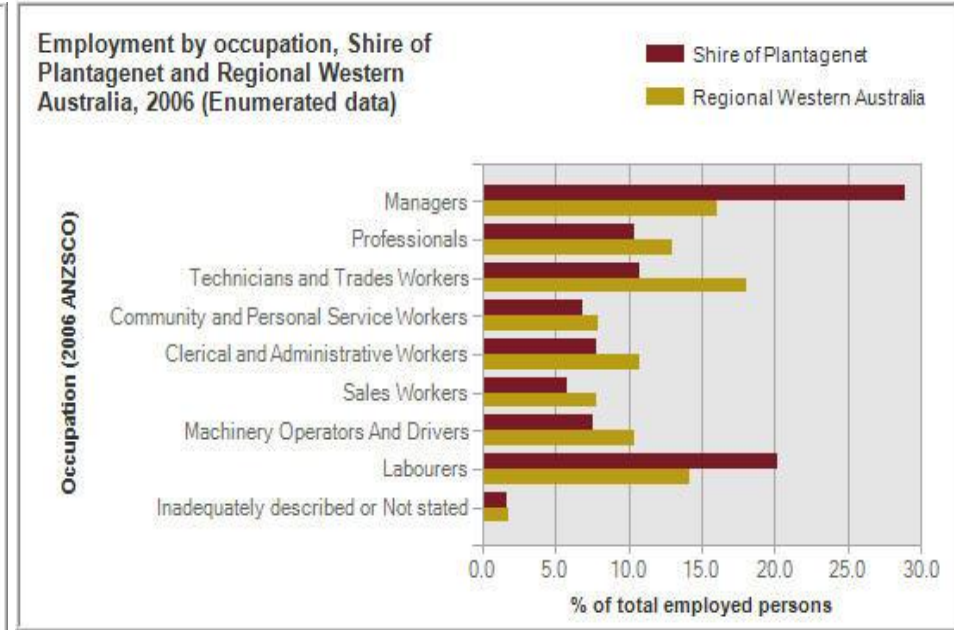
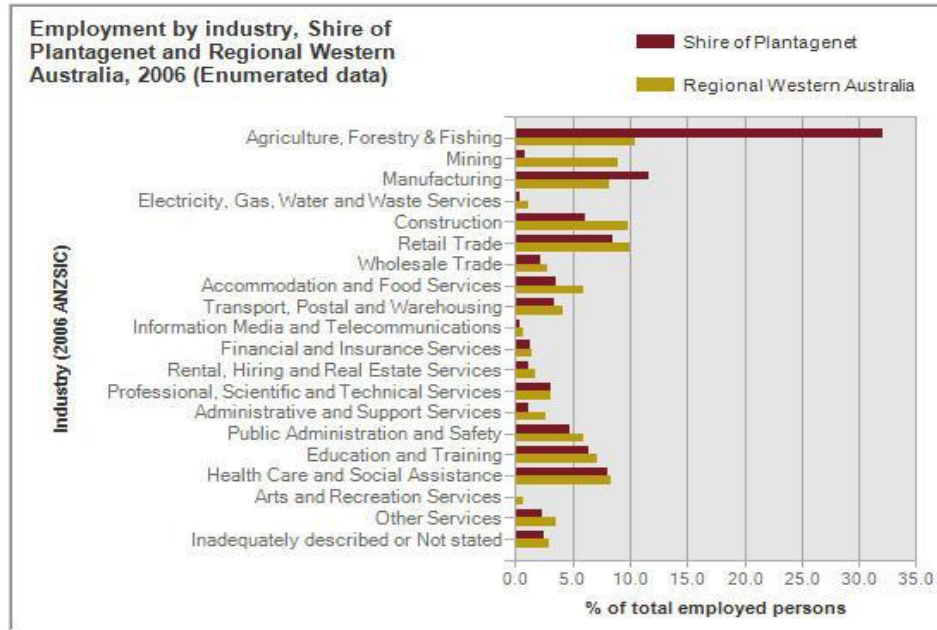
The region’s Gross Regional Product in 2005/06 was \$2.1 billion, the latest estimate available.

The size of the Shire’s labour force in 2006 was 1,999 persons; of which 674 were employed part-time (33.7%) and 1,194 were full time workers (59.7%). Analysis of the Shire’s employment status in comparison to Regional Western Australia in 2006 shows that there was a similar proportion of employed, ie 95.6% compared to 96% regionally and unemployed 4.4% compared to 4% regionally.

The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. According to the 2006 ABS Census, in comparison to Regional Western Australia, the labour force participation rate for the Shire was 60.6% compared to 60.3% regionally.







