

2022/2023 -
2025/2026

**CORPORATE
BUSINESS PLAN**

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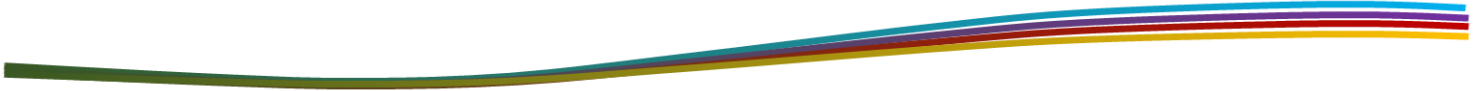
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Introduction

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 Imagine Plantagenet - Strategic Community Plan



2022/23-2032/33, 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 2022/23-2032/33, 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.

While the Strategic Community Plan guides the overall direction of the Council, it is important that this aspirational plan be translated into concrete operational priorities. The Corporate Business Plan sets out the Council’s operational priorities and their resourcing over the next four years.

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 has been reviewed with particular reference to the results of a community scorecard survey undertaken in May 2022. It has also been reviewed in line with priorities identified in future planning workshops and the 2022/2023 budget process.

The plan will guide the delivery of the Council’s and community’s shared vision and be used to inform the Shire’s budget over the next four years.

Our profile and history

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 and food processing, with a strong basis in local supply chains. The economy of the Shire is changing and diversifying, with a move away from silviculture (tree farming) in recent years and the development of small businesses across other sectors.

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/Pwakkenbak lookout, Roundhouse and Mitchell House Arts Centre.

The area has a proud Noongar heritage and has been home to noteworthy indigenous artists and sportspeople. European 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. Demographics are also changing, with a significant population of Hazara refugees settling in the area and raising young families.

What we know about our community

Our Strengths	Our Challenges
Natural environment and biodiversity	Relatively small population and revenue base.
Community spirit	Development costs; added costs to business and developers
Geographical location and proximity	Quality and quantity of housing stock
Good sporting and community facilities	Compliance and cost shifting to the Shire
Good education facilities	Youth education and employment
Volunteers	Meeting and funding the (changing) expectations of ratepayers
Workforce	Meeting the needs of an increasing aging and multi-cultural society
Linkages with other local governments	Mitigating bush fire threat

Community Engagement

The Shire undertook a range of engagement exercises in 2021 as part of the development of its Imagine Plantagenet - Strategic Community Plan 2022/23-2032/33.

What our Community Told Us

The following provides a summary of community priorities emerging from the various engagement forums.



- The peaceful lifestyle, location close to the south coast and Stirling ranges, community spirit, safety and security, caring and supportive neighbours and community facilities, were recurring reasons that people value living in the Shire.
- Importance of road and footpath construction and maintenance.
- Importance of community safety, bushfire prevention and control.
- Access to a high standard of primary and allied health services and the potential to improve the feeling of health and wellbeing within the community.
- Retention of a 'country lifestyle' with accessible and high standard community, education and recreation facilities and services.
- Importance of preserving and protecting biodiversity and the value this brings to the lifestyle across communities.
- Remaining an inclusive and supportive community for all ages and abilities.
- Providing facilities and activities for the youngest and eldest generations of our community.
- A strong partnership between the shire, business, and tourism.
- Importance of the Council and Shire connecting with our community using innovative communication techniques and tools.

Markyt® Community Survey Results

The Shire of Plantagenet commissioned Catalyse® to conduct an independent MARKYT® Community Scorecard in May 2022. All community members were invited to take part. The scorecard was completed by 540 community members with various connections to the Shire.

Overall the Shire was rated 78 out of 100 as a place to live and scored a 98% positive rating. This trended upwards from 75 in 2019 and is above the industry average of 76.

However, as a governing organisation the Shire was rated 58 out of 100 although scored a 84% positive rating. This trended upwards from 57 in 2019 and is above the industry average of 56.

The 'Overall Performance Index Score' is a combined measure of the Shire of Plantagenet as a 'place to live' and as a 'governing organisation'. The Shire of Plantagenet's overall performance index score is 68 out of 100, 2 index points above the industry standard.

Top five community priorities

Local Roads

1. Maintain gravel roads to a higher standard:
 - grade more regularly, especially after storms and heavy rain
 - repair potholes and edges
 - keep gutters and drains clear and in good repair
 - keep clear of trees and vegetation
2. Seal roads that carry high volumes of local traffic, trucks and heavy vehicles, tourist traffic etc.
3. Widen roads that are too narrow for farming equipment, two-way traffic and emergency vehicles.

