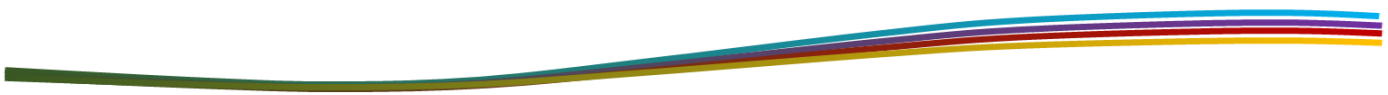


Corporate Business Plan
2019/20
to
2022/23



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Introduction

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.



This Corporate Business Plan together with the Strategic Community Plan 2017-2026, is the Shire of Plantagenet’s Plan for the Future and has been prepared to achieve compliance with the Local Government (Administration) Regulations 1996.

The highest level of plan is our Strategic Community Plan 2017—2026, which sets out the visions, aspirations and objectives for our community over a 10 year period. This plan guides all of the work, advocacy and partnerships that are undertaken by the Council.

While the Strategic Community Plan guides the overall direction of the Council, it is vital that we also translate this aspirational plan into concrete operational priorities. The Council has therefore developed this Corporate Business Plan which sets out the Council’s operational priorities and their resourcing over the next four years.

The Plan highlights what is important, anticipating the many challenges that are likely to occur. This will guide the delivery of the Council’s and community’s shared vision.

The establishment of our common vision and organisational mission has enabled the development of key goals for the organisation. These have provided the framework for development of outcomes and strategies. Individual actions or processes have been developed to implement the strategies in this plan, which will be monitored and reported on.

The adoption of this plan recognises the regional approach to strategic planning, which requires the ongoing development of partnerships with other local governments and stakeholders. These partnerships are fundamental to the collaborative approach to regional development and growth.



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.

Integrated Planning and Reporting



The Corporate Business Plan is informed by three other major plans developed in response to the Department of Local Government’s Integrated Planning and Reporting Framework. The Asset Management Plans, Long Term Financial Plan, and Workforce Plan inform the Council as to its resource options and financial circumstances.

Asset Management Plans

The Shire has developed an Asset Management Plan for major asset classes in accordance with Council’s Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire’s current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plan have been included to the extent that financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Plan

The Shire of Plantagenet is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

This Corporate Business Plan reflects the financial forecasts within Council’s Long Term Financial Plan.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire’s Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the workforce plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.



Other Plans

Other Service Strategies and Plans have been developed to inform these major plans. These include the:

Roadworks Program. This 5 year program incorporates expenditure estimates for the main asset classes and is an information source for the capital program as set out in this plan.

Plant Replacement Program. A 10 Year plant replacement program has been developed as part of the long term financial planning process and provides the plant replacement input into this Plan.

Vision and Values

Our Vision

Plantagenet, building a sustainable and respectful community, where the environment is preserved and natural beauty and diversity provide opportunities for all.



Our Mission

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

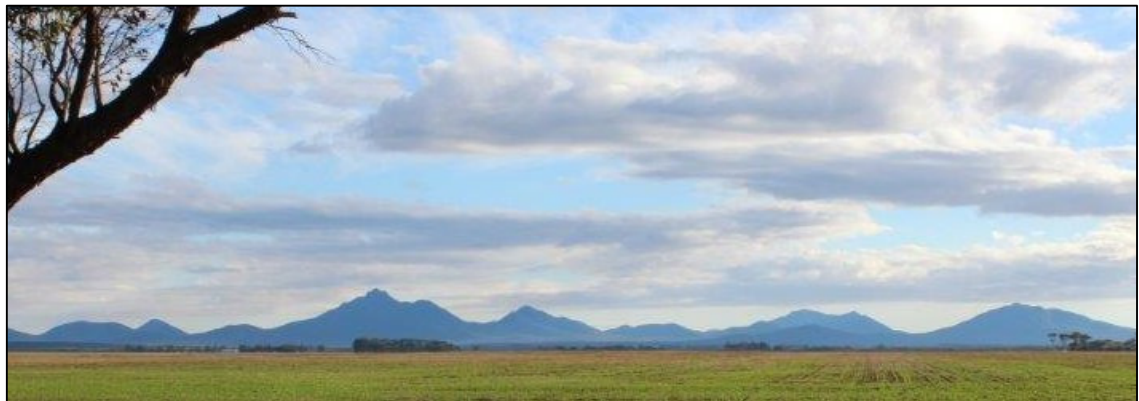


What we value as an organisation

- Integrity through honesty, ethical behaviour and trustworthiness.
- Professionalism through understanding our roles and responsibility, the need to work efficiently and strive for excellence.
- Supportiveness by being patient, caring and friendly.
- Responsibility by taking ownership.
- Customer focus by understanding needs, being proactive and responsive.

Key Challenges and Emerging Issues

- Funding sources may change.
- Relatively small population and revenue base.
- Development costs: added costs to business and developers.
- Changing government leads to uncertainty.
- Compliance and cost shifting to the Shire.
- Youth education and employment.
- Meeting and funding the (changing) expectations of ratepayers.
- Meeting the needs of an ageing and multi-cultural society.



Opportunities for the Region

- Agriculture: Value adding and increased employment.
- Economic Alliance with the City of Albany and Shire of Denmark: greater economic and tourism development.
- Tourism: Gateway to the Amazing South Coast.
- Improved quality of life for the aged through increased services, more medical professionals and services.
- Commercial land development.

Major Priorities

A number of potential projects have been developed and the following is the list of high and medium priority listed projects. These projects will continue to be progressed over the life of this plan.