The top three industry sectors for employment in 2006 were Agriculture, Forestry and Fishing (614 persons or 32.1%), Manufacturing (222 persons or 11.6%) and Retail Trade (162 persons or 8.5%). The total of these three industries employed 998 people or 49.9% of the total labour force. In comparison, Regional Western Australia employed 10.4% in Agriculture, Forestry and Fishing; 8.2% in Manufacturing; and 10.1% in Retail Trade.

The top three occupations for employment in 2006 were Managers (553 persons or 28.9%), Labourers (386 persons or 20.2%) and Technicians and Trades Workers (205 persons or 10.7%). In combination these three occupations accounted for 1,144 people in total or 59.8% of the employed resident. In comparison, Regional Western Australia employed 16.0% as Managers; 14.1% as Labourers; and 18.1% as Technicians and Trades Workers.



## 7 VISION

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

## 8 MISSION

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

## 9 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



## 10 STRATEGIC PLAN FRAMEWORK

The table below provides an overview of the Council's strategic Goals and Outcomes.

Goals	Community Pride and Wellbeing	Enhanced Natural and Built Environment	Prosperous and Sustainable Local Economy	Effective Governance and Organisation
Outcomes	<ul style="list-style-type: none"> <li>• Health and family support services that are accessible and meet the needs of our community</li> <li>• Promote and enforce Public and Environmental Health Requirements</li> <li>• A cohesive and supportive community</li> <li>• Opportunities for development and participation of our youth</li> <li>• Recreation, sporting and leisure facilities that support the wellbeing of the community</li> <li>• Quality of life for the aged</li> <li>• Quality of life for the disabled</li> <li>• Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community</li> <li>• A safe Plantagenet</li> </ul>	<ul style="list-style-type: none"> <li>• Long term planning and development guided by the Planning Vision</li> <li>• Appropriate development which is diverse in nature and protects local heritage</li> <li>• Pleasant streetscapes, open spaces, parks and gardens</li> <li>• Safe and reliable transport infrastructure</li> <li>• Council buildings and facilities that meet community needs</li> <li>• Assets and infrastructure managed over the long term to meet current and future needs</li> <li>• Protection of natural environment</li> <li>• Awareness of and appropriate response to effects of climate variation</li> <li>• Integrated waste management</li> <li>• Efficient use and management of water resources</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse, profitable and sustainable local business</li> <li>• A strong and diverse economic base</li> <li>• A well-developed relationship with industry, commerce and government</li> <li>• A strong tourism region</li> <li>• Appropriate infrastructure that supports sustainable economic development</li> <li>• Sustainable population growth</li> </ul>	<ul style="list-style-type: none"> <li>• Effective governance and leadership</li> <li>• Effective engagement with the community and stakeholders</li> <li>• Innovative and accessible customer services and information system</li> <li>• Implementation of effective integrated planning and reporting processes</li> <li>• Skilled, committed and professional staff in a supportive environment</li> <li>• Effective and efficient corporate and administrative services</li> </ul>





## **Goal 1: Community Pride and Wellbeing**

### **Scope:**

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

**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**

**Strategy 1.1.2: Advocate for health and family support services**

**Strategy 1.1.3: Provide and promote childhood development services and facilities**

**Outcome 1.2: Promote and enforce Public and Environmental Health Requirements**

**Strategy 1.2.1: Provide food premises inspections**

**Strategy 1.2.2: Provide public building inspections**

**Strategy 1.2.3: Undertake food safety and public health promotion**

**Strategy 1.2.4: Work with the State Government to control infectious diseases**

**Strategy 1.2.5: React to emerging health threats**

**Outcome 1.3: A cohesive and supportive community**

**Strategy 1.3.1: Promote and support community and cultural events**

**Strategy 1.3.2: Promote and support the initiatives and achievements of our volunteers**

**Strategy 1.3.3: Work in partnership with community groups to assist in attracting new volunteers**

**Strategy 1.3.4: Actively promote and assist community groups and clubs**

**Strategy 1.3.5: Review access to community services within the Shire**

- Outcome 1.4: Opportunities for development and participation of our youth**
- Strategy 1.4.1: Promote programs that assist in youth development and leadership**
  - Strategy 1.4.2: Provide and promote appropriate and accessible facilities and activities for youth**
  - Strategy 1.4.3: Support youth training and employment programs**
- 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**
  - Strategy 1.5.2: Promote sporting, recreation and leisure facilities and programs in the District**
  - Strategy 1.5.3: Develop Sounness Park as the primary ball sports facility in the District**
  - Strategy 1.5.4: Promote the development of Frost Park as a major equine centre in the Great Southern Region**
  - Strategy 1.5.5: Improve and promote Recreation Centre services and programs to encourage increased patronage**
  - Strategy 1.5.6: Maintain a safe pool facility and enhance aquatic programs to encourage increased patronage**
- Outcome 1.6: Quality of life for the aged**
- Strategy 1.6.1: Provide and promote services and facilities that meet the needs of the aged**
  - Strategy 1.6.2: Support quality home care for the aged**
  - Strategy 1.6.3: Support the provision of active ageing activities for seniors**



