

MESSAGE FROM THE SHIRE PRESIDENT

Councillor Kevin Forbes

This is our vision for Plantagenet. It has been developed from our community consultation but primarily from the Community Needs Study carried out in 2002.

Please read this document and give us your feedback. It's a living document and we will be revising it regularly to reflect the community's wants and what we are able to achieve responsibly within our means.

January 2003

STRATEGIC Plan





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The Shire of Plantagenet

today

Plantagenet is a prosperous rural community experiencing new trends in rural productivity through viticulture, horticulture and agroforestry.

Although a positive population growth is exhibited, the Shire is nevertheless affected by the changing nature of rural land use, commodity prices, weather and the departure of our younger community members who see educational and employment opportunities elsewhere.

The natural beauty of the Stirling and the Porongurup Ranges, wildflowers and bio-diversity add to the Shire's attractions.

Tourism is under-developed in comparison with nearby areas and has the potential to generate revenue and jobs.

the future

THE PLANTAGENET OF TOMORROW WILL DEVELOP FROM THE EFFORTS OF TODAY.

We believe that a community that is attractive to families will also be attractive to businesses and therefore our strategies will be two pronged. Business will not exist without people and people will not stay where there are no jobs for themselves or their children.

We believe that families want a safe and clean environment and therefore business and industry will need to be *appropriate* for our community.

Therefore we see successful businesses and successful families complementing each other and achieving financial, social and environmental outcomes that are acceptable to all.

To achieve this we will need to ensure that our infrastructure, community services and planning provide the appropriate environment to achieve such financial, social and environmental outcomes within our economic means.

We will be a strong cohesive community working together for common goals and acknowledging our diverse culture and heritage, resulting in....

a better quality of life for the people of Plantagenet

Our Vision

We see families and economic development as the mainstay for creating a community that will provide everything that is needed: economic security, safety and social networks within an environment that is clean and safe.

A district where people will come to raise families because of educational opportunities, health facilities, economic infrastructure and a variety of housing opportunities.

we will pursue our vision by

- Consulting with our Community.
- Protecting our Environment.
- Encouraging appropriate development.
- Being united.
- Speaking well of each other.
- Acknowledging our fiduciary responsibilities.
- Accepting the consequences of our actions.

Our Mission

To improve the quality of life for the people of Plantagenet, both present and future.

our values

- We will treat each other with courtesy and respect at all times.
- We will conduct ourselves honourably with the highest degree of integrity, honesty and trust.
- Hidden agendas, untruths and negative manipulation are not acceptable to us.
- We will show respect for each other regardless of individual belief, age, race, gender, religion or lifestyle.

Strengths, Weaknesses, Opportunities and Threats



strengths

- Our staff
- Our facilities
- Our tourism
- Our location
- Our community
- Our rural backbone

weaknesses

- Small rate base
- Non-retention of youth
- Degradation of infrastructure



opportunities

- Economic Development
- Recreation
- Eco-tourism
- Positive population growth

threats

- Lack of community cohesion
- Loss of family
- Natural disasters
- Unplanned development

Key Result Area 1

CORPORATE SERVICES



Scope and Focus

The Council has embarked on a programme of organisational change in order to meet its legislative responsibilities and to position itself to effectively deliver services.

Corporate Services is ensuring that the appropriate organisational practices are provided in financial management, administration, information technology and trading undertakings to facilitate this move forward.

Aims

Corporate Services aims to:

- Focus on the internal customer;
- Provide effective financial information, records management, information technology and administrative support;
- Co-ordinate the human resource management of the organisation;
- Provide governance and administrative support to Council, using appropriate technology, to facilitate decision-making.

Measures of Success

Our success is measured by:

- Staff feedback;
- Level of usage and satisfaction of information provided;
- Compliance with applicable legislation;
- Councillor satisfaction with governance administrative support.



New Initiatives

1.1 Ensure information technology systems are efficient and reliable and provide the information necessary for councillors and staff to undertake their respective roles.

To achieve this we will:

- Monitor our computer hardware and software systems and upgrade as necessary;
- Introduce and promote computerised organisational support tools to improve communication and productivity;
- Provide a common platform with common software and equitable access across the whole organisation.