Health and community services

1. Lobby State Government to expand and upgrade Plantagenet Hospital so that it is fully equipped and staffed to service the local population, with a 24-hour emergency department.
2. Attract a wide range of health professionals to the region, including:
 - GPs
 - Specialists
 - Mental health services
 - Dentists
 - Physiotherapists, podiatrists and other allied health professionals

Seniors' services and care

1. Lobby for more aged care facilities with graded accommodation and care levels.
2. Assist seniors living at home –eg medical and social home visits, home care and maintenance, meal services.
3. Encourage seniors to be active and engaged in the community by providing places to meet and socialise with a range of activities.
4. Provide free or subsidised transport services for seniors.

Youth services and facilities

1. Provide safe spaces for young people to meet and socialise.
2. Encourage young people to engage with each other and their community by providing a range of activities, including more non-sporting activities.
3. Upgrade the skate park and consider building mountain bike trails around town.
4. Ensure young people have access to mental health support services.
5. Provide additional transport services –eg a weekend bus service into Albany.

Footpaths, trails and cycleways

1. Keep all footpaths clean and well maintained so they are safe for all users including prams, mobility aids and wheelchairs.
2. Provide a more extensive network of well-connected footpaths.
3. Provide a network of hiking and cycling trails to encourage recreation and tourism in the Shire.

Measuring Performance

This table shows how the Shire rated in the Markyt[®] Community Survey in 2022 against the results in 2019. It also shows how the community rated priority areas for improvement.

Community Scorecard 2022 Levels of community satisfaction (performance index score)	Plantagenet 2018/2019	Plantagenet 2022/2023	Industry Average	Industry High
Community Pride and Wellbeing				
Services and facilities for families and children	57	51	56	70
Services and facilities for youth	43	47	48	66
Services and care available for seniors	53	62	54	67
Disability access and inclusion	48	53	51	65
Participation in volunteering	67	62	61	81
Volunteer recognition and support	N/A	61	62	70
Access to health and community services	61	59	59	74
Library services	73	75	71	82
Festivals, events, art and cultural activities	62	59	62	77
How local history and heritage is preserved and promoted	63	67	58	75
Community safety and crime prevention	59	57	52	76
Natural disaster management (education, prevention and relief for bushfires, flooding, etc)	59	56	57	69
<i>Average</i>	59	59	58	73
Enhancing Natural and Built Environment				
Conservation and environmental management	54	49	55	73
Managing responsible growth and development	49	51	49	59
Efforts to promote and adopting sustainable practices	51	46	53	62
Waste collection services	53	56	65	77
Animal management (dogs & cats)	50	57	55	67
Access to housing that meets your needs	56	49	54	68
Community buildings, halls and toilets	60	60	59	78
Sport and recreation facilities and services	73	69	67	85
Playgrounds, parks and reserves	66	62	68	86
Footpaths, cycleways and trails	42	48	53	68
Streetscapes, trees and verges	48	56	53	63
Lighting of streets and public places	53	51	54	64
<i>Average</i>	56	56	59	73
Prosperous and sustainable local economy				
Place to live	75	78	76	90
Place to visit	71	68	67	88
Economic development and job creation	43	44	42	57
Tourism attractions and marketing	51	50	48	68
Town centre development and activation	54	54	48	64
<i>Average</i>	55	56	56	71
Effective Governance and Organisation				
Governing organisation	57	58	56	68
Value for money from Council rates	47	49	45	61
The Shire has developed and communicated a clear vision for the area	32	26	33	57
The Shire has a good understanding of community needs	38	30	34	61
The Council's leadership	52	51	49	67
Advocacy and lobbying	50	46	48	64
How the community is consulted about local issues	43	42	46	62
How the community is informed about what's happening in the local area	54	46	51	68
Customer service	71	65	60	74
<i>Average</i>	49	46	47	65

Community priorities

The community priority ratings are defined as follows:

- **PRIORITISE** – Prioritise lower performing services where the community would like the Shire to focus its attention.
- **REVIEW** – Review lower priority but lower performing areas.
- **OPPORTUNITY FOR IMPROVEMENT** - Consider ways to continuously improve services with average ratings between okay and good to strive for service excellence.
- **OPTIMISE** – Optimise higher performing services where the community would like enhancements to better meet their needs.
- **CELEBRATE** – Celebrate the Shire’s highest performing area(s).