**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**

**Strategy 1.7.2: Implement the Shire's Disability Access and Inclusion Plan**

**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**

**Strategy 1.8.2: Encourage facilities that support lifelong learning opportunities**

**Strategy 1.8.3: Support the provision of appropriate, accessible arts facilities and activities to encourage artistic and cultural expression**

**Strategy 1.8.4: Include arts and cultural considerations in all aspects of urban and social planning**

**Strategy 1.8.5: Promote and support community and cultural events**

**Outcome 1.9: A safe Plantagenet**

**Strategy 1.9.1: Provide animal control in accordance with legislative requirements**

**Strategy 1.9.2: Support the community in emergency and fire management planning, preparedness, response and recovery**

**Strategy 1.9.3: Support crime prevention programs**

**Strategy 1.9.4: Promote and support planning and activities that encourage a safe and responsible community**

**Strategy 1.9.5: Advocate for appropriate lighting in streets and public places**

**Strategy 1.9.6: Continue to develop CCTV coverage in Mount Barker**

## 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 2.1: Long term planning and development guided by the Planning Vision**
- Strategy 2.1.1: Review, update and implement the Planning Vision**
  - Strategy 2.1.2: Actively work with neighbouring Councils on a regional approach to planning and development issues**
  - Strategy 2.1.3: Collaborate with the State Government to ensure that local planning development and long term growth needs are met**
  - Strategy 2.1.4: Prepare a Mount Barker townsite strategy for long term growth**
  - Strategy 2.1.5: Encourage and promote the use of good agricultural land for food production**
- Outcome 2.2: Appropriate development which is diverse in nature and protects local heritage**
- Strategy 2.2.1: Provide supportive planning and development guidance and liaison on major land developments**
  - Strategy 2.2.2: Ensure quality, consistent and responsive development and building assessment approval processes and enforcement**
  - Strategy 2.2.3: Control advertising signage**
  - Strategy 2.2.4: Actively work with other government bodies on state, regional planning and development issues**
  - Strategy 2.2.5: Encourage industry, business and residential development that is consistent with the individual character of towns**
  - Strategy 2.2.6: Support the conservation and maintenance of heritage buildings, heritage items and places of interest**

**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

**Strategy 2.2.8:** Control extractive industries

**Outcome 2.3:** 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

**Strategy 2.3.2:** Develop, maintain and enhance town streetscapes and public spaces

**Strategy 2.3.3:** Provide appropriately maintained cemeteries for our community

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

**Outcome 2.4:** Safe and reliable transport infrastructure

**Strategy 2.4.1:** Maintain and further develop roads and pathways at appropriate standards

**Strategy 2.4.2:** Maintain Shire drainage systems and undertake appropriate flood mitigation measures

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

**Strategy 2.4.4:** Investigate and respond to road safety and traffic issues throughout the District

**Strategy 2.4.5:** Maintain and control street signs, banners and directional signage

- Outcome 2.5: 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**
  - Strategy 2.5.2: Develop new buildings and facilities in accordance with asset management principles and based on a planned and prioritised approach**
  - Strategy 2.5.3: Continue to investigate opportunities to rationalise or devolve obsolete buildings and other assets**
- Outcome 2.6: 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**
  - Strategy 2.6.2: Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure**
- Outcome 2.7: Protection of natural environment**
- Strategy 2.7.1: Provide effective management and maintenance of the Council's land and reserves**
  - Strategy 2.7.2: Support the management of feral animals**
  - Strategy 2.7.3: Provide weed management on roadsides**
  - Strategy 2.7.4: Promote and support community based environmental initiatives and protections**

