

Council

STRATEGIC COMMUNITY PLAN 2017-2026

Strategic Community Plan 2017-2026

Meeting Date: 5 December 2017

Number of Page (Separate Attachment)



Plantagenet 2026

**Building Success through
Opportunity and Participation**

Strategic Community Plan

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Message from the Shire President

It is with great pleasure that I present 2017 – 2026 Strategic Community Plan for the Shire of Plantagenet. The plan sets out a vision for our Shire for the next 10 years and outlines strategies to guide the Council towards achieving it.

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.

Plantagenet 2026 is based on input from our community and also continues on from the Shire's first Strategic Community Plan 2013 – 2023. This year, the Council again undertook a community planning survey within the Shire. A total of 3,190 surveys were sent to residents, with 710 usable surveys received back.

The plan has a long-term focus and achieving the shared vision will require collaboration with all levels of government, neighbouring councils, community groups and residents.

Understanding where we have come from and what is important to Plantagenet has provided the foundation that guides the Council going forward. The Shire of Plantagenet offers its residents, employees and visitors an enviable location and lifestyle. The main economic activities of the region revolve around agriculture and tourism. These aspects, as well as the natural environment and community wellbeing, underpin this revised Strategic Community Plan.

The Council will use this Plan to create a Corporate Business Plan which lists priorities for specific services, operations and projects to be delivered over four-year cycles. To ensure the Plan reflects the changing aspirations of our community, it will continue to be reviewed every four years to ensure it is current and appropriate to guide the Shire to a sustainable and prosperous future.

I would like to thank all community members who took part in the survey process. Your support and contribution is vital to ensure our planning supports the community's vision, values and aspirations for the next 10 years.

I look forward to working with Councillors, Shire staff, other local governments in the region and other stakeholders to achieve key priorities covered in this Plan.

Cr Chris Pavlovich
SHIRE PRESIDENT

Message from the Chief Executive Officer

This updated Strategic Community Plan continues to recognise the role of the community in determining its own future and will remain the key strategic document for guiding the Council's business planning, annual budgets and service delivery.

The Plan, first developed in 2013 following significant community input, has been reviewed for currency and amended in response to the many changes and pressures facing the Shire of Plantagenet.

This Plan identifies our community's aspirations and describes how the Shire can work towards achieving these. Many of the directions and approaches within the Plan apply to core business areas of the Shire, while larger projects and initiatives continue to be assessed and implemented on a progressive basis, subject to external funding.

The Plan reflects that the Shire of Plantagenet is an integral part of the lower Great Southern and the level of co-operation between local governments in the region on working towards achieving common goals is at an all time high. In particular, the alliance with the City of Albany and Shire of Denmark for the purpose of furthering economic development in the sub-region, recognises that what is good for one is good for all.

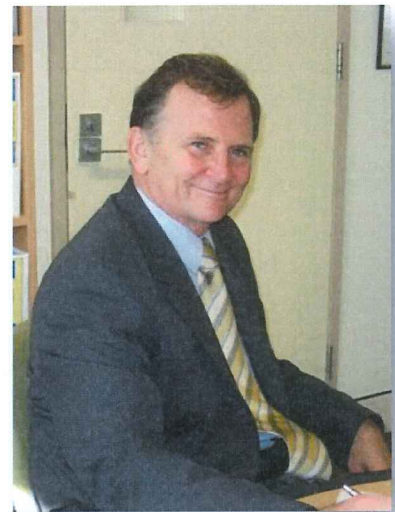
This alliance will enable more effective lobbying of State and Federal Government for direct and or indirect assistance to encourage economic growth and employment. We will also work together to attract industry development and investment in the area by reducing barriers. We will also collaborate in management of resources and knowledge to increase efficiency and provide consistency in planning and resource sharing across the region.

An appropriate balance between community benefit and fiscal responsibility, combined with a long and on-going commitment to these strategic directions and outcomes, is important in achieving this Plan.

To deliver this Plan, the Council commits to continue to make changes and adapt to prevailing conditions and situations and to work collaboratively with all stakeholders to ensure the best outcomes for all. This Plan is an important part of the Shire's future and it is central to what the Shire of Plantagenet will strive to achieve in the coming years.

As always we welcome your feedback on local issues and projects.

Rob Stewart
CHIEF EXECUTIVE OFFICER



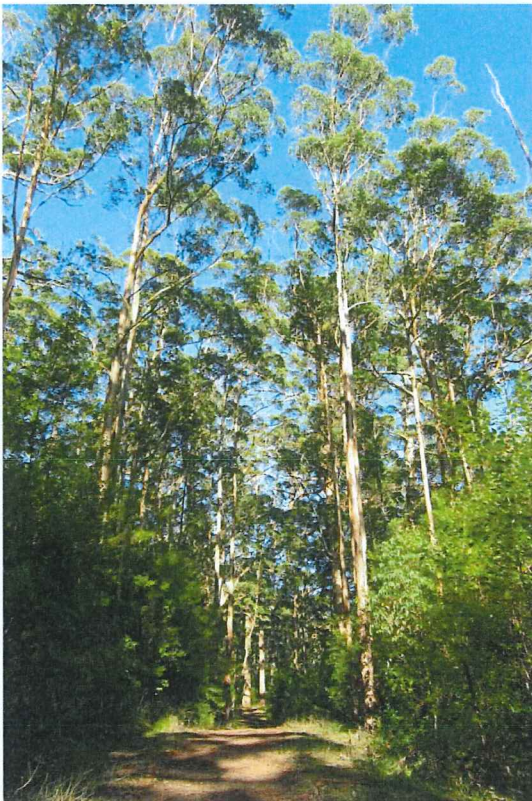
Introduction

This Plan has been developed to deliver clear direction as the Shire continues to provide services and outcomes for the people of Plantagenet.