Community Scorecard 2022	Community priorities for the Shire (2022)
Community Pride and Wellbeing	
Services and facilities for families and children	Optimise
Services and facilities for youth	Prioritise
Services and care available for seniors	Optimise
Disability access and inclusion	Continous improvement
Volunteer recognition and support	Continous improvement
Access to health and community services	Optimise
Library services	Celebrate
Festivals, events, art and cultural activities	Optimise
How local history and heritage is preserved and promoted	Continous improvement
Community safety and crime prevention	Continous improvement
Natural disaster management	Continous improvement
Enhancing Natural and Built Environment	
Conservation and environmental management	Prioritise
Managing responsible growth and development	Optimise
Efforts to promote and adopting sustainable practices	Prioritise
Waste collection services	Continous improvement
Animal management (dogs & cats)	Continous improvement
Access to housing that meets your needs	Prioritise
Community buildings, halls and toilets	Continous improvement
Sport and recreation facilities and services	Continous improvement
Playgrounds, parks and reserves	Optimise
Footpaths, cycleways and trails	Prioritise
Streetscapes, trees and verges	Continous improvement
Lighting of streets and public places	Continous improvement
Prosperous and sustainable local economy	
Economic development and job creation	Prioritise
Tourism attractions and marketing	Prioritise
Town centre development and activation	Continous improvement
Effective Governance and Organisation	
The Council’s leadership	Continous improvement
Advocacy and lobbying	Review
How the community is consulted about local issues	Review
How the community is informed about what’s happening in the local area	Review
Customer service	Continous improvement

Major Projects

A number of projects have been developed over the past 12 months, which are now being progressed, over the life of this plan and potentially beyond. This is a selection of the projects that will be carried out or further progressed in the next two years.

Project	Description	Status
Mt Barker Memorial Swimming Pool – Stage 1B	The concept currently includes a toddler pool with beach entry and (up to) 15m swim/ walk pool on new filtration system. Refurbishment of 50m pool including wet deck and new filtration system as well as hard landscape.	Subject to funding with reserve funds, grants and borrowing. Likely project for 2023/34
Mead Street upgrade	Allowing open concourse-type access to the new building, disabled parking, bus set-down bay. Retaining works.	Funded 2022/23
Wilson Park	Youth precinct development	Preliminary funding approved, but subject to concept plan and approvals
O'Neill Road trail	A shared-use trail linking Mt Barker townsite to the Porongurup village along O'Neill Road to Millinup Road, and onto Wansbrough Road leading to Wansbrough Walk through the Porongurup Range.	Small section funded in 2022/23
Roundabout artwork	Commissioning an entry statement sculpture for the Albany Highway roundabout.	Unfunded
Mt Barker Pathways Improvement Program	New and improved footpaths within Mt Barker townsite	Funded 2022/23
Rec Centre toilets	Toilets for after hours gym use	Funded 2022/23
Sounness Park	Improve barren bank near steps to change rooms, possibly with more tiered seating and landscaping	Unfunded
Frost Park Dam	Increase Frost Park dam's water holding capacity from 5,000kl to 14,000kl. Jointly funded by the Community Water Supplies Partnership	Funded 2022/23
Streetscaping projects	Priority sites include the Albany Highway roundabout, Lowood Road north and south, Langton Road and Memorial Drive	Preliminary funding endorsed in 2022/23 budget, but subject to Streetscape Committee and Council endorsement
Pwakkenbak Mountain Bike Trails and associated infrastructure	A 10km network of downhill MTB trails and associated amenities.	Joint project with DBCA. Other amenities under consideration are a toilet block, parking and bike return pathway, subject to funding

Our plan for the future

1. Community

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

Outcome 1.1 Children and Youth

Aspirations	Recent Achievements
<p>A Shire with suitable facilities and activities for children and young people</p> <p>Working parents of young children supported with childcare services and facilities</p>	<p>Youth Advisory Group</p> <p>Free recreational swimming for Youth at pool facility</p> <p>School holiday programs</p>