Project	Priority	Progress
Mount Barker CBD - Wayfinding	High	Workshops held on an Albany Highway - Lowood Road - Signage and Place Strategy. Basic signage to be implemented from operating budget (\$7,500). \$35K in 2019/2020 budget to develop themes. Proposal to be provided to councillors, to include Albany Highway roundabout.
Ingoldby Street Public Open Space	High	A sum of \$45k has been allocated for Ingoldby Street public open space from POS Trust Funds. Awaiting clearing permit. Environment Officer has this on a watching brief.
Medical Centre Expansion	High	\$30,000 allocated in 2018/2019 for preliminary investigations. Project initiated with lessee, with an allocation to be made from Medical Centre Reserve.
Staff Housing Renewal	High	Recent tender for sale of staff houses in Martin Street (unsuccessful).
Swimming Pool Facilities Upgrade	High	Feasibility Study into the refurbishment of the Mount Barker Memorial Swimming Pool will be undertaken. RFQ for swimming pool closed 28/5/2019.
Water Security (Sounness and Frost Parks and Industry)	High	\$80k in 2019/2020 draft budget for Water Transfer - Lot 81 Dam to Sounness Park (via Frost Park).
Yerriminup Industrial Estate - Development	High	Advocacy ongoing.
Youth Precinct at Mount Barker Skate Park	High	Will be referred to the Recreation Advisory Committee to develop a plan.
Regional and Local Trail Implementation plans	High	A working group will be formed to review the Plantagenet Trails Masterplan 2006, investigate new trail proposals and advise the Council on appropriate trail developments. Community members to be appointed.
Mount Barker Hill Lookout Beautification	Medium	
Saleyards - roof over eastern dirt pens and office extension	Medium	Plans for office drawn up
Mount Barker Toilets - Upgrade	Medium	Paper prepared by EMSD. \$14k in 2019/2020 budget for Wilson Park toilet upgrade. Intention to do upgrade one per year in line with suggested works.
Old Police Museum Upgrade	Medium	Contribution to Museum Complex - Archive Repository in 2019/2020 budget. Funds also sought for heritage architect assessment.
Photovoltaic cells (PVCs) on saleyards roof	Medium	
Office - re-organisation of work spaces	Medium	Currently under consideration.
Water Security (Public Open Space, Mount Barker)	Medium	
Wireless network for Shire buildings (Pool, Depot, Library, RecCentre)	Medium	
Co-location of police and emergency services in Mount Barker	Medium	Council decision on 26/3/19 to support for the relocation of police services in Mount Barker onto Albany Highway and advocate for co-location of police, town fire brigade and SES. Letters written, publicity gained and advocacy ongoing.

Capital Works and Major Projects

The 2019/2020 budget includes the following capital works and other projects.

Activity	Primary Action	Capital / Operating	Expected Cost	Estimated External Funding
Plantagenet Medical Centre Facilities Upgrade	1.1.1.1	Capital	\$400,000	
Participate in VROC Community Health Plan initiative	1.2.1.2	Operating	\$5,000	
Premium Council Membership for 'my community Directory' Service.	1.3.4.1	Operating	\$5,000	
Community Assistance Grants program	1.3.4.2	Operating	\$85,000	
Bonnyup Park - New Playground	1.5.1.2	Capital	\$25,000	
Provide assistance and advice to the Plantagenet Sporting Club to ensure the successful operation of the facilities at Sounness Park.	1.5.3.1	Operating	\$10,000	
Expand gym into one of the pre-existing squash courts.	1.5.5.1	Capital	\$25,000	
Replace Swimming Pool Blanket Covers	1.5.6.1	Capital	\$18,000	
Feasibility Study into the refurbishment of the Mount Barker Memorial Swimming Pool being undertaken	1.5.7.1	Operating	\$50,000	
Museum Complex - Archive Repository	1.8.3.1	Capital	\$135,000	\$85,000
Prepare a 10 year Heritage Maintenance Plan for Museum buildings	1.8.3.1	Operating	\$16,000	
Advocate for an Australian Livestock Markets Association conference to be held in the Great Southern, in conjunction with Shire of Katanning and City of Albany	1.8.5.1	Operating	N/A	
Water Transfer - Lot 81 Dam to Sounness Park (via Frost Park)	2.10.2.1	Capital	\$80,000	
Footpath Construction Program	2.4.1.2	Capital	\$81,000	
Road and Drainage Construction Program	2.4.1.6	Capital	\$3,248,718	\$1,814,408
Road Maintenance Program	2.4.1.6	Operating	\$1,795,000	\$648,690
Storm damage repairs to roads	2.4.1.6	Operating	\$2,407,865	\$2,257,165
Road safety activities pursued in conjunction with the Roadwise Committee	2.4.4.1	Operating	\$8,000	
Kendenup Hall - Upgrade Playground & Reticulation	2.5.1.1	Capital	\$25,000	
Narrakup Hall - Repaint Exterior	2.5.1.1	Capital	\$14,000	
Frost Park - Pavilion Upgrade	2.5.1.1	Capital	\$26,000	
Mount Barker Toilets - Upgrade	2.5.1.1	Capital	\$8,000	
Community Resource Centre - Replace Box Gutter & construct a short section of	2.5.1.1	Capital	\$45,000	
Fleet Replacement Program (Net Cost)	2.6.1.2	Capital	\$113,000	
Plant Replacement Program (Net Cost)	2.6.1.3	Capital	\$630,000	
O'Neill Road Landfill Site - Recycled Oil Receptacle and Shed Cover	2.9.2.1	Capital	\$15,000	
Kamballup Transfer Station - Infrastructure	2.9.2.2	Capital	\$16,250	
Post closure plan development for the O'Neill Road landfill site	2.9.2.3	Operating	\$20,000	
Works development approval (from DWER) for the western cell expansion at O'Neill	2.9.2.3	Operating	\$30,000	
Appoint a new Economic Development Officer to develop and support a range of activities to activate development opportunities	3.2.3.1	Operating	\$90,000	
Mount Barker CBD - Wayfinding strategy	3.4.2.1	Operating	\$35,000	
Saleyards - Painting of Galvanised Roof and Walkways	3.5.5.1	Capital	\$23,000	
Saleyards - Modify Outloading Ramp Bugle	3.5.5.1	Capital	\$17,000	
Saleyards - Aeration Ponds - Waste Water Treatment System Modifications	3.5.5.1	Capital	\$53,000	
Saleyards - 2nd hand skidsteer loader	3.5.5.1	Capital	\$40,000	
Saleyards - Dam Extension	3.5.5.1	Capital	\$5,000	
Saleyards - Undercover area - Generator and Lunch Space	3.5.5.1	Capital	\$7,900	
Saleyards - Pneumatic Ram Replacement	3.5.5.1	Capital	\$7,000	
Saleyards - Extend Yards and New Gates	3.5.5.1	Capital	\$14,000	
Saleyards - Reticulation - Lawn area	3.5.5.1	Capital	\$6,000	
Set aside funds for a new business System to replace Civica Authority	4.3.3.1	Reserve Transfer	\$50,000	
Implement Council Connect Website development	4.3.3.3	Operating	\$27,000	
Appoint a new Asset Management / Strategic Planning Officer to further develop Asset Management Planning	4.4.2.2	Operating	\$75,000	
Library - Shift Counter and replace carpet	4.5.2.1	Capital	\$14,000	

Capital Works and Major Projects (Continued)

Four Year Action Plan

The Corporate Business Plan will be used to inform the Shire's budget over the next four years, however the actions and figures contained within the Corporate Business Plan do not necessarily include the full budget funding of day to day operational activities. These figures are captured each year in the Shire's Annual Budget and Long Term Financial Plan.

