



# MOUNT BARKER REGIONAL SALEYARDS

## STRATEGIC PLAN 2017 – 2026



## TABLE OF CONTENTS

1.	ABOUT THIS PLAN.....	2
2.	SHIRE SNAPSHOT .....	3
3.	STRATEGIC PROFILE .....	1
4.	SALEYARDS ADVISORY COMMITTEE .....	5
5.	VISION AND MISSION .....	6
6.	STRATEGIC PLAN FRAMEWORK .....	7
7.	PERFORMANCE MEASUREMENT .....	8

# I. ABOUT THIS PLAN

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.

In October 2010, the WA Department of Local Government and Communities released the Integrated Planning and Reporting (IP & R) Framework. Amendments to the Local Government (Administration) Regulations 1996 now define what comprises the Plan for Future, which is the preparation of an Integrated Strategic Plan comprising a Strategic Community Plan.

The diagram below sets out how the various documents required by the IP & R Framework fit together. This Saleyards Strategic Plan is one of the Shire's strategies that 'inform' its Strategic Community Plan and Business Plan.

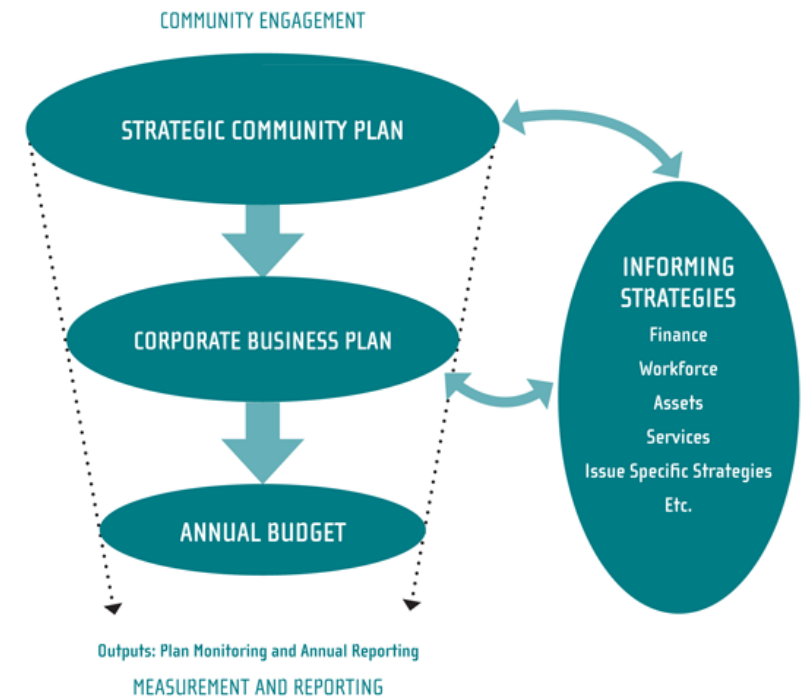
In 2011, the Shire of Plantagenet's Audit Committee asked the Saleyards Advisory Committee to prepare a plan which would ensure that the Saleyards enterprise is successful and self sustaining.

This plan provides an overview of the Shire of Plantagenet's long term plans for the Saleyards and the actions needed to achieve those goals. It also provides some measures of success.

The Council conducted a number of strategic planning workshops in 2014, which were the basis of the 2014 Saleyards Strategic Plan. This 2017 – 2026 plan is the second iteration of that document.

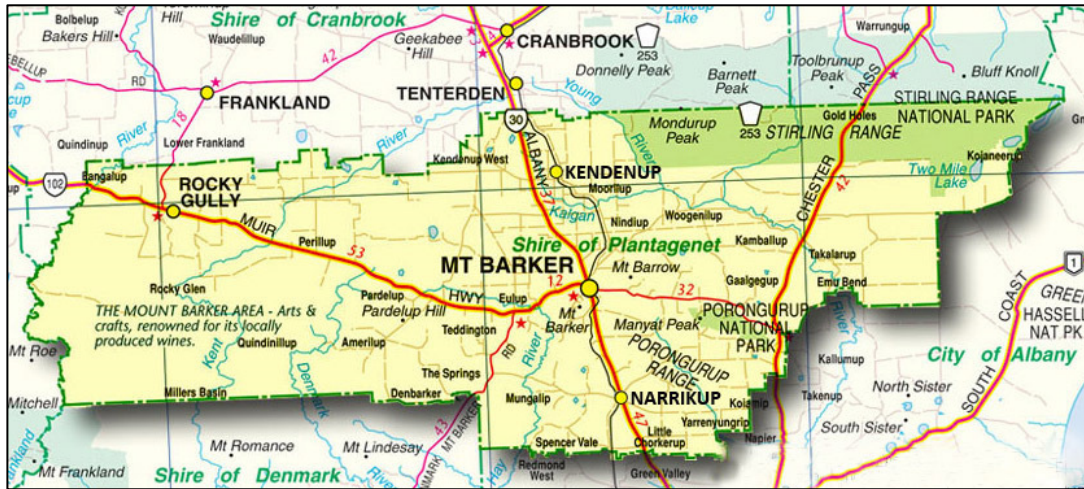
In addition to this over-arching vision for the Saleyards, the Shire has prepared a detailed Business Plan, which provides the background and basis for many of the activities proposed. That plan will also be updated in the near future.