Strategy	Actions		2022/23	2023/24	2024/25	2025/26	Comment
Strategy 1.1.1 - Provide and promote appropriate and safe spaces and activities for youth to socialise	1.1.1.1	Development of youth facilities as stage 1 of the Wilson Park upgrade	\$	*	*	*	See Action 2.1.2.2
	1.1.1.2	Develop and implement a Youth Action Plan	*	*	*	*	
	1.1.1.3	Investigate the feasibility of a transport service to address the needs of youth	◊				
	1.1.1.4	Develop appropriate resources and activities to enable youth programs to be delivered in townsites	*	*	*	*	
Strategy 1.1.2 - Advocate for family support services	1.1.2.1	Work in partnership with the Albany Youth Support Association to deliver youth support services	◊	◊	◊	◊	
	1.1.2.2	Investigate and support options for after-hours childcare and support for existing day-care services	◊	◊	◊	◊	Assisting with the development of additional child care facilities (SCP)

Key for tables in this section: ◊ = Included in Operating Budget, * = Unknown cost, \$ = Requires capital / external funding

Outcome 1.2 Seniors and Disabled

<i>Aspirations</i>	<i>Recent Achievements</i>
<p>Communities where residents can age in place</p> <p>An accessible Plantagenet suitable for our current and future residents</p>	<p>Supporting Empowering Plantagenet seniors and Plantagenet Village Homes</p> <p>Supporting seniors social and fitness programs, e.g. Long Live You</p> <p>Supporting Seniors Week annually with partnership events</p>

Strategy	Actions		2022/23	2023/24	2024/25	2025/26	Comment
Strategy 1.2.1 - Advocate the provision and promotion of services, home care and facilities that meet the needs of the aged	1.2.1.1	Advocate for programs and facilities that enable our community to stay in Plantagenet as they age.	◊	◊	◊	◊	Taking programs and classes out to town halls (SCP)
	1.2.1.2	Investigate the feasibility of a transport service to address the needs of seniors	◊				
	1.2.1.3	Development of seniors’ resources that provide information, support and access to programs	◊	◊	◊	◊	Improve and adopt a collaborative approach to Rec Centre programming (SCP)
Strategy 1.2.2 - An accessible community suitable for current and a future aging community.	1.2.2.1	Provide seniors physical activity programs in the Mount Barker Recreation Centre and as outreach programs	\$	◊	◊	◊	Upgrades to Mount Barker recreation facilities; Rec Centre toilets (PCG #17) and storage facility.
	1.2.2.2	Audit and prioritise the upgrades of public infrastructure to make them accessible	\$	\$	\$	\$	Improved footpath network (Action 2.1.1.1)
Strategy 1.2.3 - Provide services, facilities and information that are accessible to people of all abilities	1.2.3.1	Implement Disability Access and Inclusion Plan outcomes	*	*	*	*	Supporting Disability Awareness Day with initiatives annually (SCP). Albany Highway controlled crossing (PCG #24)

Outcome 1.3 Health and Wellbeing

<i>Aspirations</i>	<i>Recent Achievements</i>
<p>A hospital that meets our needs</p> <p>A healthy and active Plantagenet</p> <p>Varied outdoor recreation and sporting opportunities</p> <p>Access to services and facilities for indigenous and culturally diverse groups</p>	<p>Lobbying WACHS and Minister for Health re upgrades to Mount Barker Hospital</p> <p>Expansion of Plantagenet Medical Centre</p> <p>Annual Bike Month events</p>

Strategy	Actions		2022/23	2023/24	2024/25	2025/26	Comment
Strategy 1.3.1 - Advocate for medical and hospital services within the region	1.3.1.1	Lobby for additional funding to ensure the Mount Barker Hospital remains an integral part of the regional WACHS.	◇	◇	◇	◇	Lobbying WACHS and Minister for Health re upgrades to Mount Barker Hospital (SCP)
	1.3.1.2	Advocate for local GP Services to provide more affordable health care	◇	◇	◇	◇	
	1.3.1.3	Lobby for the upgrade of the Albany health campus and the inclusion of mental health services.	◇	◇	◇	◇	Lobbying for improved regional health and mental health services in our region (SCP)
Strategy 1.3.2 - A healthy and active Community	1.3.2.1	Provide sporting and recreation facilities, public open space and programs to enable the community to maintain physical and mental health	◇	◇	◇	◇	Investigating options for additional terraced seating at Souness Park football oval (PCG #20). Community Water Supplies Partnership projects (PCG #22). Dedicating more staff resources into community and sport and recreation services (SCP).