1.2 Ensure organisational practices reflect professional and legal standards and enable internal and external customers to access and retrieve information appropriately and with a high level of confidence.

To achieve this we will:

- Engage external consultants/auditors to examine existing practices and advise relating to standards, appropriateness and risk management;
- Co-ordinate staff development reviews to ensure that all staff members are aware of their development potential with the organisation;
- Benchmark organisational performance and utilise such data for continuous improvement.

1.3 Ensure statutory compliance relating to all financial matters within the control of the council and provide accessible and understandable financial information.

To achieve this we will:

- Review accounting information formats and presentations;
- Install appropriate systems of internal control and internal auditing;
- Ensure financial management software is able to produce timely, meaningful and accurate information.

1.4 Ensure the administrative systems and framework of the organisation efficiently and effectively permit the functions of the organisation to be undertaken.

To achieve this we will:

- Revise all policies, procedures and delegations to ensure internal consistency and convergence;
- Promote and provide access to policies, procedures, standards and legislation;
- Introduce an electronic records management system to achieve timely online access to Council information.

1.5 To actively monitor all trading undertakings of the Council to ensure optimum performance and to ensure that the trading undertaking is an appropriate activity for the council to be engaged in.

To achieve this we will:

- Provide the Council with regular updates on both financial and objective performance;
- Regularly conduct cost benefit analysis on trading undertakings to gauge appropriateness of public ownership;
- Consider what undertakings are available commercially within the Shire to minimise competition with local businesses.



Key Result Area 2

INFRASTRUCTURE

Scope and Focus

Transport and Infrastructure
Waste and Recycling
Natural Resource Management
Regulatory Services

Aims

Infrastructure aims to:

- Maximise the benefit to the community, in an equitable manner, by effectively and efficiently developing and maintaining the road network and buildings infrastructure within the financial resources of the Shire.
- Protect the community's health by managing waste in a timely, effective, economic and environmentally safe manner.
- Manage public open space and natural resources to equitably meet the community's social and economic needs in an environmentally responsible manner.
- Perform Regulatory Services duties effectively in an assertive but respectful and educational manner to promote a safe and harmonious community.



Measures of Success

Our success is measured by:

Transport and Infrastructure

- Level of customer satisfaction;
- Completion of adopted programmes in a timely and cost effective manner;
- Comparison with similar service providers (external);
- Demonstrated pursuit of continuous improvement initiatives;
- Development of asset management and information systems to more effectively utilise scarce resources;
- Successful regional co-operation with our neighbours;
- Level of Grant Funding attracted.

Waste and Recycling

- Development of a waste management plan which reflects legislative requirements and community demands;
- Level of customer satisfaction;
- Internal and external benchmarking;
- Demonstrated pursuit of continuous improvement initiatives.

Natural Resource Management

- Development of environmentally responsible public open space and natural resource management plans which appropriately reflect social and economic considerations;
- Appropriate integration of natural resource management plans into operational business plans;
- Successful participation in the development of regional natural resource management initiatives.

Regulatory Services

- Decreasing numbers of infringement notices being issued;
- Increasing compliance with statutory requirements by members of the public;
- Increasing levels of customer satisfaction with enforcement and education.

Key Result Area 3

COMMUNITY SERVICES



Scope and Focus

The Shire currently provides many excellent facilities within Community Services. Facilities such as the Libraries, Recreation Centre and Swimming Pool are very well utilised by the community. In addition, the staff at the Home and Community Care and Plantagenet Child Care Centre provide vital services to the Plantagenet community.

The challenge for the future is to continue to improve these Community Services, by maintaining access, equity and the sense of community generated whilst trying to maximise the effectiveness of the financial resources available to the Council.

Another challenge for the Council is to extend services into areas such as youth, family and people with disabilities.

Community Services encompasses the Council's involvement in the Mount Barker & Rocky Gully libraries, leisure programmes, museums and art galleries, sporting clubs, youth services, child care, family services, seniors and services for people with disabilities.