An Environmental Management Plan is also now being implemented which aims to protect the environment from high levels of nutrients from wash down activities, in line with the licence issued by the Department of Environment Regulation.





## 2. SHIRE SNAPSHOT



The Shire of Plantagenet is located in the southern part of the Great Southern Region of Western Australia and is bordered by the Shires of Cranbrook and Gnowangerup in the north, the City of Albany in the east and south-east, the Shire of Denmark in the south, and the Shire of Manjimup in the west.

Mount Barker, the Shire's commercial centre lies in the middle of the Shire and is located 359km south of Perth and 50km north of Albany on Albany Highway. It is easily accessible from Muirs Highway from the south-west, Albany Highway from the north and south and Porongurup Road from the east. In addition to Mount Barker, the Shire includes the settlements of Kendenup, Narrikup, Rocky Gully and Porongurup.

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

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

Major features of the area include parts of the Stirling Range National Park, Porongurup National Park, part of Mount Lindesay National Park, Pardelup Nature Reserve, Sheepwash Creek Nature Reserve, Tootanellup Nature Reserve and Wamballup Lake Nature Reserve.

### 3. STRATEGIC PROFILE

The Mount Barker Regional Saleyards complex was constructed in 2000 as a joint venture between the City of Albany and the Shire of Plantagenet. The Saleyards is located on a 41 ha site approximately 7km south of Mount Barker on Albany Highway.

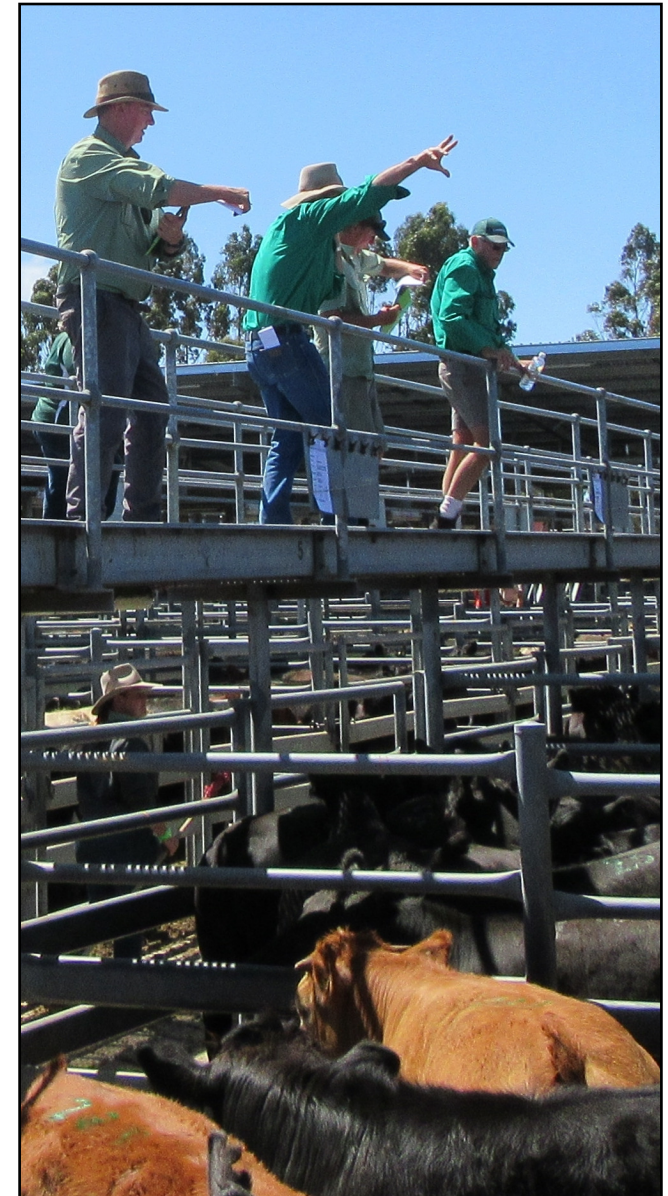
In 2004, the Shire of Plantagenet assumed full ownership and operation of the facility at a total investment of \$3.41 million. The Shire's primary objective in developing the saleyards has been a long-term, convenient and efficient regional cattle saleyards complex. As a key component of the State Saleyards Strategy, this and the other saleyards Statewide provide an important price-setting mechanism for the meat industry.