The Plan has been developed with reference to the plans and strategies of the Council, Regional and State plans, Council direction and workshops. The Shire has also considered community input through a comprehensive census.

In developing this plan, the Council has considered the capacity of its current resources and the anticipated capacity of its future resources. Further consideration of this has been given in the preparation of more a detailed Corporate Business Plan and a Workforce Plan. The Council has also considered demographic trends and the ways of measuring the achievement of strategic outcomes by the application of performance indicators.

The 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.

Services within the Shire are provided by a range of different entities. This plan focuses not only on functions that the Council has sole responsibility for, but on those where the Shire may advocate for services or facilities provided by others.

Each outcome lists the State Government agencies and other organisations that the Shire will liaise with.

A Snapshot

Challenges for the Region

- 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 increasing aging 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.

Big Ideas

- Regional waste opportunities: Power generation.
- Water development to support agricultural production.
- Downstream processing of agricultural produce.
- International acceptance and branding of agricultural produce.
- Albany airport: Upgrade for freight.
- Encourage the holding of national and state events in the district.
- Zero carbon footprint.

Strategic Profile

The Shire of Plantagenet is located in the southern part of the Great Southern Region of Western Australia. Mount Barker, the Shire's commercial centre lies in the middle of the Shire. In addition to Mount Barker, the Shire includes the settlements of Kendenup, Narrikup, Rocky Gully and Porongurup.



The main economic activities of the region revolve around agriculture, processing and tourism. For agriculture, the focus is mainly on grain crops, sheep (wool and meat), beef cattle, wine, pork, poultry and olives. Silviculture, especially plantations of Tasmanian Blue Gums (*Eucalyptus globulus*), is also a major industry in the Shire.

Local attractions include the Porongurup Range (including the Granite Skywalk), Stirling Range, several wineries/cellar sales, a museum based within the original police station, St Werburgh's Chapel, Frost Park thoroughbred racing facility, Tower Hill Lookout communications tower, Roundhouse and Mitchell House Arts Centre.

Settlement of the area dates from the 1830s, with land used mainly for sheep grazing. Population was minimal until the early 1900s when land was subdivided. Gradual growth continued from the post-war years, particularly from the 1980s.

Demographic and Economic Profile

The Shire of Plantagenet's Gross Regional Product was valued at \$319million in 2015, an increase of \$67million from 2006.

The main economic drivers are agriculture and forestry. Sheep, beef and grain farming comprise a majority of agricultural turnover, with other industries including wineries, piggeries, poultry farms, orchards, horticulture, equine studs, silviculture and aquaculture. Key sheep and poultry abattoirs are also present. All of these represent a high level of sophistication and maturity in local business.

There were 2,366 jobs in the Shire of Plantagenet in March 2016, an increase of 99 jobs from 2010. 58.6% of the workforce are male and 41.4% of the workforce are female.

The top three occupations are:

- Managers (including farm owners);
- Labourers; and
- Technicians and Trade Workers.

A majority of the workforce is categorised in the 25 – 54 year age group.

16.3% of the labour force have a tertiary qualification and 19.6% have a vocational qualification.

Estimated 2016 population is 5,195 people, an increase of 501 people from 2006.

Largest population categories are:

- Parents and home builders;
- Older workers and pre-retirees; and
- Retirees and empty nesters.

In 2011, 7% of the Shire's population came from countries where English was not their first language.

Internal migration (persons who lived at a different address at census date) was last measured in 2011.

32.8% of residents moved from 2006 to 2011, comprising:

- 10.3% of residents moved within the Shire;
- 18.2% of residents moved to the Shire from other parts of WA;
- 1.5% of residents moved from another part of Australia; and
- 2.4% of residents came from another country.

The Shire's population has increased steadily during this period.

In 2015 there were 710 businesses throughout the Shire, with agriculture / forestry and construction comprising a majority of business.



The Council

The Shire is governed by a Council, comprising nine elected members who elect a Shire President. The Council is responsible for the provision of good governance to the residents of the district. This includes the setting of local laws, policies, strategy, delegations and budget. It also appoints a Chief Executive Officer.



Shire President
Cr Chris Pavlovich



Deputy Shire President
Cr Jon Oldfield



Cr Brett Bell



Cr Ken Clements



Cr Sue Etherington



Cr Len Handasyde



Cr Bevan Lang



Cr Marie O'Dea



Cr Jeff Moir

The Process

Community Engagement

In October 2016, a survey was distributed to all residents on the Shire of Plantagenet electoral roll, seeking views on a range of issues. A total of 3,191 surveys was distributed with 710 usable surveys being received back (22.25%).