Aims

Community Services aims to:

- Deliver, or facilitate the delivery of, a range of services which respond to, and reflect, the physical, social and cultural well being of the community.

Measures of Success

Our success is measured by:

- Level of community participation in Council services and facilities;
- Level of customer satisfaction with Community Services;
- Unit costs.



New Initiatives

- 3.1 Review the utilisation, and economic and social value to the community, of the Council's current community services and facilities.
To achieve this we will:
- Evaluate different options for providing community services and facilities;
 - Develop an appropriate and equitable pricing policy for community facilities and programmes;
 - Carry out evaluations of user satisfaction with services and facilities;
 - Investigate best practice and benchmarking and apply to community services.
- 3.2 In partnership with the community, conserve and promote local history and heritage.
To achieve this we will:
- Review the Shire's heritage inventory and develop management plans and guidelines for historic places;
 - Assist the Plantagenet Historical Society to achieve its objectives;
 - Sponsor and display local artworks.
- 3.3 Engender a sense of belonging and community pride across all sections of the community.
To achieve this we will:
- Develop and promote a comprehensive calendar of community events, both online and through local media;
 - Assist junior and senior sporting clubs with, in partnership with those clubs, the provision of quality facilities;
 - Facilitate the increased provision of youth oriented activities;
 - Actively consider the needs of community members with disabilities when planning, building and maintaining public spaces.

Key Result Area 4

DEVELOPMENT SERVICES

Scope and Focus - Town Planning

The Shire of Plantagenet is responsible for land use planning and development throughout the district of Plantagenet in conjunction with the State Government.. This includes the preparation of strategic, structure and precinct plans. The Town Planning Scheme provides a blueprint for future development and is the mechanism by which many of the community's aims and initiatives can be implemented. The Local Planning Strategy provides the rationale for the Scheme zones and development controls, and by its very nature will reflect this Strategic Plan.

Aims

Development Services - Town Planning aims to:

- Encourage and guide local development in accordance with the Strategic Plan and Town Planning Scheme No 3 (as amended).
- Protect existing rural land from inappropriate land uses.
- Conserve and enhance the natural environment, the rural landscape and the features and views unique to the Shire, such as the Stirling & Porongurup Ranges.
- Support sustainable and managed growth within existing urban settlements in the Shire and encourage the development of a variety of housing opportunities.
- Plan a safe and healthy living environment.
- Retain local business and encourage new businesses that will create long-term sustainable local employment.
- Recognise and protect Heritage Places.

Measures of Success

Our success is measured by:

- Level of customer satisfaction with Development Services;
- Increasing number of new dwellings/units;
- Increasing number of new businesses;
- Implementation of streetscape plan within townsites.



New Initiatives

4.1 Encourage a sense of community and improve the quality of life for all residents of the Shire.

To achieve this we will:

- Revise and implement the Mount Barker Townscape Improvement Plan;
- Review the Municipal Inventory;
- Establish a Trails Master Plan for Mount Barker, and ultimately the Shire of Plantagenet;
- Ensure that projects (such as the Lowood Road upgrade, entry statements streetscape and Cemetery development) are focused on achieving Council objectives, are completed within budget and on time;
- Process and issue Development Approvals in a timely and responsible manner in accordance with strategic objectives and customer service and statutory obligations;
- Develop and Review Town Planning Policies;
- Ensure that the Town Planning Scheme and Amendments are consistent with Council's strategic direction and the sustainable development of land, reflect community expectations and have regard to government requirements;
- Prepare Town Planning Scheme No. 4;
- Facilitate the development of a Local Planning Strategy for the Shire that embraces the aims and focus of the Strategic Plan;
- Review the existing and draft Rural and Townsite Planning Strategies;
- Ensure the outcomes of the Customer Needs Survey and relevant community workshops are incorporated into the Local Planning Strategy.

4.2 Enhance community awareness and understanding of planning issues and the benefits of planning.

To achieve this we will:

- Update/prepare information sheets;
- Finalise the procedure Manuals;
- Issue media releases to inform the community of planning issues and special projects;
- Promote co-operative relationships between stakeholders and service providers;
- Ensure a mix of housing types taking account of changing demographics and environmental conditions;
- Provide for a range of lot sizes, residential opportunities and adaptable housing;
- Plan for aged housing.