	2019/2020	2020/2021	2021/2022	2022/2023	Source
Recurrent Operating Expenses	17,667,638	14,932,773	14,932,773	14,932,773	2019/2020 Budget and LTFP
Capital Expenses	\$5,604,846	\$4,382,139	\$3,988,139	\$4,128,639	2019/2020 Budget, LTFP, Plant Replacement & Road Program
CBP Project Budget	\$137,000	\$44,000	\$0	\$9,000	CBP Action Plan
Recurrent Operating Income	\$13,255,404	\$11,848,163	\$11,848,163	\$11,848,163	2019/2020 Budget and LTFP
Capital Income	\$2,438,530	2,502,800	2,474,503	2,201,509	2019/2020 Budget and LTFP

Note: Figures are unindexed and based on 2019/2020 values. 2019/2020 values are impacted by storm damage expenditure and income.

Measuring our Performance

Community Scorecard - May 2019 Levels of community satisfaction (performance index score)	WA High	WA Average	Great Southern High	Great Southern Average	Plantagenet 2018/2019	Plantagenet 2020/2021
Community Pride and Wellbeing						
Feeling of belonging in my local community	75%	59%	68%	60%	68%	
Services and facilities for families and children	71%	59%	66%	60%	57%	
Services and facilities for youth	70%	48%	52%	48%	43%	
Services and care available for seniors	67%	55%	61%	58%	53%	
Access to services and facilities for people with disabilities	66%	51%	56%	52%	48%	
Participation in volunteering (volunteered in last 12 months)	86%	61%	86%	59%	67%	
Adequate opportunities for residents and visitors to lead a healthy and active lifestyle	74%	49%	74%	62%	55%	
Public health and wellbeing programs and education	61%	50%	61%	57%	52%	
Access to health and community services	69%	54%	63%	59%	61%	
Library and information services	89%	71%	79%	74%	73%	
Festivals, events, art and cultural activities	78%	62%	1%	66%	62%	
How Aboriginal history and heritage is recognised and respected	67%	54%	67%	61%	51%	
How local history and heritage is preserved and promoted	79%	60%	75%	66%	63%	
Safety and security	76%	55%	76%	59%	59%	
Feeling of safety being out in public in my local community	94%	72%	94%	70%	80%	
Natural disaster management (education, prevention and relief for bushfires, flooding, etc)	66%	56%	66%	58%	59%	
<i>Average</i>	74%	57%	65%	61%	59%	
Enhancing Natural and Built Environment						
Conservation and environmental management	76%	58%	73%	56%	54%	
Managing responsible growth and development	58%	48%	58%	50%	49%	
Promoting and adopting sustainable practices	68%	54%	62%	55%	51%	
Efforts to adapt to climate change	54%	48%	54%	50%	47%	
Efforts to reduce waste	66%	53%	66%	56%	51%	
Waste collection services	85%	69%	76%	63%	53%	
Animal and pest control	69%	53%	55%	49%	50%	
The area's character and identity	85%	59%	67%	63%	57%	
Planning and building approvals	65%	46%	60%	44%	48%	
Access to housing that meets your needs	68%	57%	66%	52%	56%	
Community buildings, halls and toilets	78%	60%	78%	60%	60%	
Sport and recreation facilities	85%	66%	85%	73%	73%	
Playgrounds, parks and reserves	86%	68%	86%	69%	66%	
Building and maintaining local roads	80%	53%	62%	44%	44%	
Traffic management and control on local roads	67%	55%	64%	53%	54%	
Footpaths, cycleways and trails	71%	53%	62%	52%	42%	
Streetscapes	83%	54%	62%	53%	48%	
Lighting of streets and public places	65%	56%	64%	57%	53%	
<i>Average</i>	76%	58%	68%	56%	54%	

Measuring our Performance (Continued)

Community Scorecard - May 2019 Levels of community satisfaction (performance index score)	WA High	WA Average	Great Southern High	Great Southern Average	Plantagenet 2018/2019	Plantagenet 2020/2021
Prosperous and sustainable local economy						
The Shire of Plantagenet as a place to live	95%	75%	84%	79%	75%	
The Shire of Plantagenet as a place to visit	87%	64%	87%	76%	71%	
Agricultural development (efforts to grow and develop agriculture and protect prime agricultural land)	64%	48%	64%	48%	52%	
Economic development (efforts to attract investors, attract and retain businesses, grow tourism and create more job opportunities)	63%	43%	43%	40%	43%	
Tourism attractions and marketing	60%	46%	60%	55%	51%	
How the local town centre is being developed	69%	51%	54%	49%	54%	
Access to goods and services in the local area	61%	48%	56%	50%	56%	
Access to education, training and personal development opportunities	63%	49%	59%	56%	57%	
<i>Average</i>	72%	54%	64%	55%	54%	
Effective Governance and Organisation						
The Shire of Plantagenet as the organisation that governs the local area	74%	56%	68%	54%	57%	
Value for money from Council rates	64%	45%	57%	41%	47%	
The Shire has developed and communicated a clear vision for the area	61%	35%	52%	29%	32%	
The Shire has a good understanding of community needs	62%	34%	54%	29%	38%	
The Shire listens to and respects residents' views	52%	33%	52%	25%	31%	
The Council's leadership within the community	67%	50%	60%	49%	52%	
Advocacy and lobbying on behalf of the community to influence decisions, support local causes	68%	50%	64%	48%	50%	
The Shire's efforts to work with regional partners	79%	59%	79%	56%	60%	
Openness and transparency of Council processes	61%	45%	61%	44%	49%	
How the Shire embraces change, innovation and new technology	65%	52%	65%	51%	53%	
How the community is consulted about local issues	63%	46%	58%	44%	43%	
How the community is informed about what's happening in the local area	66%	54%	64%	52%	54%	
Shire's website	68%	58%	63%	57%	54%	
Customer service	79%	63%	72%	64%	71%	
Social media presence on Facebook	65%	54%	61%	50%	48%	
<i>Average</i>	66%	49%	62%	46%	49%	

Measuring our Performance (Continued)

Key Performance indicators

Activity	Comment	Other Source Document	Primary Action (Strategic Community Plan)
Review of community servicing and future needs	Done via Markyt Catalyse survey		1.3.5.2
Monitor change in service providers and services to aged care	Adoption of recommendations from Seniors Advisory Committee. Long live you program. Annual Seniors Expo	Priority advocacy project - Advocacy for home care help (SCP).	1.6.1.1
Ingoldby Street Public Open Space	A sum of \$45,000 has been allocated for Ingoldby Street public open space from POS Trust Funds. Awaiting clearing permit	Planning session workshop (High priority)	2.3.1.1
Review of Shire's built assets and priorities	The Council has begun a review of Shire buildings with regard to the strategic intention for many leased buildings, in terms of maintenance responsibility and future ownership		2.5.1.1
Identify and attract new industry and to have sufficient land zoned to match those needs	Economic Development resource has been approved in new organisational structure. Funding included in 2019/2020 budget for additional staff member. Working with Alliance on this	Strategic Community Plan	3.2.5.1
Investigate and promote housing development		Housing development (Strategic Community Plan).	3.2.6.1
Lobby for better telecommunications and new technology for primary production and emergency services	Ongoing, some success already with a new communications tower in Mount Barker as well as several in outlying areas. Public infrastructure is not adequate for agricultural uses.		3.5.3.1
Consider a social media presence and investigate the possibility of a media and communication resource with the Amazing South Coast	A trial the use of social media (Facebook page) to engage with the community is under way	Strategic Community Plan	4.2.5.1