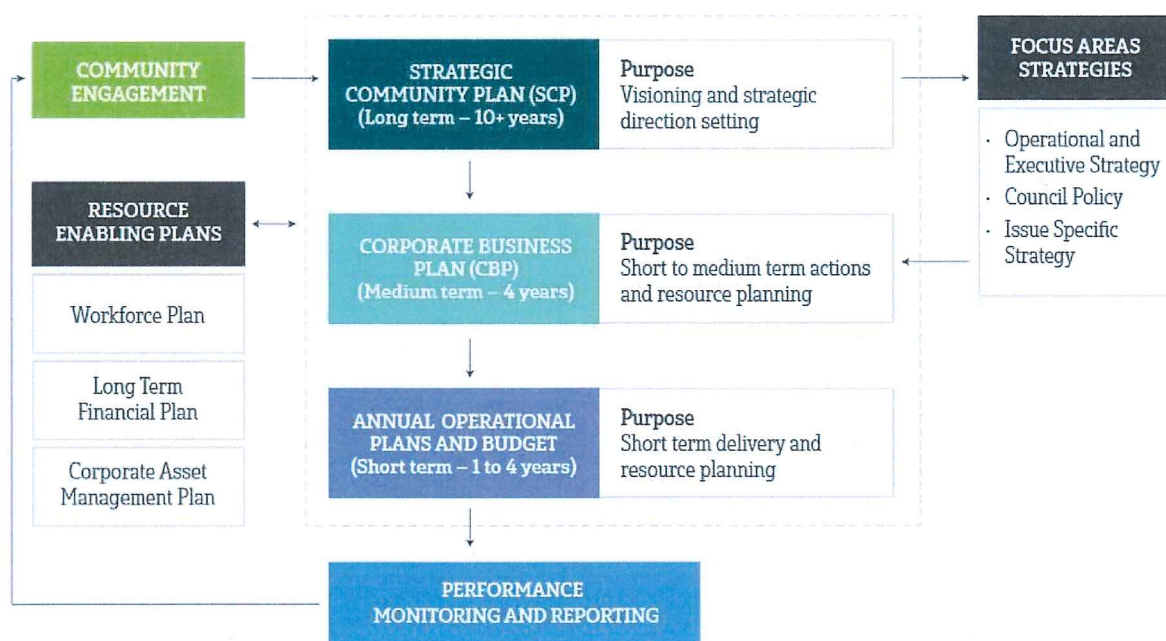
This survey was similar to one done in 2011 for the first iteration of the Strategic Community Plan. This was accompanied by advertisements in the Plantagenet News. The surveys included a prepaid envelope so that they were returned to a consultant engaged to compile and analyse them.

The resulting report included an executive summary, graphical representation of the level of satisfaction with various services and free format comments. A workshop involving elected members and senior staff was held on 20-21 March 2017 to review the results of the survey and develop the themes for a revised plan.

Further workshops are being held to finalise a revised plan, which is being advertised for public comment.

Integrated Planning and Reporting

The Strategic Community Plan does not stand alone. It is part of a suite of integrated planning and reporting framework documents, as shown below, to meet statutory requirements.



The Strategic Community Plan drives the development of the Corporate Business Plan, both of which are integrated with and informed by the Council's Asset Management, Workforce and Long Term Financial Plans. Together they form the Local Government Integrated Planning and Reporting Framework.

The integration of strategic, business, asset, service and financial plans means the Shire's resources are aligned to the strategic directions and aspirations of the Shire of Plantagenet and its community.

Implementation of this Strategic Plan is achieved through the corporate and service level actions and projects that are identified through the Corporate Business Planning process.

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

A strategic review of the Strategic Community Plan is scheduled for completion in June 2019 ie two years from adoption by Council. A full review of the Strategic Community Plan with community consultation is scheduled for completion in June 2021 (ie: four years from adoption by the Council).

Informing Trends, Strategies and Plans

In the process of developing this Strategic Community Plan, a number of documents were reviewed to gain a comprehensive contextual understanding of the Shire. Many documents will be intricately tied in the delivery of this plan, while others just influenced or informed its development. Examples are as follows:

- State and Regional Documents;
- State Planning Strategy;
- State Sustainability Strategy;
- Local and Council Documents;
- Shire of Plantagenet Local Planning Strategy and Town Planning Scheme; and
- Council Policies and Plans.

This Strategic Community Plan is also supported by a number of other issue based strategies, policies and plans that guide the strategic direction of the Council. Other plans and policies are developed as community needs change and emerging issues are identified in a cycle of continuous improvement.

What you told us about current services

- In 2016, eight out of ten of survey respondents (79%) indicated they were satisfied with the performance of the Shire of Plantagenet (compared to seven out of ten respondents or 68% in 2011). 11% indicated they were dissatisfied to some extent (compared with 13% in 2011).
- Those survey respondents from the Mount Barker, Narrikup and East localities were more likely to be satisfied. Kendenup residents were least likely to be satisfied with overall performance of the Shire.
- Compared to 2011, net satisfaction has increased across 30 of the 32 individual Shire service areas measured. Providing access to Council information and bush fire protection/prevention services have slightly lower satisfaction levels this year.
- The highest levels of satisfaction in 2016 are with providing library services (86%), providing and maintaining sport and recreation facilities (83%), providing and maintaining parks (81%) and providing and maintaining playgrounds (78%).
- Other areas of service with higher satisfaction included providing a good appearance to town centres (75%), maintaining cemeteries (73%), bush fire protection/prevention services (73%), maintaining signs (72%), providing cattle saleyards (72%) and providing health services (72%).
- Encouraging and supporting tourism has shown the largest increase in satisfaction from 30% in 2011 to 61% this year.
- The services with the lowest levels of satisfaction were providing cycleways (27%) and providing youth services (38%).
- Other areas of service with lower satisfaction included, providing footpaths (44%), seeking advice from the community on issues (45%), encouraging economic growth (46%) and maintaining roads (47%).
- The largest proportion of respondents by far felt that greater emphasis should be placed on road maintenance when it came to allocating financial resources (38%).
- Other areas that respondents felt the Council should allocate more resources to included fire prevention (24%) and aged and disabled services (22%).
- As in 2011, the single area of funding respondents felt most strongly about reducing was cattle saleyards (18%). Other areas suggested for lower funding were other sport and recreation (11%) and governance (11%).