Outcome 1.4 Support for community groups and volunteers

<i>Aspirations</i>	<i>Recent Achievements</i>
Supported and skilled volunteers	Thank a Volunteer Day
Volunteer-led associations with clear strategic purpose	Financial Assistance Grants
Fit-for-purpose community facilities	Supporting our local emergency services volunteers
	Providing club development
	Refugee Welcome Zone and ‘Proposer’ for members of the Mount Barker Hazara community

Strategy	Actions	2022/23	2023/24	2024/25	2025/26	Comment
Strategy 1.4.1 - Encourage and support the retention and attraction of volunteers.	1.4.1.1 Support to clubs and organisations to navigate compliance and governance issues so that they can concentrate on service delivery.	◊	◊	◊	◊	Provide governance training and support for voluntary associations (SCP). Strategic planning workshops
	1.4.1.2 Facilitate a database of volunteer organisations and activities	◊	◊	◊	◊	
	1.4.1.3 Review our annual grants program to ensure its relevant to clubs and association needs	◊				Financial Assistance Grant review and policy development (SCP) 2022/23 budget includes community grants reserve with an allocation of \$30k
Strategy 1.4.2 - Volunteer organisations have clear strategic purpose.	1.4.2.1 Assist clubs to undertake strategic planning	◊	◊	◊	◊	
Strategy 1.4.3 -Ensure Council buildings, facilities and public amenities are provided and maintained to an appropriate standard.	1.4.3.1 Identify essential community infrastructure that can be multi use and maintain to an appropriate standard so that services and programs can be delivered.	◊	◊	◊	◊	
	1.4.3.2 Mt Barker Swimming Pool Redevelopment. Preparatory works include Mead Street upgrade, demolition of current kiosk and retaining wall	\$	\$			(PCG #2 & 3). Consider blind spot and storage (PCG #2a)
Strategy 1.4.4 -Continue to build relationships with our First Nation and multicultural communities	1.4.4.1 Engage with and develop an understanding of the needs of First Nation and multicultural communities	◊	◊	◊	◊	Mount Barker (West) cemetery - Hazara community section. Strong working relationship and engagement with Shire

2. ENVIRONMENT (NATURAL AND BUILT)

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

Outcome 2.1 Roads and Public Spaces

Aspirations	Recent Achievements
Roads that are safe and fit for purpose	Roadworks program
Flexible public open spaces that the whole community can enjoy	Plantagenet Trails Masterplan and Regional Trails Masterplan
A high standard of amenity for pedestrians and traffic	Albany Highway Beautification project Streetscape Working Group Footpath Improvement Plan Walking cycling infrastructure on Pwakkenbak/Tower Hill Upgrading Narrikup playground

Strategy	Actions	2022/23	2023/24	2024/25	2025/26	Comment
Strategy 2.1.1 - Maintain and further develop Shire roads, drainage and pathways at appropriate standards	2.1.1.1 Design, construct and maintain roads to safety best practice	◇	◇	◇	◇	
	2.1.1.2 Implement Mount Barker pathways improvement program	\$	\$	\$	\$	Mt Barker Pathways Improvement Program (PCG #10). Funding by LRCIP3 in 2022/2023 (\$156K)
	2.1.1.3 Identify and seek funding for improvements to drainage infrastructure to minimise flooding and repair requirements	\$	*	*	*	LRCIP3 funded drainage works totalling \$112,000 in 2022/23
	2.1.1.4 Advocate to Main Roads that solar lights be provided on state highway intersections to improve road safety	◇	◇	◇	◇	

Outcome 2.1 Roads and Public Spaces (continued)

Strategy	Actions		2022/23	2023/24	2024/25	2025/26	Comment
Strategy 2.1.2 - Develop and maintain flexible public open space for all to enjoy	2.1.2.1	Undertake a Wilson Park masterplan to accommodate whole of community needs.	◇	*	*	*	Appointment of consultant for master plan progressing (PCG #4)
	2.1.2.2	Upgrade existing and delivery of new playgrounds and public open spaces	◇	*	*	*	Narrakup playground being upgraded. Ingoldby Street POS
	2.1.2.3	Consider all age and ability access equipment in Wilson Park	◇	◇			
	2.1.2.4	Streetscaping working group to engage with community when developing projects	◇	◇	◇	◇	Streetscape Committee in place. Allocation of \$150k in 2022/23 budget for works subject to Council endorsement. Priority sites identified (PCG #23)