4.3 Encourage establishment of new businesses, which provide employment and/or service the tourist industry and contribute to the prosperity of Plantagenet.

To achieve this we will:

- Encourage strategic alliances between Council, government and industry bodies;
- Focus on the diverse rural sector, including the wine industry and ecotourism;
- Have an input into the development of State and Regional Policies based on the needs of the Shire.





Scope and Focus - Health Services

To effectively practise and promote a proactive, competent and reliable Environmental Health Surveying service.

Aims

Development Services - Health Services aims to:

- Develop co-operative relationships;
- Provide information, support and advice;
- Promote Environmental Health in a positive manner;
- Provide for the provision of better Environmental Health practices and standards for the community;
- Ensure the Shire's operational and legislative requirements with relation to appropriate health statutes are met.

Measures of Success

Our success is measured by:

- Positive customer feedback;
- Level of awareness of the services provided by Health Services;
- New Initiatives.

To achieve this we will:

- Develop strategies and standards to ensure that optimum Environmental Health requirements of the community are met;
- Provide high quality advice to external and internal customers;
- Survey our customers to determine levels of satisfaction and awareness.

Key Result Area 5

STRATEGIC PLANNING

Scope and Focus

The Council does not have a Strategic Planning directorate. Nevertheless, this strategic plan recognises the crucial role that strategic planning plays in the overall progress of the district in creating wealth, infrastructure and an increasing quality of life.

Strategic Planning covers the areas of economic development, financial probity, community consultation marketing and how we see ourselves and our community in the future.

Aims

Strategic Planning brings together all the forward planning of the other Key Result Areas by ensuring:

- The provision of leadership;
- The marketing and communication of the Council's strategic direction;
- The ongoing development of the organisation within a culture of continuous improvement;
- The development of strategic partnerships;
- The fostering of regional cooperation;
- Attracting and retaining small to medium sized enterprises to Plantagenet;
- The coordination of long term planning for sustainable environmental, economic and social development of the Shire and the Great Southern.

Measures of Success

Our success is measured by:

Social

- Level of satisfaction with the Council's Strategic Direction;
- Level of satisfaction with the Council's provision and level of services;
- Decreasing cost of non scheduled maintenance of community assets.

Environmental

- Extent to which aims are achieved in an environmentally sustainable manner.

Financial

- Level of borrowings of the Council;
- Level of local employment;
- Level of investment in the Shire;
- Level of contribution of rates to total revenue.



New Initiatives

5.1 Establish an effective framework for Strategic Planning.

To achieve this we will:

- Introduce a marketing and education programme to communicate the Strategic Plan to the community and other stakeholders;
- Monitor the achievement of the Strategic Plan and communicate outcomes to the community and other stakeholders;
- Ensure the Strategic Plan changes to reflect community changes;
- Integrate and coordinate the Shire's planning and operational activities.

5.2 Develop partnerships to encourage appropriate economic development and employment opportunities within the Shire and the Region.

To achieve this we will:

- Work in partnership with the Great Southern Development Commission to encourage compatible industry into the Shire and the Region;
- Promote the decentralisation of Government offices and departments into the Shire and the Region;
- Address the infrastructure support requirements for major industry, including energy and water availability.

5.3 Develop long-term financial projections for providing the facilities and services required by the Plantagenet Community.