- Most residents (79%) had dealt with the Council in the last 12 months – most commonly in person (56%). Just under a third of respondents (30%) had contact by telephone, 12% by email and 10% in writing.
- Overall, 86% of respondents were satisfied with their dealings with Council administration staff (the same as in 2011). 10% were dissatisfied. A greater proportion of respondents were satisfied with dealings in person (89%). In writing was least satisfactory (75%).
- Most respondents felt the Plantagenet News was the most effective way for the Council to communicate with them (84%) followed by putting leaflets in the letterbox (50%). Information in the West Australian Newspaper (2%) or on Council noticeboards (3%) or in libraries was seen as far less effective (4%).
- Over half (52%) indicated they prefer to pay Shire accounts in person while 38% prefer the internet.
- One in ten (12%) had visited the Shire's new look website in the last month (Sept/Oct 2015).
- Most respondents (89%) felt safe living in the Shire (compared with 83% in 2011). Over a third (36%) felt 'very safe'. Those in East and West localities were more concerned about safety, those in Narrikup less so.
- Of the facilities asked about in this survey, the library and recreation centre were the most used, typically 7-8 times a year and more so by Mount Barker and Kendenup residents. The swimming pool was visited approximately 6 times per year – again more often by those in Mount Barker. Local halls were typically used only twice a year.
- Eight out of ten respondents (79%) felt the Council should be involved in actively encouraging economic development (compared with 76% in 2011).
- Close to three quarters (72%) agreed with the Shire developing an economic alliance with the City of Albany and Shire of Denmark.



What you told us the Shire should be doing

- The top two responses to what improvements should the Shire of Plantagenet undertake were Roads/Traffic Management and Waste Management.
- The top three responses to what areas the Council should be involved in actively encouraging economic development were encourage more / new business, encourage / promote tourism and provide more job opportunities.
- The top four answers were what are the key environmental issues within the Shire were weed control, fire hazard/fire prevention, bush/fauna and flora preservation and conservation and feral animals/pests.
- A number of responses asked the Council to ensure land owners / tenants take more responsible action to reduce fire hazards.
- Residents asked the Council for more lighting in parks and more CCTV to improve security.
- In relation to road verge, parks and reserve management, the suggestions included: Support volunteer groups; Consult with locals; Mailouts about environmental matters to educate landholders who harbour some of these; Education of Shire workers regarding native vegetation; Protection of remnant bushland.
- In relation to Fire Hazard / Fire Prevention, the suggestions included: Continue bushfire mitigation planning and controlled burns; Enforce bushfire legislation; Get more bush fire ready; Reduce fire risk in parks and road reserves and ensure land owners comply with hazard reduction requirements.
- A number of responders advocated for funding and education of feral animal / pests control.
- It was suggested the Council take a leading role in controlling weeds and non-native plants. Suggestions included: Educate for awareness; Develop a plan for Shire land weed control and promotion for land owners; Encourage public to do their bit; Allocate time to spray weeds.
- The Council was asked to better enforce controls on barking dogs and dogs at large.
- The Council was also asked to help make recycling easier. Suggestions included: Work to make Plantagenet sustainable; Improve recycling depot at tip sites; Promote the tip shop. Implement proactive recycling of household waste at the tip sites.
- Some people expressed concerns about narrowing of streets in Mount Barker and the condition of footpaths.
- The Council was asked to improve maintenance of streets, drains and culverts and to continue sealing streets in Kendenup.



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.

Major priorities

1. Community Pride and Wellbeing

- Provide access to services and facilities for all age groups and abilities.
- Provide unstructured play areas for youth.
- Better promote existing services.
- Advocate for home care help for aged.
- Implement the Trails and Bike Plans.
- Improve main street aesthetics.
- Provide recreation facilities for an aging population.

2. Enhancing Natural and Built Environment

- Encourage and facilitate industrial and residential land development.
- Develop a new planning scheme with a focus on development.
- Develop new gravel sources for roads.
- Rationalise halls and buildings and adequately maintain core buildings.
- Provide more efficient and integrated waste management.

3. Prosperous and sustainable local economy

- Fund a resource to support economic development opportunities.
- Encourage and facilitate appropriate development within the Shire of Plantagenet.
- Identify and attract new industry.
- Work with our local government neighbours to attract tourism and development.
- Work to have sufficient land zoned to match the needs of industry.

4. Effective Governance and Organisation

- Consider a social media presence and investigate the possibility of a media and communication resource with the Alliance.
- Make every interaction an opportunity to provide a positive experience.
- Encourage media to provide online publications for remote ratepayers.

Strategies to Achieve our Goals

Community Pride and Wellbeing

The key goal is to foster community pride, safety, well-being and involvement through the provision of services

Outcome 1.1 Health and family support services that are accessible and meet the needs of our community

Strategy	Description	Indicator
1.1.1	Advocate for medical and hospital services within the region	Community satisfaction levels with health and family support services
1.1.2	Advocate for health and family support services	
1.1.3	Promote childhood development services and facilities	
Key People We Talk With:		
<div><div>● WA Country Health Service</div><div>● Plantagenet Medical Centre</div></div>		
<div><div>● Department of Education</div><div>● Wanslea Family Services</div></div>		

Outcome 1.2 Promote and enforce Public and Environmental Health Requirements

Strategy	Description	Indicator
1.2.1	Provide food premises inspections	Percentage of premises that meet minimum standards
1.2.2	Provide public buildings inspections	
1.2.3	Undertake food safety and public health promotion	
1.2.4	Work with the State Government to control infectious diseases	
1.2.5	React to emerging health threats	
Key People We Talk With:		
● Department of Health		