Outcome 2.2 Infrastructure

<i>Aspirations</i>	<i>Recent Achievements</i>
<p>A Plantagenet that is planned to meet the needs of future generations</p> <p>Development that retains the individual character of each community</p> <p>Infrastructure that supports home-based and online businesses</p>	<p>Housing Strategy</p> <p>Advocacy regarding internet and telecom issues</p>

Strategy	Actions		2022/23	2023/24	2024/25	2025/26	Comment
Strategy 2.2.1 - Long term planning and development guided by the Planning Vision	2.2.1.1	Local Planning Strategy Review	◊				
Strategy 2.2.2 - Encourage development that is consistent with the individual character of towns	2.2.2.1	Engage with local community groups in each townsite to understand the character that is to be enhanced	◊	◊	◊	◊	
Strategy 2.2.3 - Advocate for telecommunications that supports home based business	2.2.3.1	Lobby for improvements in telecommunications and digital connectivity	◊	◊	◊	◊	

Outcome 2.3 Conservation and Environment

<i>Aspirations</i>	<i>Recent Achievements</i>
Recycling, re-purposing and re-using	Regional Climate Alliance
A thriving, protected and diverse natural environment	Shire power sources from 100% renewable sources
A Shire that adapts to and mitigates the effects of climate change	Shire facilities using solar power to reduce CO2 emissions Advocate for and support management of feral animals

Strategy	Actions	2022/23	2023/24	2024/25	2025/26	Comment
Strategy 2.3.1 - Protection of natural environment	2.3.1.1 Engagement with and support DBCA, NRM, catchment and Friends of Reserve groups	◊	◊	◊	◊	Work in conjunction with DBCA on the Porongurup Trails Master Plan. Better control of weeds moved around by earthmoving equipment on road verges (SCP)
	2.3.1.2 Advocate for and support weed management and dieback management facilities	◊	◊	◊	◊	
	2.3.1.3 Pursue revegetation of degraded areas	◊	◊	◊	◊	
	2.3.1.4 Consider future funding of proactive environmental and sustainability initiatives	◊	◊	◊	◊	
Strategy 2.3.2 - Where possible, implement recycling / reuse capability and encourage proactive recycling of household waste	2.3.2.1 Continue to develop capacity in recycling and reduction of waste to landfill, and the delivery of community education and engagement	◊	◊	◊	◊	
Strategy 2.3.3 - Continue to develop an awareness of and appropriate response to effects of climate variation	2.3.3.1 Regular monitoring of energy consumption to minimise emissions	◊	◊	◊	◊	

Outcome 2.4 Council Facilities

<i>Aspirations</i>	<i>Recent Achievements</i>
Town halls with good year-round amenity A range of community facilities that cater for all ages and demographics	Mt Barker Swimming Pool Redevelopment MOUs for community groups to use Shire facilities Saleyards upgrades

Strategy	Actions		2022/23	2023/24	2024/25	2025/26	Comment
Strategy 2.4.1 - Town halls maintained to enable community use	2.4.1.1	Develop a prioritised renewal plan for town halls	*	*	*	*	Porongurup Hall and toilet upgrade
Strategy 2.4.2 - A range of community facilities that cater for all	2.4.2.1	Asset management and rationalisation plan developed for all Council facilities	◇	◇	◇	◇	

3. ECONOMY

To develop and maintain a strong local economy that contributes to employment opportunities and a broad range of services

Outcome 3.1 Local Business

Aspirations	Recent Achievements
A strong and diverse local economy Plantagenet as a place where businesses are supported to establish and grow	Housing Strategy Regional Collaboration Lobbying for the development of Yerriminup estate

Strategy	Actions	2022/23	2023/24	2024/25	2025/26	Comment	
Strategy 3.1.1 - Develop and implement policies and initiatives to attract inward migration and investment.	3.1.1.1	Develop a Liveability Action Plan and enact strategies based on the Plan to attract people and investment to our region	◊	◊	◊	◊	
	3.1.1.2	Identify and advocate for the establishment of new industry in the district	◊	◊	◊	◊	Lobby for and support the development of Yerriminup Industrial Park
	3.1.1.3	Encourage and facilitate residential land development	◊	◊	◊	◊	Develop additional accommodation on the old depot site (SCP)
	3.1.1.4	Review commercial and industrial land available for development	◊	◊	◊	◊	
	3.1.1.5	Provide infrastructure that supports sustainable economic development	◊	◊	◊	◊	Improve traffic flows into Lowood Road with signage (SCP)
	3.1.1.6	Support and fund a Great Southern Designated Area Migration Agreement	◊	◊	◊	◊	
Strategy 3.1.2 - Businesses are encouraged and supported	3.1.2.1	Develop a business concierge approach to guide and assist business owners across the range of building planning and health services	◊	◊	◊	◊	