Action Plan

Goal 1: Community Pride and Wellbeing

Scope:

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

Goal 1 - Community Pride and Wellbeing

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

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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)	\$400,000	0	0	0	Medical Centre expansion is a high priority (#)
		1.1.1.2 Advocate for improved medical and hospital facilities in Albany and Denmark	0	0	0	0	
		1.1.1.3 Establish a relationship with medical and hospital services in the region	0	0	0	0	
	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	\$	\$	\$	\$	
	Strategy 1.1.3 - Promote childhood development services and facilities	1.1.3.1 Support the provision of long day care services	0	0	0	0	
		1.1.3.2 Support the provision of programs such as Playgroup, Toy Library and after school activities	0	0	0	0	
		1.1.3.3 Address low Australian Early Development Index scores in the Shire	0	0	0	0	
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	0	0	0	0	
		1.2.1.2 Prepare a Shire Community Health Plan	\$5,000	0	0	0	VROC project; Alliance sign off
		1.2.1.3 Ensure legislative requirements relative to public health are met	0	0	0	0	
	Strategy 1.2.2 - Provide public buildings inspections	1.2.2.1 Ensure legislative requirements relative to public buildings are met	0	0	0	0	
		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	0	0	0	0
	1.2.3.2 Promote public health as an important community issue		0	0	0	0	
	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	0	0	0	0	
		1.2.4.2 Monitor notices issued by the Health Department and ensure whatever action required is carried out immediately	0	0	0	0	
	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	0	0	0	0	
	1.3 - A cohesive and supportive community	Strategy 1.3.1 - Encourage and support community groups and initiatives to help people to work together for the benefit of our community	1.3.1.1 Encourage and support community groups to host public events	0	0	0	0
1.3.1.2 Advocate for local hosting of regional events or components of regional events			*	*	*	*	Grapes & Gallops, Taste Great Southern, Porongurup Wine Festival
Strategy 1.3.2 - Promote and support the initiatives and achievements of our volunteers		1.3.2.1 Recognise volunteer contributions in the community	0	0	0	0	Thank a volunteer day, Citizen of the Year
		1.3.2.2 Encourage the delivery of volunteer training opportunities	0	0	0	0	
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	0	0	0	0	Have a Go Day, BFBs, PSC, external committees
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	\$5,000	0	0	0	Community Direct
		1.3.4.2 Provide grant / funding assistance to community groups	\$75,000	\$75,000	\$75,000	\$75,000	Community grants scheme
Strategy 1.3.5 - Improve the amenity of community spaces and Shire facilities to promote participation and wellbeing		1.3.5.1 Develop an understanding of the issues impacting on the delivery of services within the Shire	0	0	0	0	
		1.3.5.2 Review access to community services within the Shire	0	\$9,000	0	\$9,000	Review of community servicing and future needs (KPI). Done via Markyt Catalyse survey
Strategy 1.3.6 - Aim to reduce barriers to participation and encourage all sectors of our community to participate in community and civic life	1.3.6.1 Develop an understanding of the barriers to people accessing services	\$32,000	0	0	0	Priority project - Better promote existing services (SCP). Seniors expo, DAIP, Facebook, Community Direct	

Goal 1 - Community Pride and Wellbeing

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

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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	0	0	0	0	Priority project - Provide unstructured play areas for youth (SCP). Youth precinct at MB skate park is a high priority (#)
		1.4.1.2 Assist with the dissemination of information on youth development and leadership programs	0	\$20,000	0	0	
	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	0	0	0	0	
	Strategy 1.4.3 - Support youth training and employment programs	1.4.3.1 Support the delivery of post secondary education in the district	0	0	0	0	Provide TAFE with premises and liaise regularly
		1.4.3.2 Encourage the hosting of apprenticeships and traineeships in the district	0	0	0	0	Have an apprentice and asfer school trainee
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					Done 2018/2019
		1.5.1.2 Develop a playground upgrade and replacement strategy					Done, to be updated
		1.5.1.3 Identify opportunities for co-hosting and rationalisation of recreation facilities	0	0	0	0	Rec Centre, Frost Park, PSC
	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	0	0	0	0	
		1.5.2.2 Help develop clubs and organisations to cater for increasing attendances	0	0	0	0	
		1.5.2.3 Establish a marketing strategy based on optimising use of facilities and increasing program attendances	0	0	0	0	
		1.5.2.4 Encourage and support the establishment of new sport and recreation clubs in the district	0	0	0	0	Ongoing but major success with completion of Sounness Park
	Strategy 1.5.3 - Encourage and assist the Plantagenet Sporting Club to successfully manage and promote the facilities at Sounness Park	1.5.3.1 Provide assistance and advice to the Plantagenet Sporting Club to ensure the successful operation of the facilities at Sounness Park	0	0	0	0	Deputy Shire President and CEO on Board
	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	0	0	0	0	Licence agreed, to be signed
		1.5.4.2 Lobby RWWA for financial assistance for racecourse developments	\$	\$	\$	\$	
	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	0	0	0	0	
		1.5.5.2 Maintain positive relations with the Department of Education and Training regarding joint management of Recreation Centre	0	0	0	0	50% contribution by Dep't of Education. New licence signed 2018/2019
	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	0	0	0	0	
		1.5.6.2 Prepare and implement Business Plan for the Swimming Pool	0	0	0	0	
	Strategy 1.5.7 - Renew the parts of the Mount Barker swimming pool infrastructure that are at the end of their economic life	1.5.7.1 Undertake a Feasibility Study into the refurbishment of the Mount Barker Memorial Swimming Pool	\$50,000	*	*	*	Swimming pool facilities upgrade is a high priority (#). Grant funding is expected from DLGC & DSR