Outcome 1.3 A cohesive and supportive community

Strategy	Description	Indicator
1.3.1	Encourage and support community groups and initiatives to help people to work together for the benefit of our community	▲ volunteer numbers
1.3.2	Promote and support the initiatives and achievements of our volunteers	
1.3.3	Work in partnership with community groups to assist in attracting new volunteers	
1.3.4	Actively promote and assist community groups and clubs	▲ number of residents participating in community groups
1.3.5	Improve the amenity of community spaces and Shire facilities to promote participation and wellbeing	
1.3.6	Aim to reduce barriers to participation and encourage all sectors of our community to participate in community and civic life	

Key People We Talk With:

- Local sports clubs
- Local community groups
- Volunteering WA

Outcome 1.4 Opportunities for development and participation of our youth

Strategy	Description	Indicator
1.4.1	Promote programs that assist in youth development and leadership	▲ community satisfaction levels with delivery of initiatives for our youth
1.4.2	Provide and promote appropriate and accessible facilities and activities for youth	
1.4.3	Support youth training and employment programs	

Key People We Talk With:

- Department of Education
- Registered Training Organisations
- Local schools

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

Strategy	Description	Indicator
1.5.1	Maintain and improve sporting and recreation facilities in the District based on catchment needs	▲ number of people engaging in recreation and sporting facilities
1.5.2	Promote sporting, recreation and leisure facilities and programs in the District	
1.5.3	Encourage and assist the Plantagenet Sporting Club to successfully manage and promote the facilities at Sounness Park	
1.5.4	Promote the development of Frost Park as a major equine centre in the Great Southern Region	
1.5.5	Improve and promote Recreation Centre services and programs to encourage increased patronage	Delivery of improvements to the Mount Barker Swimming Pool
1.5.6	Maintain a safe pool facility and enhance aquatic programs to encourage increased patronage	
1.5.7	Renew the parts of the Mount Barker swimming pool infrastructure that are at the end of their economic life	
Key People We Talk With:		
<div><div><ul style="list-style-type: none">Plantagenet Sporting ClubMount Barker Community CollegeDepartment of Local Government, Sport and Cultural Industries</div><div><ul style="list-style-type: none">Great Southern Development CommissionLocal sports clubsGreat Southern Centre for Outdoor Recreation Excellence</div></div>		

Outcome 1.6 Quality of life for the aged

Strategy	Description	Indicator
1.6.1	Advocate the provision and promotion of services, home care and facilities that meet the needs of the aged	▲ satisfaction of aged people with facilities for the aged
1.6.2	Support quality accommodation for the aged	
1.6.3	Support the provision of recreation and active ageing activities for seniors	
Key People We Talk With: <ul style="list-style-type: none">Plantagenet Sporting ClubPlantagenet Village HomesAged Care ProvidersDepartment of Local Government, Sport and Cultural Industries		

Outcome 1.7 Quality of life for the disabled

Strategy	Description	Indicator
1.7.1	Provide services, facilities and information that are accessible to people of all abilities	Implementation of Disability Access and Inclusion Plan outcomes
1.7.2	Implement the Shire's Disability Access and Inclusion Plan	
Key People We Talk With:		
• Department of Communities		

Outcome 1.8 Cultural, arts and learning opportunities that contribute to vibrancy and diversity in the community

Strategy	Description	Indicator
1.8.1	Provide library services and programs that help improve literacy and community engagement	▲ number of cultural, arts and learning opportunities available to the people of Plantagenet
1.8.2	Support programs that assist in developing lifelong learning opportunities	
1.8.3	Support the provision of appropriate, accessible arts facilities and activities to encourage artistic and cultural expression	
1.8.4	Support festivals, events and activities that strengthen our sense of identity and celebrate our history, heritage and diverse cultures	▲ number of community events
1.8.5	Encourage the holding of national and state events in the District	
Key People We Talk With:		
<div><div><ul style="list-style-type: none">● State Library of WA● Plantagenet Players</div><div><ul style="list-style-type: none">● Plantagenet Arts Council● Department of Local Government, Sport and Cultural Industries</div></div>		

Outcome 1.9 A safe Plantagenet

Strategy	Description	Indicator
1.9.1	Provide animal control in accordance with legislative requirements	▼ animal attacks
1.9.2	Support the community in emergency and fire management planning, preparedness, response and recovery	Severity of bush fires
1.9.3	Work with bush fire brigades to deliver fire mitigation strategies across the Shire	
1.9.4	Promote and support planning and activities that encourage a safe and responsible community	
1.9.5	Advocate for appropriate lighting in streets and public places	▼ crime statistics
1.9.6	Continue to develop CCTV coverage in Mount Barker	
1.9.7	Advocate for a continued strong police presence in Mount Barker	
Key People We Talk With:		
<div><div><ul style="list-style-type: none">● Department of Fire and Emergency Services● Department of Biodiversity, Conservation and Attractions● Police Department</div><div><ul style="list-style-type: none">● Local Bush Fire Brigades and SES Units● Emergency Management Committees</div></div>		

Enhancing Natural and Built Environment

The key goal is to provide and maintain physical infrastructure that supports service delivery as well as protection and care of our natural environment.

