

GNOWANGERUP SHIRE STRATEGIC BUSINESS PLAN FY 2018/19 - 2021/22 v1

OUR VISION	A progressive, inclusive and prosperous community built on opportunity.
OUR HORIZONS	Horizon 1 FY 2018/19 – 2021/22 (next 4 years): Horizon 2 FY 2022/23 – 2028/29 (next 5-10 years):
OUR VALUES	We believe in the following values which will guide our behaviours: <ul style="list-style-type: none"> Honesty Responsibility Respect Excellence Fairness Teamwork

OPERATIONAL IMPLEMENTATION

OUR KEY THEMES and OBJECTIVES Note, these should be broad, long term aims that work towards achieving the vision and purpose. Extract from your Community Strategic Plan	ACTIONS	RESPONSIBILITY	DELIVERY TIMELINE	
			FY 19/20	FY 20/21

A. SUSTAINABLE BUSINESS GROWTH

			FY 19/20	FY 20/21	
A1 Actively support and develop existing business and attract new local business.	A1.1.1	Develop and implement an Economic Development Strategy/ Plan to guide and drive economic development in the Shire.	CEO		
	A1.1.2	Develop a Digital Workplan to position the Shire as a “Smart Shire” and to maximise the benefits of digital communication technology and initiatives within the Shire for local businesses and the community.	DCEO		
	A1.1.3	Implement the Digital Workplan.	DCEO	●	●
	A1.2.1	Identify a community project to facilitate, that encourages business growth i.e. Business Development Group.	CEO	●	●
	A1.3.1	Monitor progress on infrastructure plans.	TOWN PLANNER	●	●
	A1.4.1	Work with Landcorp to release the industrial lots in Quinn Street.	CEO / TOWN PLANNER	●	●
	A1.4.2	Monitor development rates and ensure future supply of industrial land for subdivision and development.	TOWN PLANNER	●	●
	A1.4.3	Progress Cuneo Close commercial development	MW		
	A1.5.1	Hold annual Business Forum.	CEO	●	
	A2 For the Shire’s business community to have the technology and communication capability necessary to thrive within a competitive environment.	A2.1.1	Work with external partners to provide an improved internet service within the District.	DCEO	●
A3 Enhance and develop the Tourism industry to promote growth and prosperity.	A3.1.1	Work with the community to attract a Major Event/Festival or Attraction to the Shire	CDC	●	●
	A3.2.1	Complete Gnowangerup Heritage Trail Project.	CDC		
	A3.2.2	Develop Tourism Strategy.	CEO		
	A3.2.3	Develop Management Plan for the Gnowangerup Star.	CEO	●	

19/20 QUARTERLY REVIEW - END OF QUARTER 4 2019-20

PROJECT STATUS	ACTION UPDATE COMMENTS
ON TRACK	
HELD / NOT COMMENCED	
CANCELLED	
COMPLETED	

Community Strategic Plan				FY 19/20	FY 20/21	COMPLETED			
B. THE NATURAL ENVIRONMENT		B1.1.1	Facilitate active involvement from the community in preserving and enhancing the natural environment by using all available resources such as The West Australian Waste Authority's CIE Grants, which are available each year.	AWMC	●	●		On Hold due lack of resources and the current and likley future enviornment	
B1	Environmentally sustainable leadership.	B1.1.2	Take management order over Borden Community Dam reserve.	DCEO				To be reviewed as part of overall Water Management Strategy	
		B1.2.1	Design and cost the installation of recycling stations at each landfill. Trial at Gnowangerup in Feb 2018.	AWMC				Work commenced as part of the Regional Waste project anticipate completion end April 2020	
		B1.2.2	Roll out the recycling stations to the Borden and Ongerup landfills.	AWMC				Work commenced as part of the Regional Waste project anticipate completion end April 2020	
		B1.2.3	Investigate Recycling and waste management Education and Awareness Activities such as the West Australian Waste Authority's CIE Grants, which have been used to fund projects of this type.	AWMC	●	●		On Hold due lack of resources and the current and likley future enviornment	
		B1.2.4	Hold a meeting with the business community to discuss becoming a plastic bag free Shire.	AWMC					
		B1.2.5	Plan to become a plastic bag fee Shire in 2018/19.	AWMC					
B2	Adapt to the effects of Climate change.	B2.1.1	Investigate alternative sources of power for Shire owned buildings.	AWMC					
		B2.1.2	Install solar systems at the Shire's Administration and Depot buildings.	AWMC					
		B2.1.3	Formulate a plan to help reduce power consumption at the new pool site.	AWMC					
		B2.1.4	Implement pool power plan.	AWMC					
		B2.1.5	Investigate large-scale power generation opportunities.	AWMC		●		Investigation completed and our area is currently not suitable for large scale power generation projects. This may change in the medium term (5 to 10 years) and should be revisited then.	
		B2.1.6	Participate in State Risk Project.	DCEO					
B3	Enhance reserves and protect local ecology and biodiversity of natural ecosystems.	B3.1.1	Continue to maintain Parks & Reserves to a high standard.	MW	●	●			
		B3.2.1	Continue to preserve the conservation road side areas and support local conservation groups.	MW / CEO	●	●			
		B3.2.2	Investigate partnering in the native plant subsidy scheme.	DCEO					
C. OUR COMMUNITY		C1.1.1	Support annual funds to local arts and culture groups.	COUNCIL / CEO	●	●			
C1	Build connectivity between the three communities.	C1.1.2	Identify opportunities to strengthen the relationship between our three communities.	CDC	●	●			
		C1.1.3	Promote and support the needs of disadvantaged people within the community.	CDC	●	●			
		C1.2.1	Work with the indigenous community to celebrate NAIDOC week.	CDC	●	●		Nothing held due to COVID.	
		C1.2.2	Implement the DAIP to guide Shire operations and services to ensure they are inclusive of all members of the community.	CEO	●	●			
		C1.3.1	Investigate the process required and the cost associated with changing the name of the Shire.	COUNCIL / CEO					
		C1.3.2	Hold a referendum to allow the community to vote on the proposed change.	CEO					