The complex was designed as a 'state of the art' cattle selling facility. As a key component of the State Saleyards Strategy, the Shire's main objectives in regard to Saleyards Services are to:

- Maintain the position of the Mount Barker Regional Saleyards as the strategic saleyard servicing the Great Southern cattle catchment.
- Maintain Shire operation of the facility in order to provide a service for regional producers and processors through the efficiency pricing of yarding fees.

Upgrades to the facility are being carried out to enhance operations and effluent disposal. The Saleyards operates weekly with seasonal store sales. The operational area takes up approximately 1.2 hectares and includes 1 side unloading / loading road train ramp; 6 rear unloading ramps; 63 receival pens of which 11 are dirt floored; 52 draft pens for each of two scales; 144 selling pens with soft floor; 39 covered delivery pens and 6 loading ramps.

Three livestock agents currently use the facility, namely Landmark Operations, Elders Rural Services Australia and Primaries of WA. They are responsible for the conduct of sales and loading/unloading of cattle.





The facility includes a pay-for-use livestock truck wash, canteen and amenities areas. The facility is one of the most modern livestock marketing facilities in Western Australia and has a strategic advantage of being centred in a traditional livestock growing area of the State.

The facility averages 67,000 head per year, with a capacity of around 90,000. Throughput at the facility is predominantly drawn from the Lower Great Southern Region with additional cattle sourced from the Upper Great Southern and as far east as Esperance. Cattle processed are predominantly British and European breeds.

The Shire has recently carried out major improvements to the saleyards such as Surefoot® soft floor matting (2012-2013) expansion to receivals areas (2013-2015) and roofing over an area of dirt floor pens (2016).

## 4. SALEYARDS ADVISORY COMMITTEE

A Saleyards Advisory Committee has been established with the following brief:

- Make recommendation to the Council regarding the strategic direction of the Saleyards;
- Make recommendation to the Council regarding the Environmental Action Plan for the Saleyards;
- Bring to the attention of the Chief Executive Officer, industry matters regarding the cattle industry that may not be readily available to persons external to that industry; and
- Make recommendation to the Council regarding development works on the site.

The Committee is a formal committee appointed under the Local Government Act 1995, and it has no delegated authority. The Committee comprises three Shire Councillors and an external advisor with industry experience.



## 5. VISION AND MISSION



### VISION

*To provide a long-term, convenient and efficient regional cattle saleyards complex.*

### MISSION

*The Saleyards will develop, market and maintain a modern, well maintained and self-supporting cattle saleyards for the beef industry in the Great Southern Region.*

*It will provide complementary services to key stakeholders and provide a central location and comprehensive service to the rural sector.*

*The Saleyards will be recognised as one of the best Saleyards in Australia with high standards of animal welfare, quality effluent disposal, convenience for users and efficient management systems.*

*The Shire of Plantagenet will continue to recognise the development and operation of the Saleyards as a key strategy and continue to support the industry.*