Goal 1 - Community Pride and Wellbeing

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

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
1.6 - Quality of life for the aged	Strategy 1.6.1 - Advocate the provision and promotion of services, home care and facilities that meet the needs of the aged	1.6.1.1 Support the delivery of programs for the aged	\$	\$	\$	\$	Priority advocacy project - Advocacy for home care help (SCP). Monitor change in service providers and services to aged care (KPI). Adoption of recommendations from Seniors Advisory Committee
	Strategy 1.6.2 - Support quality accommodation for the aged	1.6.2.1 Support the provision of quality accommodation for the aged	\$	\$	\$	\$	Seniors Advisory Committee report
	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	\$	\$	\$	\$	Priority aim - Provide recreation facilities for an aging population (SCP). Seniors Advisory Committee report
1.7 - Quality of life for the disabled	Strategy 1.7.1 - Provide services, facilities and information that meet the needs of disabled persons	1.7.1.1 Support the provision of services for disabled people in the district	\$	\$	\$	\$	Priority aim - Provide access to services and facilities for all age groups and abilities (SCP). Refer to DAIP
		1.7.1.2 Meet with community members to identify gaps in service and facility provision	0	0	0	0	Disability Advisory Group, Pardelup Community Liaison Group, MBCC, sporting clubs and others as required
	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	0	0	0	0	
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	0	0	0	0	
		1.8.1.2 Promote library services to the community	0	0	0	0	
		1.8.1.3 Prepare and implement Business Plan for the Library	0	0	0	0	
		1.8.1.4 Identify opportunities to develop library outreach programs and services	*	*	*	*	Books delivered to Rocky Gully by volunteers
		1.8.1.5 Continue to support the provision of regional library services	0	0	0	0	Signed agreement with each library in Great Southern
		1.8.1.6 Embrace and investigate use of technology to provide services to customers	*	*	*	*	Spydus 2018, talking books
	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	0	0	0	0	
		1.8.2.2 Support education programs with Library resources	0	0	0	0	
		1.8.2.3 Develop partnerships with educational institutions to create an 'environment of learning'	*	*	*	*	Ongoing, regular meetings with TAFE & CRC
	Strategy 1.8.3 - Support the provision of appropriate, accessible arts facilities and activities to encourage artistic and cultural expression	1.8.3.1 Encourage the maintenance and restoration of the museum, art gallery and items of historical significance to the Shire	*	*	*	*	Museum maintenance program based on heritage architect assessment is a medium priority (#)
		1.8.3.2 Maintain and promote the Shire's art collection	0	0	0	0	On website, Wikipedia, pieces on loan to Fremantle Arts Centre
		1.8.3.3 Support the exhibition of cultural and artistic activities within the Shire	0	0	0	0	
	Strategy 1.8.4 - Support festivals, events and activities that strengthen our sense of identity and celebrate our history, heritage and diverse cultures	1.8.4.1 Support and encourage events and festivals to be hosted within the Shire	0	0	0	0	KPI - Can do
	Strategy 1.8.5 - Encourage the holding of national and state events in the District	1.8.5.1 Support and encourage national and state events to be hosted within the Shire	0	0	0	0	KPI - Can do

Goal 1 - Community Pride and Wellbeing

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

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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	0	0	0	0	Taking a reactionary role to education
		1.9.1.2 Enforce animal controls in order to maintain public safety	0	0	0	0	
	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	0	0	0	0	LEMS, BFBs
		1.9.2.2 Support the position of Community Emergency Services Manager in achieving the actions and goals detailed in the Business Plan	0	0	0	0	New MOU endorsed January 2019
		1.9.2.3 Develop partnerships with hazard management agencies to help plan for emergency events	0	0	0	0	Ongoing LEMC, DEMC
		1.9.2.4 Educate the community in matters of emergency prevention and preparedness	0	0	0	0	CESM role
	Strategy 1.9.3 - Work with bush fire brigades to deliver fire mitigation strategies across the Shire	1.9.3.1 Develop and maintain a Bushfire Risk Mitigation Plan	0	0	0	0	Plan done
		1.9.3.2 Liaise with DFES and Bush Fire Brigades in respect to the ongoing implementation of the Bushfire Risk Mitigation Plan	0	0	0	0	
	Strategy 1.9.4 - Promote and support planning and activities that encourage a safe and responsible community	1.9.4.1 Support initiatives to improve community safety	0	0	0	0	CCTV
		1.9.4.2 Promote and encourage community responsibility	0	0	0	0	
	Strategy 1.9.5 - Advocate for appropriate lighting in streets and public places	1.9.5.1 Ensure Western Power is notified of street light faults	0	0	0	0	Ranger - monthly
		1.9.5.2 Ensure appropriate street lighting is provided in new and existing developments	0	0	0	0	
		1.9.5.3 Seek funds for appropriate lighting in public places	*	*	*	*	
	Strategy 1.9.6 - Continue to develop CCTV coverage in Mount Barker	1.9.6.1 Maintain and expand CCTV initiative, including Mount Barker Railway Station	0	\$18,000	0	0	
	Strategy 1.9.7 - Advocate for a continued strong police presence in Mount Barker	1.9.7.1 Maintain a good relationship with local police	0	0	0	0	
		1.9.7.2 Support the relocation of police services in Mount Barker onto Albany Highway, noting the availability of government land on the corner of Oatlands Road and Albany Highway	\$	\$	\$	\$	Council decision on 26/3/19 to support for the relocation of police services in Mount Barker onto Albany Highway and advocate for co-location of police, town fire brigade and SES.

Key: 0 Included in Operating Budget * Unknown cost \$ Fully externally funded action # Councillor planning session workshop

Action Plan

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.



Goal 2 - Enhancing Natural and Built Environment

Provide and maintain physical infrastructure that supports service delivery as well as protection and care of our natural environment

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
2.1 - Long term planning and development guided by the Planning Vision	Strategy 2.1.1 - Review and update the Local Planning Scheme having regard to strategic aims	2.1.1.1 Monitor the Council's Planning Vision as a Planning Scheme Policy to guide growth 20 years and beyond	0	0	0	0	
	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	0	0	0	0	
	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	0	0	0	0	
	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	0	0	0	0	
2.2 - 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	0	0	0	0	
	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	0	0	0	0	Priority project - A new planning scheme with a focus on development (SCP)
		2.2.2.2 Promote and encourage local development compliance with the Planning Scheme	0	0	0	0	
		2.2.2.3 Educate the public about the need for building permits	0	0	0	0	
		2.2.2.4 Ensure all conditions relative to building permits are complied with	0	0	0	0	
		2.2.2.5 Ensure building permits are issued in a timely and efficient manner	0	0	0	0	
	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	0	0	0	0	
	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	0	0	0	0	
	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	*	*	*	*	
		2.2.6.2 Identify and conserve places of cultural heritage significance	*	*	*	*	
		2.2.6.3 Support and promote Shire's Museum	0	0	0	0	
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	*	*	*	*		
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	0	0	0	0		
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	2.3.1.1 Maintain parks, gardens and open space at standards acceptable to the community	\$45,000	0	0	0	Mount Barker Hill Lookout beautification is a medium priority (#). Ingoldby Street public open space is a high priority # & KPI
		2.3.1.2 Establish outdoor amenities that suit the needs of the community in a safe and pleasant manner	*	*	*	*	
	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	*	*	*	*	Priority project - Improve main street aesthetics (SCP). Mount Barker CBD wayfinding is a high priority #
	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	0	0	0	0	
		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	0	0	0	0	
Strategy 2.3.4 - Plan and seek funding for 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)	*	*	*	*	Priority project - Implement the Trails and Bike Plans (SCP). Medium priority (#)	