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C2	Build proud and active residents who participate in local activities and services for the betterment of the community.	C2.1.1	Actively engage the community and event promoters to host iconic, cultural and sporting events within the Shire in partnership with other community organisations e.g. Australia Day, NAIDOC Week, National Youth Week, Mental Health Week, Thank a Volunteer Day / Volunteer Week.	CDC	●	●		Working with the Gnowangerup CRC and the Yorgeas group to implement a blue tree project in Gnowangerup.
		C2.1.2	Subscribe to and develop locally based statistical service programs to enhance demographic analysis capability, including Community Profile, Economic Profile and Population forecasts.	CEO	●	●		
		C2.1.3	Prepare a Community Development Plan to guide the provision of community based services delivered or facilitated by the Shire.	CDC				
		C2.1.4	Support annual funds to local community groups & individuals to assist in delivering local passive recreational activities.	CDC	●	●		
		C2.2.1	Increase Ongerup Library membership and introduce library activities to be delivered to the community.	CDC				
		C2.2.2	Investigate needs associated with staffing the Gnowangerup Community Swimming Pool to maintain optimal operations.	CEO				
		C2.2.3	Relocate Ongerup Library to Yongergnow-Ongerup CRC.	CEO				
C3	Assist in building the sustainable management of local organisations and community groups.	C3.1.1	Work in partnership with other Shires and community organisations to facility the development of local leaders through skills development opportunities and capacity building activities e.g. Regional Passive Recreation Development Project, Governance Training, Training and Skills Development Project and Community Leadership Project.	CEO and CDC	●	●		
		C3.2.1	Promote the sustainable management of local organisations and community groups.	CDC		●		
		C3.2.2	Facilitate and promote partnerships between volunteer organisations, NGO's, Local Businesses and Local Government Organisations.	CDC	●	●		
		C3.2.3	Develop a community asset map to facilitate a sustainable volunteer base and reduce volunteer burnout.	CDC		●		
C4	Ensure residents feel safe and confident in their ability to travel and socialise within their community.	C4.1.1	Conduct environmental health initiatives in the community, including inspections and assessments relating to: food, water, noise, disease, pest control and safety.	EHO & CEO	●	●		
		C4.1.2	Continue to monitor the Ongerup Sewerage Scheme.	EHO	●	●		
		C4.2.1	Shire remain an Act-Belong-Commit Partner Site.	CDC	●	●		
		C4.2.2	Support community driven preventative health initiatives and support the provision of services for community members impacted by mental health issues.	CDC	●	●		

D. A SUSTAINABLE AND CAPABLE COUNCIL								
		D1.1.1	Annually review the Shire's Policy Manual and develop new policies as required.	DCEO	●	●		Ongoing
		D1.1.2	Major re-development of Policy Manual.	DCEO				
		D1.2.1	Develop a seamless suite of plans aligning the strategic direction with operational actions and projects.	CEO				
		D1.2.2	Develop the Asset Management Framework which includes policy, strategy and plans.	AWMC				
		D1.2.3	Develop a Workforce Plan.	CEO / DCEO				Revised plan presented to Council for adoption April 2020
		D1.2.4	Review the Long Term Financial Plan.	DCEO	●	●		Currently working with Finance Consultant on draft LTFP scenarios