- Outcome 2.8: Awareness of and appropriate response to effects of climate variation**
- Strategy 2.8.1: Support community education and promotion of energy and water efficiency**
  - Strategy 2.8.2: Investigate and adopt energy efficiency practices in Council operations**
  - Strategy 2.8.3: Investigate green energy initiatives**
  - Strategy 2.8.4: Consider climate variability in planning matters to minimise impact on the natural environment**
- Outcome 2.9: Integrated waste management**
- Strategy 2.9.1: Undertake rubbish collection services in Mount Barker, Kendenup and Narrikup townsites**
  - Strategy 2.9.2: Manage existing waste disposal sites and transfer stations in accordance with legislative requirements**
  - Strategy 2.9.3: Develop and implement integrated waste management programs in line with the State Government's waste management principles**
  - Strategy 2.9.4: Investigate regional waste management co-operation opportunities**
  - Strategy 2.9.5: Investigate and implement recycling capability**



- Outcome 2.10: Efficient use and management of water resources**
- Strategy 2.10.1: Support development of sustainable potable water infrastructure**
  - Strategy 2.10.2: Investigate waste water re-use**
  - Strategy 2.10.3: Promote effective water management practices**
  - Strategy 2.10.4: Support a coordinated approach to local and regional water resource management, including drainage**



### 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 3.1: Diverse, profitable and sustainable local business**
- Strategy 3.1.1: Advocate for increased resources for business development**
  - Strategy 3.1.2: Promote the District as a good business destination**
  - Strategy 3.1.3: Support employment and training programs for local business**
  - Strategy 3.1.4: Support the promotion and marketing of local businesses**
  - Strategy 3.1.5: Promote the long term growth of the District**
- Outcome 3.2: A strong and diverse economic base**
- Strategy 3.2.1: Facilitate the identification and attraction of value adding and compatible new industries to the region**
  - Strategy 3.2.2: Promote and support local industry development initiatives including export in partnership with the State Government and regional organisations**
  - Strategy 3.2.3: Develop and review policy to facilitate and support business development and economic growth**
  - Strategy 3.2.4: Advocate for downstream processing in established industries**
  - Strategy 3.2.5: Support the establishment of manufacturing businesses**



- Outcome 3.3: A well-developed relationship with industry, commerce and government**
- Strategy 3.3.1: Develop, maintain and strengthen relationships with local businesses
  - Strategy 3.3.2: Encourage and support the development of a local Chamber of Commerce
  - Strategy 3.3.3: Develop and maintain intergovernmental relationships
- Outcome 3.4: A strong tourism region**
- Strategy 3.4.1: Promote and support local and regional tourism initiatives
  - Strategy 3.4.2: Provide infrastructure and services to support tourism
  - Strategy 3.4.3: Collaborate with tourism peak bodies to promote the region
- Outcome 3.5: Appropriate infrastructure that supports sustainable economic development**
- Strategy 3.5.1: Promote release of serviced industrial, commercial and residential land
  - Strategy 3.5.2: Advocate for improved provision of utility services across the region
  - Strategy 3.5.3: Advocate for improved telecommunications infrastructure in the region
  - Strategy 3.5.4: Support development of a Regional Economic Development Strategy
  - Strategy 3.5.5: Manage and maintain the Saleyards to ensure that the facility is successful and self-sustaining

**Outcome 3.6: Sustainable population growth**

**Strategy 3.6.1 Attract new residents through promoting and marketing the benefits of living in the area**

**Strategy 3.6.2 Investigate and promote housing development**

**Strategy 3.6.3 Encourage variety in land use and housing to promote a diverse population and stronger community**

**Strategy 3.6.4 Consider the diverse needs of various groups and communities in planning for the services required to cater for population growth**

## Goal 4: Effective Governance and Organisation

### Scope:

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





**Outcome 4.1: Effective governance and leadership**

- Strategy 4.1.1: Provide leadership for the community in sustainability issues and local government reform matters**
- Strategy 4.1.2: Ensure the corporate structure is aligned with the Shire's strategic direction**
- Strategy 4.1.3: Ensure the Council's decision making process is effective and transparent**
- Strategy 4.1.4: Support strategic alliances, stakeholder forums and advisory committees that assist Shire in policy development and service planning**
- Strategy 4.1.5: Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role**
- Strategy 4.1.6: Provide administrative support to Shire for Governance functions**
- Strategy 4.1.7: Continue to support local government elections being conducted by an external body**

**Outcome 4.2: Effective engagement with the community and stakeholders**

- Strategy 4.2.1: Develop a community engagement and communication strategy**
- Strategy 4.2.2: Encourage and support the continuation of a local independent media presence**
- Strategy 4.2.3: Work cooperatively with other Councils**
- Strategy 4.2.4: Represent and promote the Council at appropriate regional, State and Federal forums**