Outcome 2.1 Long term planning and development guided by the Planning Scheme

Strategy	Description	Indicator
2.1.1	Review and update the Local Planning Scheme having regard to strategic aims	Local Planning Scheme updated
2.1.2	Adopt a regional approach to planning and development issues	
2.1.3	Collaborate with the State Government to ensure that local planning development and long term growth needs are met	Percentage of Council planning decisions in line with the Planning Scheme
2.1.4	Encourage and promote the use of good agricultural land for food production	

Key People We Talk With:

- Department of Planning, Lands and Heritage
- Department of Primary Industries and Regional Development
- Heritage Council of WA
- Department of Water and Environmental Regulation

Outcome 2.2 Appropriate development which is diverse in nature and protects local heritage

Strategy	Description	Indicator
2.2.1	Encourage appropriate major land developments	▲ number and value of building (dwelling) approvals
2.2.2	Ensure quality, consistent and responsive development and building assessment approval processes and enforcement	
2.2.3	Control advertising signage	
2.2.4	Actively work with other government bodies on state, regional planning and development issues	
2.2.5	Encourage industry, business and residential development that is consistent with the individual character of towns	% development consents in line with the TPS
2.2.6	Support the conservation and maintenance of heritage buildings, heritage items and places of interest	
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	
2.2.8	Control extractive industries	

Key People We Talk With:

- Department of Planning, Lands and Heritage
- Department of Primary Industries and Regional Development
- Department of Mines, Industry Regulation and Safety
- Department of Transport
- Department of Water and Environmental Regulation
- Plantagenet Historical Society

Outcome 2.3 Pleasant streetscapes, open spaces, parks and gardens

Strategy	Description	Indicator
2.3.1	Manage and maintain the Council's parks, gardens and open space at appropriate standards	▲ community satisfaction with parks, gardens and open spaces
2.3.2	Develop, maintain and enhance town streetscapes and public spaces	
2.3.3	Provide appropriately maintained cemeteries for our community	Annual expenditure on parks maintenance
2.3.4	Plan and seek funding for the development of trails in line with the Trails Master Plan	

Key People We Talk With:

- Walking Groups
- Cemeteries and Crematoria Association
- Great Southern Centre for Outdoor Recreation Excellence
- Religious groups

Outcome 2.4 Safe and reliable transport infrastructure

Strategy	Description	Indicator
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	▲ community satisfaction with transport infrastructure
2.4.2	Advocate for improvements to roads controlled by Main Roads WA	
2.4.3	Provide appropriate on-road and off-street car parking as well as parking control activities	▼ number of roads closed due to inclement weather or over-use
2.4.4	Investigate and respond to road safety and traffic issues throughout the District	
2.4.5	Maintain and control street signs, banners and directional signage	
2.4.5	Seek funding for the development of bicycle paths and related infrastructure in Mount Barker	
2.4.6	Develop a long term Parking Plan for the Mount Barker CBD	

Key People We Talk With:

- Department of Transport
- Main Roads WA
- Great Southern Centre for Outdoor Recreation Excellence

Outcome 2.5 Council buildings and facilities that meet community needs

Strategy	Description	Indicator
2.5.1	Ensure Council buildings, facilities and public amenities are provided and maintained to an appropriate standard	▲ community satisfaction with Council buildings and facilities
2.5.2	Develop new buildings and facilities in accordance with asset management principles and based on a planned and prioritised approach	
2.5.3	Continue to investigate opportunities to rationalise or devolve obsolete buildings and other assets	

Key People We Talk With:

- Department of Primary Industries and Regional Development
- Department of Local Government, Sport and Cultural Industries
- Council building lessees

Outcome 2.6 Assets and infrastructure managed over the long term to meet current and future needs

Strategy	Description	Indicator
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	Asset consumption ratio, Asset sustainability ratio, Asset renewal funding ratio
2.6.2	Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure	

Key People We Talk With:

- Department of Local Government, Sport and Cultural Industries
- Department of Primary Industries and Regional Development
- Great Southern Development Commission

Outcome 2.7 Protection of natural environment

Strategy	Description	Indicator
2.7.1	Provide effective environmental management and maintenance of the Council's land and reserves	▲ level of satisfaction of catchment groups with the Shire's management of the natural environment
2.7.2	Support the management of feral animals	
2.7.3	Reduce the incursion of weeds on Council controlled roads and reserves	
2.7.4	Promote and support initiatives to protect and conserve native bush, flora and fauna	

Key People We Talk With:

- Department of Water and Environmental Regulation
- Department of Biodiversity, Conservation and Attractions
- Department of Primary Industries and Regional Development
- Lake Muir/Denbarker Feral Pig Eradication Group
- Main Roads WA
- Wilson Inlet Catchment Committee
- Oyster Harbour Catchment Group
- Friends of the Porongurup Range

Outcome 2.8 Awareness of and appropriate response to effects of climate variation

Strategy	Description	Indicator
2.8.1	Support community education and promotion of energy and water efficiency	No. of strategic actions implemented in regard to response to climate variation
2.8.2	Investigate and adopt energy efficiency practices in Council operations	
2.8.3	Investigate green energy initiatives	
2.8.4	Consider climate variability to minimise impact on the natural environment and community assets	
Key People We Talk With:		
<ul style="list-style-type: none">• Department of Water and Environmental Regulation• Climate Council of WA• Water Corporation of WA		

Outcome 2.9 Integrated waste management

Strategy	Description	Indicator
2.9.1	Continue to undertake rubbish collection services in Mount Barker, Kendenup, Narrikup and Rocky Gully townsites	▲ percentage of community waste diverted from landfill
2.9.2	Manage existing waste disposal sites and transfer stations in accordance with legislative requirements	
2.9.3	Develop modern, accessible, cost effective and innovative waste disposal options	
2.9.4	Investigate regional waste management co-operation opportunities	
2.9.5	Where possible, implement recycling capability and encourage proactive recycling of household waste	
2.9.6	Investigate and advocate for the tip shop being operated by a community group	
Key People We Talk With:		
<div><div>● Department of Water and Environmental Regulation</div><div>● Lower Great Southern Alliance Councils</div></div>		