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D1	Provide accountable and transparent leadership.	D1.3.1	Ensure the Annual Report includes all the information that is required by legislation and in a format easily understandable by the community.	CEO / DCEO	●	●		
		D1.4.1	Develop a community engagement / consultation strategy.	CDC				
		D1.4.2	Establish and manage a Strategic Community Reference Group from a wide demographic to provide advice to Council on matters of significant community interest.	CEO				
		D1.4.3	Prepare and publish all Agendas and Minutes of Council in accordance with legislation and make them accessible to the public.	CEO	●	●		
D2	To have a highly skilled and effective Council that represents the best interests of the community.	D2.1.1	Manage election process and ensure new councillors receive relevant documentation.	CEO	●			Completed 2019/20 actions
		D2.1.2	Develop an Induction Manual for elected members.	CEO				
		D2.1.3	Develop an annual elected members training calendar.	EA				
D3	Improve the capability and capacity of the Shire.	D3.1.1	Implement the outcomes of the Better Practice Review.	CEO / DCEO				
		D3.1.2	Implement new Synergyssoft and ALTUS Human Resources module to provide management with relevant HR statistics to assist decision making.	DCEO				
		D3.1.3	Implement new ALTUS Financial Reporting system to provide a more efficient monthly financial reporting process.	DCEO				PowerBI implemented by Synergyssoft, reports are being refined
		D3.1.4	Conduct five yearly review of Recordkeeping Plan.	DCEO				
		D3.1.5	Conduct two-yearly Reg 17 Audit Review.	DCEO	●			Review conducted by external consultants and presented to Council in September 2018
		D3.1.6	Implement recommendations from Records Management review including records disaster recovery plan, records policies and procedures, completion of archiving program and medical practice files.	DCEO				
		D3.1.7	Annually conduct a review of local laws with a major review to be done eight-yearly.(Last major review was 2016).	DCEO	●	●		Bush Fires Brigade Local Law is in process of being amended. Standing Orders Local Law is under consideration for replacement
		D3.1.8	Complete an annual Compliance Audit Return to demonstrate compliance with legislation.	DCEO	●	●		Compliance Audit Return for 2019 lodged with Department on 27/03/2020
		D3.1.9	Design and adopt new industry standard Chart of Accounts to provide improved reporting.	DCEO	●			Re-assess in 2020/21
		D3.2.1	Conduct a bi-annual survey of residents to measure customer satisfaction with services.	CEO				
		D3.2.2	Review the Shire's Customer Service Charter to inform and enhance service outcomes.	DCEO	●	●		
	D3.3.1	Ensure staff training opportunities are identified during performance management process.	DCEO	●	●		Ongoing	
D4	For the Shire to demonstrate advocacy in promoting the needs and ambitions of the district and the advancement of Local Government.	D4.1.1	Continue representation on external Boards and committees such as the GSDC, WALGA Zone, School Boards, Hidden Treasures and others to influence positive local and regional outcomes.	CEO / DCEO / COUNCILLORS	●	●		Ongoing
		D4.1.2	Participate in State policy development processes affecting local government where appropriate.	CEO / SHIRE PRESIDENT/DCEO	●	●		Ongoing