Goal 2 - Enhancing Natural and Built Environment

Provide and maintain physical infrastructure that supports service delivery as well as protection and care of our natural environment

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
2.4 - Safe and reliable transport infrastructure	Strategy 2.4.1 - Maintain and further develop Shire roads, drainage and pathways at appropriate standards and continue to seek to maximise grant funding to support this aim	2.4.1.1 Ensure the Council's ongoing access to materials for the construction and maintenance of its road network	0	0	0	0	Priority project - Develop new gravel sources for roads (SCP)
		2.4.1.2 Maintain and improve constructed footpath infrastructure	\$50,000	\$50,000	\$50,000	\$50,000	
		2.4.1.3 Encourage the establishment, promotion and resourcing of appropriate dual use path facilities	0	0	0	0	
		2.4.1.4 Identify outstanding road encroachments and rectify	*	*	*	*	Ongoing
		2.4.1.5 Identify the need for road resumptions for future road construction and maintenance and instigate those resumptions	\$30,000	\$30,000	\$30,000	\$30,000	
		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	\$5,295,000	\$5,347,950	\$5,401,430	\$5,455,444	Commonwealth Local Roads Grant, RTR, RRG Blackspot etc
		2.4.1.7 Manage drainage infrastructure in a manner which minimises flooding on private property and public infrastructure	0	0	0	0	
		2.4.1.8 Identify and record existing drainage systems to provide the basis for future infrastructure requirements	0	0	0	0	A portion of the ETO time is going to be directed at this annually as part of their normal duties
	Strategy 2.4.2 - Advocate for improvements to roads controlled by Main Roads WA	2.4.2.1 Advocate for improvements to Albany Highway, Chesterpass Road and Muir Highway, including additional overtaking lanes	0	0	0	0	
	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	*	*	*	*	See 2.4.7.1
2.4.3.2 Enforce parking restrictions in controlled areas		0	0	0	0	Going to start working on this shortly.	
Strategy 2.4.4 - Investigate and respond to road safety and traffic issues throughout the District	2.4.4.1 Support the Roadwise Program	0	0	0	0		
	2.4.4.2 Ensure both temporary and permanent road closures are processed and approved in accordance with all necessary legal and administrative requirements	0	0	0	0	Ongoing	
	2.4.4.3 Effectively communicate with external agencies as required	0	0	0	0	Ongoing	
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	0	0	0	0		
	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	0	0	0	0		
	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	\$15,000	\$15,000	\$15,000	\$15,000		
Strategy 2.4.6 - Seek funding for the development of bicycle paths and related infrastructure in Mount Barker	2.4.6.1 Seek funding in each annual budget to progress the development of bicycle paths and related infrastructure in line with the Mount Barker Bicycle Master Plan report dated November 2017	\$50,000	\$50,000	\$50,000	\$50,000		
Strategy 2.4.7 - Develop a long term Parking Plan for the Mount Barker CBD	2.4.7.1 Develop a long term Parking Plan for the Mount Barker CBD	0	0	0	0		
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	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)	0	0	0	0	Review of Shire's built assets and priorities (KPI). Mount Barker toilets upgrade program is a Medium priority #
	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	*	*	*	*	
	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	*	*	*	*	Priority aim - Rationalise halls and buildings and adequately maintain core buildings (SCP)

Goal 2 - Enhancing Natural and Built Environment

Provide and maintain physical infrastructure that supports service delivery as well as protection and care of our natural environment

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
2.6 - Assets and infrastructure managed over the long term to meet current and future needs	Strategy 2.6.1 - Implement maintenance, servicing and renewal of Council assets in a timely manner that maximises its life and performance, with a focus on infrastructure and core buildings	2.6.1.1 Implement Asset Management Framework and Principles	0	0	0	0	
		2.6.1.2 Ensure the Council has an efficient and cost effective light fleet management program	\$115,000	\$90,000	\$105,000	\$65,000	
		2.6.1.3 Ensure the Council has an efficient and cost effective plant and machinery management program	\$500,000	\$928,000	\$530,500	\$610,000	
		2.6.1.4 Investigate development options for Council owned land and buildings	0	0	0	0	
	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	0	0	0	0	
2.7 - 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	0	0	0	0	
		2.7.1.2 Maintain undeveloped Council reserves to the standard adopted by the Council	0	0	0	0	Passive management only
		2.7.1.3 Maintain the natural values present on bush reserves controlled by the Shire	0	0	0	0	Ongoing. Outside organisations such as the OHCG and WICG do the majority of the work.
		2.7.1.4 Rehabilitate all exhausted gravel pits	*	*	*	*	Done within 12 months
		2.7.1.5 Ensure the Council maintains control over the erection of gates and stock grids across road reserves within the Shire	0	0	0	0	LG Act refers. Council Policy revoked.
		2.7.1.6 Ensure that drainage and road design does not adversely impact on the natural environment	0	0	0	0	Always conscious of this and we do the best we can
	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	0	0	0	0	
		2.7.2.2 Support programs to control and / or eradicate feral animals throughout the Shire	0	0	0	0	
	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			0	0	Underway currently
	Strategy 2.7.4 - Promote and support initiatives to protect and conserve native bush, flora and fauna	2.7.4.1 Manage natural resources in a sustainable manner on land owned or vested with the Council	0	0	0	0	
		2.7.4.2 Ensure no unauthorised clearing occurs within the Shire	0	0	0	0	We are reactionary on this and have no powers. If we were to see such an action, it would be reported to DWER
	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	2.8.1.1 Work with relevant organisations to hold a program of workshops to encourage more sustainable practices around the home	\$	\$	\$	\$
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	0	0	0	0	
Strategy 2.8.3 - Investigate green energy initiatives		2.8.3.1 Integrate sustainability into all aspects of the Shire operations	0	0	0	0	
Strategy 2.8.4 - Consider climate variability to minimise impact on the natural environment and community assets		2.8.4.1 Develop management plans that improve the performance of Council operations to address global warming	0	0	0	0	

Goal 2 - Enhancing Natural and Built Environment

Provide and maintain physical infrastructure that supports service delivery as well as protection and care of our natural environment