## 6. STRATEGIC PLAN FRAMEWORK

	Actions	Operations	Environment	Sustainable Business	Marketing
		Manage and maintain the Saleyards in accordance with the Facility's Strategic and Business Plans	Minimise impact on the environment and comply with the site's environmental licence	Operate the Mount Barker Regional Saleyards as a self sustaining business unit, with no reliance on ratepayer funds	Market the Mount Barker Regional Saleyards as the best in Western Australia in order to maintain and increase the customer base
Initiatives		<ul style="list-style-type: none"> <li>Maintain and develop positive working relationships with stock agents and other stakeholders</li> <li>Ensure that all staff are adequately trained and skilled</li> <li>Maintain a safe environment and working conditions</li> <li>Continue the preventative maintenance program for infrastructure</li> <li>Ensure machinery and equipment is adequate for intended purposes</li> <li>Ensure animal welfare is a high priority and work closely with the Dep't of Agriculture and Food</li> <li>Continue to improve saleyards management and operations, suitable for a WA environment</li> <li>Maintain a user pays livestock truck wash for the benefit of users and to assist with disease control</li> <li>Ensure high levels of safety are maintained through appropriate and practical safeguards</li> <li>Be flexible in accommodating special sales and holding cattle for shipping trade</li> </ul>	<ul style="list-style-type: none"> <li>Activities are to be conducted to comply with the DER Environmental licence</li> <li>Refine and implement the strategies and actions in the Saleyards Environmental Strategy and Plan</li> <li>Undertake irrigation of waste water in accordance with the Environmental Licence and Nutrient Irrigation Management Plan</li> <li>Continue to investigate management of settlement ponds and reduction of nutrient levels in waste water</li> <li>Monitor and report on effectiveness of environmental activities</li> <li>Develop schemes to minimise scheme water use and reuse water</li> <li>Maintain a positive working relationship with the Dep't of Environment Regulation</li> </ul>	<ul style="list-style-type: none"> <li>Aim to achieve higher cattle throughput, while recognising limitations and variables outside our control</li> <li>Operate the facility in line with the adopted Business Plan</li> <li>Renew agreements with stock agents</li> <li>Consider other services and revenue options that will have a positive financial impact and net benefits</li> <li>Monitor the long term budget which will include an affordable forward capital works plan</li> <li>Maintain a fee structure that suits relevant stakeholders</li> <li>Continue to develop proposals and seek grant funding for the development of new infrastructure which meets strategic and/or operational goals</li> <li>Consider value adding and downstream processing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Regularly update the Saleyards website</li> <li>Maintain positive relationships and liaise with cattle producers and buyers about the benefits of the facility</li> <li>Use advertising and media releases for special sales and new initiatives</li> <li>Specialise in doing weaner sales really well</li> <li>Attend or use static displays in Agricultural Shows</li> <li>Promote the benefits of this facility, such as soft floor, holding yards and MSA accreditation</li> <li>Undertake other marketing activities identified in the Business Plan</li> <li>Project a positive and professional image</li> <li>Acknowledge that visitors to the saleyards are interested in the operations</li> <li>Consider opportunities for interfacing with electronic selling systems</li> </ul>



## 7. PERFORMANCE MEASUREMENT

In developing this plan, the Council has considered the ways of measuring the achievement of strategic outcomes by the application of performance indicators. The following key performance indicators will be monitored to track the Shire's progress in achieving the outcomes identified in this Plan.

Operations	Environment	Sustainable Business	Marketing
Manage and maintain the Saleyards in accordance with the Facility's Strategic and Business Plans	Minimise impact on the environment and comply with the site's environmental licence	Operate the Mount Barker Regional Saleyards as a self sustaining business unit, with no reliance on ratepayer funds	Market the Mount Barker Regional Saleyards as the best in Western Australia in order to maintain and increase the customer base
<ul style="list-style-type: none"> <li>• Number of Occupational Health and Safety accidents and incidents</li> <li>• Number of 'Unacceptable' risks identified in bi-monthly inspections</li> <li>• Percentage of annual preventative maintenance program carried out</li> <li>• Degree of capital works program carried out</li> <li>• Number of animal welfare related incidents</li> <li>• Number of ear tags installed</li> <li>• Total operating expenses per head sold</li> <li>• No. of machinery and equipment breakdowns</li> <li>• Staff turnover rate</li> </ul>	<ul style="list-style-type: none"> <li>• Progress towards carrying out activities in the Saleyards Environmental Action Plan</li> <li>• Irrigation of waste water carried out in accordance with the Nutrient Irrigation Management Plan</li> <li>• Number of non-compliances in carrying out environmental activities</li> <li>• Annual amount of scheme water used</li> </ul>	<ul style="list-style-type: none"> <li>• Annual cattle throughput</li> <li>• Annual operations of the Saleyards run at full cost recovery, including depreciation</li> <li>• Extent of revenue sourced from sources other than weighing and penning</li> <li>• Asset Sustainability Ratio</li> <li>• Asset Consumption Ratio</li> <li>• Asset Renewal Funding Ratio</li> </ul>	<ul style="list-style-type: none"> <li>• User satisfaction levels</li> <li>• Increased awareness of saleyards benefits by key users</li> <li>• Number of attendances or use of static displays in Agricultural Shows</li> <li>• Number of formal complaints / compliments by stakeholders in regard to activities at the Saleyards</li> </ul>