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E. FINANCIAL SUSTAINABILITY		E1.1.1	Embrace outcomes from the local government reform process that allow for alternative means of raising revenue and innovative partnership opportunities.	CEO / DCEO / TOWN PLANNER				On hold pending completion of review of Local Government Act
E1	To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.	E1.2.1	Monitor State Government media releases and take action when appropriate.	CEO	●	●		
E2	Effective management to conduct business in a financially sustainable manner.	E2.1.1	Develop Property Strategy and review annually.	CEO				
		E2.1.2	Develop an ITC Strategy.	DCEO				New IT Managed Services vendor has been appointed and commenced. Draft ITC Strategy to be developed 2020/21
		E2.1.3	Update medical practice IT hardware and connect to Shire server.	DCEO				Completed in 2017/18, however further upgrade to be included in 2020/21 budget
		E2.1.4	Convert CEO & Mechanic houses from Reserve to freehold and separate into 2 lots.	DCEO				
		E2.1.5	Convert Police OIC and Doctor houses from Reserve to freehold and separate into 2 lots.	DCEO				Waiting on response from Department of Planning, Lands & Heritage
		E2.1.6	Convert to freehold and on-sell the Old Ongerup Police Station.	DCEO				
		E2.1.7	Reserve 14184: Divide into three - Old Telecentre, Childcare Centre, Old Police Station & Gaol with the Shire to retain management over the Old Police Station & Gaol portion.	DCEO				
		E2.1.8	Acquire vacant block at 25 Yougenup Rd, Gnowangerup for the purpose of creating a park.	DCEO				Rating of property has been recommenced with a view to acquiring the property after 3 years if rates remain unpaid
		E2.2.1	Complete and maintain Asset Management Plans.	AWMC				
		E2.2.2	Review Asset Management Plan.	AWMC	●	●		Ongoing
		E2.3.1	Take part in regional collaboration opportunities related to community services such as sharing of regional resources, hosting of regional community development activities and support for regional activities taking place in other communities across the Great Southern.	CEO / DCEO	●	●		Ongoing, invited to join VROC
		E3	To effectively plan for the funding and delivery of major projects.	E3.1.1	Implement Capital Works Program as detailed in the Capital Works Program 2017-2018.	MW	●	●
E3.1.2	Major Road Construction Program, continue to update road asset information and develop construction/maintenance program that optimises funding opportunities for future road asset sustainability. Gravel re-sheeting a minimum of 8km per year to be reassessed post WANDRRA.			MW	●	●		
E4	Continue to liaise with key stakeholders such as State and Federal Government Agencies.	E4.1.1	Roads to Recovery funding to focus on preservation and resealing of single seal bitumen roads – Ongerup Pingrup Rd, Sandalwood Rd, Nightwell Rd, Old Ongerup Rd, Salt River Rd, Gleeson Rd and Laurier Rd. Urban towns as required by condition assessment.	MW	●	●		
		E4.1.2	Submit funding for Regional Road Group funds. Focus on preservation resealing of single seal bitumen roads – Borden Bremer Bay Rd, Tieline Rd, Tambellup Rd, Kwobrup Rd. Complete widening and resealing of Ongerup Pingrup Rd.	MW	●	●		
		E4.1.3	Maximise WANDRRA funding opportunities by reviewing and incorporating works completed by WANDRRA and adjust works program accordingly.	MW	●	●		

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F. QUALITY BUILT FORM		F1.1.1	Design Stage 1 of residential subdivision in Quinn Street.	TOWN PLANNER	●	●		
F1	For the Shire's commercial and residential areas to be filled with quality buildings and appealing streetscapes.	F1.2.1	Ensure environmental consideration is reflected in Town Planning and Building Approvals.	TOWN PLANNER / BUILDING SURVEYOR	●	●		
		F1.3.1	Facilitate the redevelopment of Aylmore Springs. Stage 1: Community Consultation. Stage 2: Design & Implementation.	CEO / TOWN PLANNER	●	●		
		F1.3.2	Review and ensure the Shire Planning Scheme & Policies reflect Council's strategic initiative and community values.	TOWN PLANNER	●	●		
		F2.1.1	Support Landcorp release of residential blocks.	CEO	●	●		
F2	Facilitate and integrate housing options, local services, employment and recreational spaces.	F2.1.2	Acquire 11 & 13 Bell Street Gnowangerup vacant blocks for re-sale.	DCEO				
		F2.1.3	Purchase grouped housing block from Landcorp.	CEO				
		F2.1.4	Construct two houses on grouped housing block.	DCEO / AWMC	●			Completed 2019-20
		F2.2.1	Encourage better use of existing underutilised community spaces across the Shire.	CEO / TOWN PLANNER	●	●		Planner and CEO will commence review of all Council land late 2020
		F2.2.2	Support projects that improve community spaces and that incorporate the sustainable management of community assets into the future e.g. Community Garden.	CEO	●	●		Drough Communities Grant projects approved and application lodged
		F3.1.1	Prepare a demographic profile for each of the 3 communities using the 2016 Census data.	CEO				
F4	Manage current and future assets and infrastructure.	F4.1.1	Develop a long-term approach to significant facility upgrades and improvements.	AWMC	●	●		
		F4.1.2	Develop an Asset Management Strategy 2018-2028 to guide the Shire's approach to managing its assets.	AWMC				
		F4.1.3	Maintain and protect heritage building and places.	CEO	●	●		
		F4.1.4	Complete planned shade facility and niche wall at Gnowangerup Cemetery.	MW / COUNCIL	●	●		
		F4.1.5	Update mapping of plots and number grave sites at Gnowangerup Cemetery.	DCEO				
		F4.1.6	Continue to work with GSDC and the Gnowangerup Aboriginal Corporation in progressing the business case for the agricultural training facility.	CEO				
		F4.1.7	Update Municipal Heritage Inventory.	CDC				
		F4.1.8	Construct new plant and equipment shed at Depot.	MW / AWMC				
		F4.1.9	Infrastructure upgrades to Ongerup Waste Water Ponds.	AWMC				