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
2.9 - Integrated waste management	Strategy 2.9.1 - Continue to undertake rubbish collection services in Mount Barker, Kendenup, Narrikup and Rocky Gully 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	0	0	0	0	Done but are monitored for change.
	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	0	0	0	0	All are compliant
		2.9.2.2 Provide waste facilities that are readily accessible to all stakeholders	0	0	0	0	Done
		2.9.2.3 Undertake appropriate forward planning to meet the Shire's long-term waste disposal needs	*	*	*	*	Priority aim - Provide more efficient and integrated waste management (SCP)
		2.9.2.4 Provide a liquid waste facility that is readily accessible to all stakeholders	0	0	0	0	
	Strategy 2.9.3 - Develop modern, accessible, cost effective and innovative waste disposal options	2.9.3.1 Promote waste minimisation through education and improved infrastructure and resources within waste management sites	0	0	0	0	Ongoing
	Strategy 2.9.4 - Investigate regional waste management co-operation opportunities	2.9.4.1 Investigate possibility of regional cooperation for refuse disposal	*	*	*	*	
Strategy 2.9.5 - Where possible, implement recycling capability and encourage proactive recycling of household waste	2.9.5.1 Develop recycling facilities and services	0	0	0	0		
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	0	0	0	0	
	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	*	*	*	*	Normal operating procedures have changed to reduce water consumption
		2.10.2.2 Provide water standpipes in Mount Barker, Kendenup and Narrikup to support local residents and emergency services requirements	5,000	5,000	5,000	5,000	Ongoing maintenance costs
	Strategy 2.10.3 - Investigate waste water re-use	2.10.3.1 Investigate proposals for re-use of waste water	0	35,000	0	0	Water security is a priority # (High - Sounness & Frost Parks and industry; Medium POS & Mount Barker)
	Strategy 2.10.4 - Support a coordinated approach to water resource management, including drainage	2.10.4.1 Support a co-ordinated approach to regional water resource management	0	0	0	0	

Key: 0 Included in Operating Budget * Unknown cost \$ Fully externally funded action # Councillor planning session workshop



Action Plan

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.

Goal 3 - Prosperous and sustainable local economy

Develop and maintain a strong local economy that supports the business and residential sectors and contributes to employment opportunities and a broad range of services

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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	0	0	0	0	New structure will support Outcome
		3.1.1.2 Advocate for increased resources for business development	0	0	0	0	
	Strategy 3.1.2 - Advocate for employment and training programs that meet the needs of diverse sectors of our community	3.1.2.1 Assist in the dissemination of information for employment and training programs for local business	0	0	0	0	
	Strategy 3.1.3 - Develop and implement policies and initiatives to support local business, employment opportunities and agricultural prosperity	3.1.3.1 Where appropriate, assist with the promotion and marketing of local businesses	0	0	0	0	
	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	0	0	0	0	
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	0	0	0	0	New structure will support Outcome
	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	0	0	0	0	
	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					Priority aim - Encourage and facilitate appropriate development (SCP). Economic Development Strategy completed by Alliance
	Strategy 3.2.4 - Advocate for downstream processing in established industries	3.2.4.1 Advocate for downstream processing activities in the district for primary production	0	0	0	0	
	Strategy 3.2.5 - Identify and advocate for the establishment of new industry in the District	3.2.5.1 Ensure sufficient appropriately zoned land is available for manufacturing purposes	0	0	0	0	Priority aim - Identify and attract new industry and to have sufficient land zoned to match those needs (SCP and KPI)
	Strategy 3.2.6 - Encourage and facilitate residential and industrial land development	3.2.6.1 Investigate and promote housing development	0	0	0	0	Priority aim (SCP & KPI). Lobby state government for initiatives to promote rural housing (KPI).
		3.2.6.2 Advocate the development of the Yerriminup Special Industrial Site	0	0	0	0	High priority aim to lobby Landcorp to fund a structure plan (#)
	Strategy 3.2.7 - Attract new residents through promoting and marketing the benefits of living in the area	3.2.7.1 Develop a sustainable population growth strategy	0	0	0	0	
3.2.7.2 Encourage variety in land use and housing to promote a diverse population and stronger community		0	0	0	0		
3.2.7.3 Consider the diverse needs of various groups and communities in planning for the services required to cater for population growth		0	0	0	0		
3.2.7.4 Monitor Shire population and demographic statistics		0	0	0	0		
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	0	0	0	0	
		3.3.1.2 Identify and promote various appropriate grant programs throughout the community	0	0	0	0	
	Strategy 3.3.2 - Encourage and support the development of a local Chamber of Commerce	3.3.2.1	0	0	0	0	
	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	0	0	0	0	
3.3.3.2 Develop mechanisms to ensure communication with government departments in the region		0	0	0	0		

Goal 3 - Prosperous and sustainable local economy

Develop and maintain a strong local economy that supports the business and residential sectors and contributes to employment opportunities and a broad range of services

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
3.4 - A strong tourism region	Strategy 3.4.1 - Promote and support local and regional tourism initiatives	3.4.1.1 Collaborate with tourism peak bodies to promote the region	*	*	*	*	
	Strategy 3.4.2 - Provide infrastructure and services to support tourism	3.4.2.1 Provide infrastructure and services to support local tourism	*	*	*	*	
	Strategy 3.4.3 - Work with the Lower Great Southern Alliance to develop a Regional Economic and Tourism Strategy and Destination Marketing Strategy	3.4.3.1 Continue to support outcomes arising from the Destination Marketing Strategy and Tourism Development Strategy with Lower Great Southern Alliance partners	*	*	*	*	Priority aim - Work with our local government neighbours to attract tourism and development (SCP)
	Strategy 3.4.4 - Work with the Lower Great Southern Alliance in promoting sustainable tourism investment within the region	3.4.4.1 Support the Amazing South Coast inc with the implementation of actions from the Tourism Development Strategy	*	*	*	*	
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	*	*	*	*	
	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	∅	∅	∅	∅	
	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	∅	∅	∅	∅	Lobby for better telecommunications and new technology for primary production and emergency services (KPI)
	Strategy 3.5.4 - Support development of a Regional Economic Development Strategy (Growth Plan)	3.5.4.1 Participate in the development of a Strategic Regional Economic Development Plan and subject to funding, a Lower Great Southern Growth Plan	*	*	*	*	Subject to Government agreement
	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	∅	∅	∅	∅	
		3.5.5.2 Ensure compliance with environmental licence and other relevant requirements	∅	∅	∅	∅	Annual monitoring and reporting
		3.5.5.3 Operate the Mount Barker Regional Saleyards as a self-sustaining business unit	∅	∅	∅	∅	Photovoltaic cells, roof over eastern dirt pens and office extension are a medium priority (#)
3.5.5.4 Market the Mount Barker Regional Saleyards as the best in Western Australia		∅	∅	∅	∅	TV advertising and mailouts	

Key: ∅ Included in Operating Budget * Unknown cost \$ Fully externally funded action # Councillor planning session workshop

Action Plan

Goal 4: Effective Governance and Organisation

Scope:

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



Goal 3 - Effective Governance and Organisation

Maintain an open and accountable professional organisation providing leadership for the community