Outcome 2.10 Efficient use and management of water resources

Strategy	Description	Indicator
2.10.1	Support development of sustainable potable water infrastructure	▼ reliance on mains water consumption.
2.10.2	Promote effective water management practices	
2.10.3	Investigate waste water re-use	
2.10.4	Support a coordinated approach to water resource management, including drainage	
Key People We Talk With:		
● Department of Water and Environmental Regulation		● Department of Health

Prosperous and sustainable local economy

The key goal is to 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 3.1 Diverse, profitable and sustainable local business

Strategy	Description	Indicator
3.1.1	Promote the District as a good business destination	▲ number and variety of retail and service businesses in the Mount Barker townsite
3.1.2	Advocate for employment and training programs that meet the needs of diverse sectors of our community	
3.1.3	Develop and implement policies and initiatives to support local business, employment opportunities and agricultural prosperity	
3.1.4	Promote the long term growth of the District	

Key People We Talk With:

- Department of Commerce
- Great Southern Development Commission
- Department of Primary Industries and Regional Development
- Small Business Development Corporation

Outcome 3.2 A strong and diverse economic base

Strategy	Description	Indicator
3.2.1	Identify and attract value adding and compatible new industries to the region	Number and value of development consents (commercial and industrial)
3.2.2	Promote and support local industry development initiatives, including export in partnership with the State Government and regional organisations	
3.2.3	Develop and review policy to facilitate and support business development and economic growth	
3.2.4	Advocate for downstream processing in established industries	
3.2.5	Identify and advocate for the establishment of new industry in the District	▲ census population levels
3.2.6	Encourage and facilitate residential and industrial land development	
3.2.7	Attract new residents through promoting and marketing the benefits of living in the area	

Key People We Talk With:

- Department of Commerce
- Great Southern Development Commission
- Wine producers
- Albany Chamber of Commerce
- Small Business Development Corporation
- Department of Primary Industries and Regional Development
- Existing industries and businesses

Outcome 3.3 A well-developed relationship with industry, commerce and government

Strategy	Description	Indicator
3.3.1	Develop, maintain and strengthen relationships with local businesses	Establishment of a local business peak body
3.3.2	Encourage and support the development of a local Chamber of Commerce	
3.3.3	Develop and maintain intergovernmental relationships	
Key People We Talk With:		
<div><div><ul style="list-style-type: none">● Department of Commerce● Department of Primary Industries and Regional Development● Small Business Development Corporation</div><div><ul style="list-style-type: none">● Great Southern Development Commission● Albany Chamber of Commerce</div></div>		

Outcome 3.4 A strong tourism region

Strategy	Description	Indicator
3.4.1	Promote and support local and regional tourism initiatives	▲ tourist visitor numbers
3.4.2	Provide infrastructure and services to support tourism	
3.4.3	Work with the Lower Great Southern Alliance to develop a Regional Economic and Tourism Strategy and Destination Marketing Strategy	
3.4.4	Work with the Lower Great Southern Alliance in promoting sustainable tourism investment within the region	
Key People We Talk With:		
<div><div><ul style="list-style-type: none">● Tourism WA● Great Southern Development Commission● Small Business Development Corporation● Hidden Treasures of the Great Southern</div><div><ul style="list-style-type: none">● Lower Great Southern Alliance Councils● Mount Barker Tourist Bureau● Great Southern Centre for Outdoor Recreation Excellence</div></div>		

Outcome 3.5 Appropriate infrastructure that supports sustainable economic development

Strategy	Description	Indicator
3.5.1	Promote release of serviced industrial, commercial and residential land	▲ community satisfaction with infrastructure supporting economic development
3.5.2	Advocate for improved provision of utility services across the region	
3.5.3	Advocate for improved telecommunications infrastructure in the region	
3.5.4	Support development of a Regional Economic Development Strategy (Growth Plan)	
3.5.5	Manage and maintain the Saleyards to ensure that the facility is successful and self-sustaining	

Key People We Talk With:

- Department of Planning, Lands and Heritage
- Department of Primary Industries and Regional Development
- Main Roads WA
- Department of Transport
- Telstra
- Western Power
- Department of Water and Environmental Regulation
- NBN Co
- Australian Livestock Markets Association

Effective Governance and Organisation

The key goal is to maintain an open and accountable professional organisation providing leadership for the community.

Outcome 4.1 Effective governance and leadership

Strategy	Description	Indicator
4.1.1	Provide effective leadership for the community	▲ community satisfaction with Council leadership
4.1.2	Ensure the corporate structure is aligned with the Shire's strategic direction	
4.1.3	Ensure the Council's decision making process is effective and transparent	
4.1.4	Support strategic alliances, stakeholder forums and advisory committees that assist Shire in policy development and service planning	
4.1.5	Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role	
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	
4.1.7	Continue to support local government elections being conducted by an external body	
Key People We Talk With:		
<div>● Department of Local Government, Sport and Cultural Industries</div> <div>● WA Local Government Association</div>		

Outcome 4.2 Effective engagement with the community and stakeholders

Strategy	Description	Indicator
4.2.1	Keep the community well informed on Council initiatives	▲ community satisfaction with engagement processes
4.2.2	Encourage and support local independent media	
4.2.3	Develop positive relations with other Councils	
4.2.4	Promote the profile of the District and the Region at appropriate regional, State and Federal forums	
4.2.5	Aim to use communication methods and tools preferred by stakeholders and our community	
Key People We Talk With:		
<div>● Plantagenet News</div> <div>● Other Councils in the Great Southern</div>		