Outcome 3.2. Tourism, Arts & Culture

Aspirations	Recent Achievements
<ul style="list-style-type: none"> A vibrant community and visitor arts and culture program Support tourism growth as an emerging sector 	Albany Highway Beautification Project Support tourism by funding support to Great Southern Treasures and the Mount Barker Tourism Inc Great Southern Treasures Regional Art and Culture Strategy Establish Arts & Tourism Committee Manage and display art collection

Strategy	Actions	2022/23	2023/24	2024/25	2025/26	Comment
Strategy 3.2.1 - Support festivals, events and activities that strengthen our sense of identity and celebrate our history and heritage	3.2.1.1 Develop funding streams and in kind support to assist with the delivery of events	◊	◊	◊	◊	
	3.2.1.2 Collaboration with industry groups and neighbouring LGAs to market the region	◊	◊	◊	◊	
	3.2.1.3 Maintain support of local tourism organisations and engage at a regional level	◊	*	*	*	Budget allocation in 2022/23 for financial support
Strategy 3.2.2 - Support the provision of appropriate, accessible arts facilities and activities to encourage artistic and cultural expression	3.2.2.1 Development of localised Arts, Culture and Heritage Strategy	◊	◊	◊	◊	Roundabout artwork (PCG #7). 2022/23 budget allocation for an Arts, Culture and Heritage Strategy
	3.2.2.2 Improve accessibility to Shire artworks and deliver programs to raise awareness and engagement with art and culture	◊	◊	◊	◊	Professional photos of artworks have been taken and accessible on website
Strategy 3.2.3 - Tourism that capitalises on our natural assets without exploiting them	3.2.3.1 Review our planning scheme to enable tourism growth	◊	◊	◊	◊	Priority aim - Encourage and facilitate appropriate development (SCP). Economic Development Strategy completed by Alliance
	3.2.3.2 Advocate for Agri-tourism chalet development	◊	◊	◊	◊	
	3.2.3.3 Encourage sustainable trails development within our national parks and reserves	◊	◊	◊	◊	O'Neill Road trail (2022/23 budget - PCG #5). Pwackenbak MTB Trails shovel ready bar clearing permit (PCG #9). Ancillary projects - BBRF (carpark, shuttle road, toilets)

4. PERFORMANCE & LEADERSHIP

To maintain an open and accountable professional organisation providing leadership for the community

Outcome 4.1 Shire Governance

Aspirations	Recent Achievements
A Shire that listens to and considers the needs of its varied communities	Shire newsletter and support Plantagenet News
A progressive Shire with diverse representation	Social media utilisation
A Shire that openly communicates with local residents and is transparent in its decisions and processes	Consultation and engagement policy
	Regional collaboration

Strategy	Actions	2022/23	2023/24	2024/25	2025/26	Comment
Strategy 4.1.1 - A Shire that listens and considers the needs of each community	4.1.1.1 Establish annual community town hall meetings to report on the progress of the CSP and to stay connected and relevant to community	◊	◊	◊	◊	Council has decided to have some remote meetings
Strategy 4.1.2 - A progressive Shire with diverse thinking	4.1.2.1 Councillor training is prioritised and new candidates actively encouraged	◊	◊	◊	◊	
Strategy 4.1.3 - A Shire that is open and transparent with its community	4.1.3.1 Improve approach to consultation and engagement space and work toward greater community involvement and awareness of activities and services	◊	◊	◊	◊	Community Consultation and Engagement Policy
	4.1.3.2 Engage with the community on a biennial basis in the development of a Council plan	◊	◊	◊	◊	
	4.1.3.3 Develop effective reporting and communication tools relevant to the way our community access information.	◊	◊	◊	◊	Multiple points of access for consultation (SCP)
Strategy 4.1.4 - Continuous improvement in service delivery	4.1.4.1 Implement review processes in service delivery on a regular basis and as needed	◊	◊	◊	◊	Improved organisational responsiveness and reporting. Investigate regional resource sharing and service delivery (SCP)