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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	0	0	0	0	Facebook, LED board, Plantagenet News
	Strategy 4.1.2 - Ensure the corporate structure is aligned with the Shire's strategic direction	4.1.2.1 Continue to review the corporate structure to ensure its suitability to pursue the Shire's strategic direction	0	0	0	0	
	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	0	0	0	0	
	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	*	*	*	*	
	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	0	0	0	0	
	Strategy 4.1.6 - Provide a community oriented organisation that delivers high quality services and delivers outcomes that are in the best interests of our ratepayers	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	0	0	0	0	
		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	0	0	0	0	
		4.1.6.3 Provide through delegation a mechanism to enable day to day business of the Council to be handled by the administration	0	0	0	0	
		4.1.6.4 Maximise awareness of and compliance with relevant legislation	0	0	0	0	
	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	\$22,000		\$22,000		Undertaken by WAEC
4.2 - Effective engagement with the community and stakeholders	Strategy 4.2.1 - Keep the community well informed on Council initiatives	4.2.1.1 Develop a community engagement and communication strategy		0			
	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	0	0	0	0	Premises for Plantagenet News
	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	0	0	0	0	Regular CEO and Full VROC meetings
	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	0	0	0	0	
		4.2.4.2 Develop the skills and information required for Councillors and senior staff to represent the interests of the Shire	0	0	0	0	
	Strategy 4.2.5 - Aim to use communication methods and tools preferred by stakeholders and our community	4.2.5.1 Trial the use of social media (Facebook page) to engage with the community	*	*	*	*	Priority project - Consider a social media presence and investigate the possibility of a media and communication resource with the Alliance (SCP & KPI). Facebook implemented

Goal 3 - Effective Governance and Organisation

Maintain an open and accountable professional organisation providing leadership for the community

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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.	0	0	0	0	
		4.3.1.2 Deliver timely, accurate and consistent information to our customers	0	0	0	0	Customer Service Charter
		4.3.1.3 Ensure customer service is accessible and convenient to the whole community and maintain a positive image of the Shire	0	0	0	0	Priority aim - Make every interaction an opportunity to provide a positive experience (SCP). Have a can do approach (KPI)
	Strategy 4.3.2 - Where appropriate, undertake promotion of current services and implement review processes in service delivery	4.3.2.1 Implement review processes in service delivery on a regular basis and as needed	0	0	0	0	Biennial surveys
	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	0	*	*	0	Wireless communications network for Shire buildings is a medium priority (#)
		4.3.3.2 Provide staff with efficient access to information, research material, government documentation and organisations	0	0	0	0	
		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	0	0	0	0	Improved website proposed
		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	0	0	0	0	
		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	0	0	0	0	
		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	0	0	0	0	
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	0	0	0	0		
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	0	0	0	0	
	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	0	0	0	0	
		4.4.2.2 Further develop Asset Management Planning beyond Stage 1	0	0	0	0	Subject to additional resource (Strategic Planning / Asset Management)
		4.4.2.3 Maintain the Long Term Financial Plan	0	0	0	0	
	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	0	0	0	0	Additional resource proposed (Strategic Planning / Asset Management)
	Strategy 4.4.4 - Report to the Council on progress made with its Corporate Business Plan	4.4.4.1 Enable comparison of key performance indicators and overall performance with organisations undertaking comparable roles	*	*	*	*	
4.4.4.2 Develop a benchmarking process		*	*	*	*		

Goal 3 - Effective Governance and Organisation

Maintain an open and accountable professional organisation providing leadership for the community

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
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	0	0	0	0	Staff housing renewal is a high priority (#).
	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	0	0	0	0	Office workspace re-org - medium priority (#)
		4.5.2.2 Aim to reduce Workers Compensation Claims cost and improve the level of workplace based rehabilitation	0	0	0	0	
	Strategy 4.5.3 - Implement an appropriate staff performance appraisal and development systems	4.5.3.1 Undertake annual development reviews of all staff	0	0	0	0	
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	0	0	0	0	
		4.6.1.2 Ensure the Audit function is carried out in accordance with legislative requirements	0	0	0	0	
		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	0	0	0	0	
		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	0	0	0	0	
		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	0	0	0	0	
		4.6.1.6 Responsibly manage the Council's financial resources	0	0	0	0	
	Strategy 4.6.2 - Develop and maintain Risk Management policies and procedures	4.6.2.1 Implement Risk Management Framework policy and procedures	0	0	0	0	
		4.6.2.2 Maintain the Business Continuity Response Plan	0	0	0	0	
	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	0	0	0	0	
		4.6.3.2 Identify and resolve boundary encroachments which impact on Shire properties	0	0	0	0	
		4.6.3.3 Undertake reviews of street numbering where issues arise or as a result of infill development	0	0	0	0	
	Strategy 4.6.4 - Provide support services for works and plant operations	4.6.4.1 Ensure any private works undertaken by the Council are both cost effective and in accordance with the organisation's objectives	0	0	0	0	
		4.6.4.2 Develop internal controls to protect and secure the Council's small plant and equipment	0	0	0	0	
	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	0	0	0	0	

Goal 3 - Effective Governance and Organisation

Maintain an open and accountable professional organisation providing leadership for the community

Outcome	Strategy	Actions	2019/20	2020/21	2021/22	2022/23	Comment
4.6 - Effective and efficient corporate and administrative services	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	0	0	0	0	
		4.6.6.2 Maintain the Council's records of its freehold, vested and leased land	0	0	0	0	
		4.6.6.3 Maintain registers as required by legislation	0	0	0	0	
		4.6.6.4 Maintain accurate and complete documentation of the policies and records of the Shire	0	0	0	0	
		4.6.6.5 Establish and maintain mechanisms of control with respect to records creation and appropriate preservation in accordance with legislative requirements	0	0	0	0	
		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	0	0	0	0	
		4.6.6.7 Improve the effectiveness and efficiency of the Council's management systems	0	0	0	0	
		4.6.6.8 Provide appropriate office equipment to enhance the efficiency and effectiveness of the organisation	0	0	0	0	
		4.6.6.9 Ensure public access to information or records held by the Shire meets legislative requirements	0	0	0	0	
		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	0	0	0	0	
		4.6.6.11 Identify Grant Funding Opportunities as a means of financing (fully or partially) Council projects	0	0	0	0	
		4.6.6.12 Ensure that the Council's legitimate corporate interests are protected by seeking legal advice where appropriate	0	0	0	0	
		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	0	0	0	0	
		4.6.6.14 Maintain mechanisms of control with respect to disposal of records in accordance with legislative requirements	0	0	0	0	

Key: 0 Included in Operating Budget * Unknown cost \$ Fully externally funded action # Councillor planning session workshop

Services and Facilities

The Shire of Plantagenet delivers services to its community in line with the Strategic Community Plan 2017 – 2026 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	2.7.1
	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