Outcome 4.3 Innovative and accessible customer services and information system

Strategy	Description	Indicator
4.3.1	Provide and promote responsive customer and licensing services	▲ community satisfaction with customer services
4.3.2	Where appropriate, undertake promotion of current services and implement review processes in service delivery	
4.3.3	Ensure effective integration and management of information and communication technology systems	
4.3.4	Increase use of new technology to engage with the public and keep them informed	
Key People We Talk With:		
<div><div>● Department of Transport</div><div>● Information Technology suppliers</div></div>		

Outcome 4.4 Effective integrated planning and reporting processes

Strategy	Description	Indicator
4.4.1	Develop, implement and maintain a Strategic Community Plan and Corporate Business Plan	Legislative compliance
4.4.2	Develop, implement and maintain Asset Management Plans and the Long Term Financial Plan	
4.4.3	Develop, implement and maintain other plans required by the Integrated Planning process	Feedback from Department of Local Government, Sport and Cultural Industries
4.4.4	Report to the Council on progress made with its Corporate Business Plan	
Key People We Talk With:		
<div><div>● Department of Local Government, Sport and Cultural Industries</div><div>● Asset Management specialists</div></div>		

Outcome 4.5 Skilled, committed and professional staff in a supportive environment

Strategy	Description	Indicator
4.5.1	Provide opportunities for the professional development of Shire staff members	▼staff turnover rates
4.5.2	Ensure safe work practices through implementation of appropriate Occupational, Health, Safety and Welfare practices	
4.5.3	Implement an appropriate staff performance appraisal and development systems	
4.5.4	Maintain and develop human resource management policies, procedures and systems for current and future workforce needs	
Key People We Talk With:		
<div>● Local Government Insurance Services</div> <div>● WA Local Government Association</div>		

Outcome 4.6 Effective and efficient corporate and administrative services

Strategy	Description	Indicator
4.6.1	Provide a full range of financial services to support Shire's operations and to meet planning, reporting and accountability requirements	No. of FTE per head of population
4.6.2	Develop and maintain Risk Management policies and procedures	
4.6.3	Maintain, develop and monitor rating and property strategies	
4.6.4	Provide support services for works and plant operations	
4.6.5	Staff remuneration and other benefits are accurate and paid in a timely manner	Value of rates income per head of population
4.6.7	Ensure Shire's property, administration and records systems are managed effectively and efficiently	

Key People We Talk With:

- Shire Auditor
- Local Government Insurance Services
- Department of State Revenue
- Department of Local Government, Sport and Cultural Industries
- I.T. service providers
- Landgate
- State Records Office

Delivering the Plan

Current and Future Resource Capacity

The table below highlights the trend in the population and resourcing position of the Shire of Plantagenet over the five year period between the last two Census counts, 2011 and 2016.

Resource Profile	2011	2016
Population	5,032	5,195
No. of Electors	3,360	3,411
Full Time Employees	58.6	62.9
Rates Revenue	\$5,152,337	\$6,225,818
Financial Assistance Grants	\$1,274,400	\$1,569,250
Other Grants	\$2,828,935	\$3,637,797
Capital Expenditure	\$5,289,134	\$6,095,983
Operating Expenditure	\$10,704,858	\$15,400,988
Value of Assets	\$68,330,595	\$198,338,281

Corporate Integration

This strategy and planning document reflects the longer term (10+ year) community and local government aspirations and priorities.

This plan is supported by a Corporate Business Plan that translates Council/community priorities into operations within the resources available. This Corporate Business Plan details the services, operations and projects the Shire will deliver over the defined period, the processes for delivering these and the associated cost.

The Corporate Business Plan contains team operational, technical delivery and financial plans. The Corporate Business Plan informs the annual budget.

The success of this plan will be measured and reported annually within the Shire's Annual Report. A minor review of this Plan will be conducted in 2 years, whilst a full review will be undertaken in 4 years.

Resourcing the Plan

In developing this plan, the Council has considered the capacity of its current resources and the anticipated capacity of its future resources. The Shire of Plantagenet's population growth continues to be steady at an average of around 0.8% per annum.

The Council has been very successful in obtaining significant outside funding for some of the recent major infrastructure construction projects such as the Dr Christopher Bourke Medical Building, new Mount Barker cemetery, improvements at the Saleyards, redevelopment of Souness Park Sporting Complex, Wilson / Centenary Parks, Kendenup Agricultural Building, Mount Barker Memorial Hall refurbishment and the Community Resource Centre / Library. It is anticipated that planned future infrastructure provision, will continue to attract strong levels of outside grant funding, in order for planned projects to proceed.

It is expected that the Shire will make greater use of external project managers and other expert advice in the delivery of major projects, as a means of maintaining staffing levels. The cost of this would form part of the overall development cost for projects where this can be achieved.

Whilst the Shire of Plantagenet's total workforce has not altered at the rate of increase in Shire revenue or local population, expanded service provision resulting from the completion of new infrastructure construction, pressures in service provision and compliance may require modest increases in staff numbers in the short to medium term. Discussions are being held with Lower Great Southern Alliance partners about job sharing and regional contracting opportunities.

The Shire's Corporate Business Plan 2013/14 – 2017/18 details the actions and projects aligned to the strategies of the Strategic Community Plan 2013- 2023. The associated operational and capital expenses have been identified over the five year period of the Corporate Business Plan and the 10 year period of the Long Term Financial Plan, and reconciled against the Shire's revenue streams for the same period.

As far as practicable, this verifies that the Strategic Community Plan can be appropriately actioned and funded through the Corporate Business Plan and the Long Term Financial Plan. Both these Plans reference the Shire's Asset Management Plan and the Workforce Plan.