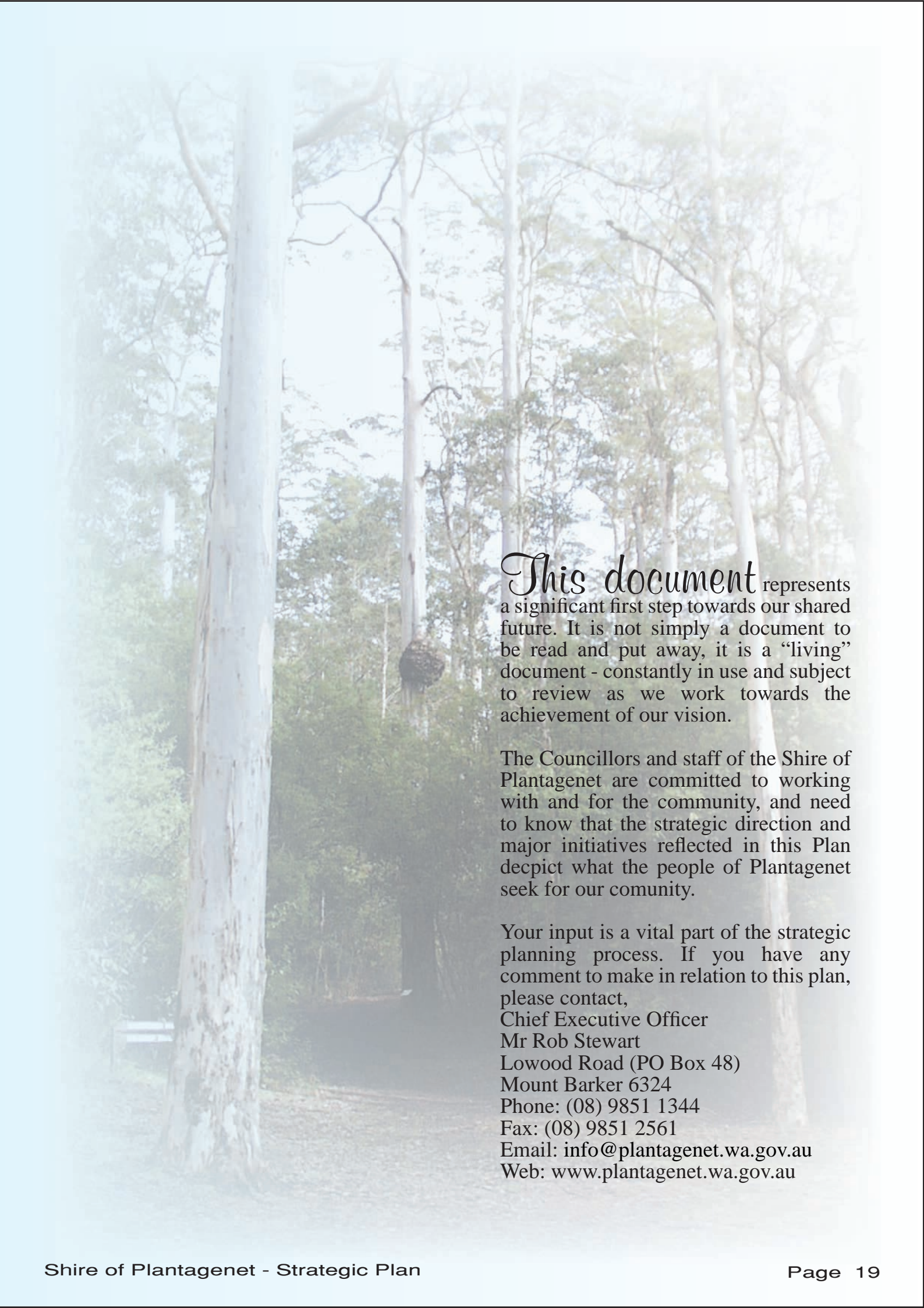
To achieve this we will:

- Coordinate financial planning across the organisation, including analysis of the viability of major new initiatives;
- Explore funding options and identify the most appropriate funding sources.

5.4 Achieve correlation of policy and practice across the organisation.

To achieve this we will:

- Ensure the Shire's departmental policies and practices complement each other;
- Encourage interdepartmental communication and sharing of information.



This document represents a significant first step towards our shared future. It is not simply a document to be read and put away, it is a “living” document - constantly in use and subject to review as we work towards the achievement of our vision.

The Councillors and staff of the Shire of Plantagenet are committed to working with and for the community, and need to know that the strategic direction and major initiatives reflected in this Plan depict what the people of Plantagenet seek for our community.

Your input is a vital part of the strategic planning process. If you have any comment to make in relation to this plan, please contact,
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