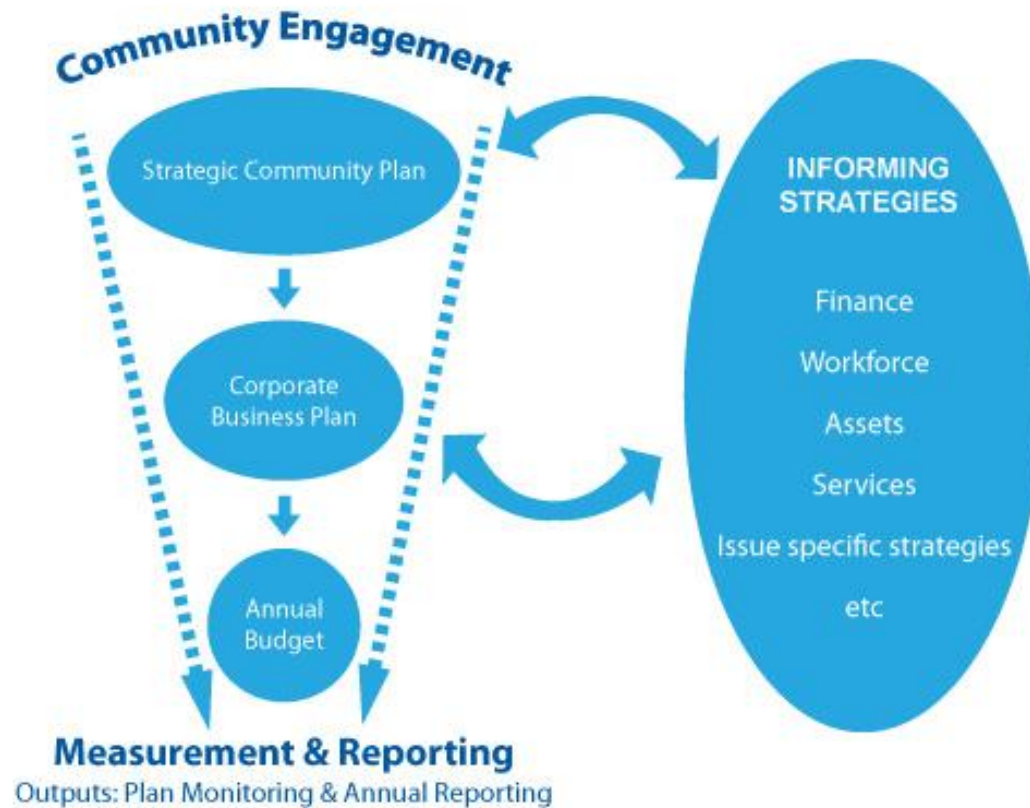
- Outcome 4.3: Innovative and accessible customer services and information system**
- Strategy 4.3.1: Provide and promote responsive customer and licensing services**
  - Strategy 4.3.2: Implement a program of continuous improvement in service delivery**
  - Strategy 4.3.3: Ensure effective integration and management of information and communication technology systems**
  - Strategy 4.3.4: Increase use of new technology to engage with the public and keep them informed**
- 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**
  - Strategy 4.4.2: Develop, implement and maintain Asset Management Plans and the Long Term Financial Plan**
  - Strategy 4.4.3: Develop, implement and maintain other plans required by the Integrated Planning process**
  - Strategy 4.4.4: Implement Council wide performance management reporting**

- 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**
  - Strategy 4.5.2: Ensure safe work practices through implementation of appropriate Occupational, Health, Safety and Welfare practices**
  - Strategy 4.5.3: Implement an appropriate staff performance appraisal and development systems linked to strategic and business plans**
  - Strategy 4.5.4: Maintain and develop human resource management policies, procedures and systems for current and future workforce needs**
- 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**
  - Strategy 4.6.2: Develop and maintain Risk Management policies and procedures**
  - Strategy 4.6.3: Maintain, develop and monitor rating and property strategies**
  - Strategy 4.6.4: Provide support services for works and plant operations**
  - Strategy 4.6.5: Maintain and develop payroll systems and procedures**
  - Strategy 4.6.6: Ensure Shire's administration and records systems are managed effectively and efficiently**



# 11 STRATEGIC PLAN IMPLEMENTATION

## Elements of the Integrated Planning Framework



The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the Council’s Asset Management, Workforce and Long Term Financial Plans.

The integration of asset, service and financial plans means the Shire’s resource capabilities are matched to the Plantagenet community’s needs.

Implementation of this Strategic Plan is achieved through the development of priority actions and projects as part of the Corporate Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.



Shire of Plantagenet  
Strategic Community Plan 2012-2022