

GNOWANGERUP SHIRE CORPORATE BUSINESS PLAN FY 2018/19 - 2021/22

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

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

OPERATIONAL IMPLEMENTATION

ACTIONS	RESP.	YEAR
		FY 20/21

2020/21 QUARTERLY REVIEW - END OF Q3

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

A. SUSTAINABLE BUSINESS GROWTH						
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		Replaced with Marketing Plan, awarded Dec 2018.
		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		Completed, plan presented to Council in September 2018.
		A1.1.3	Implement the Digital Workplan.	DCEO	•	Completed.
		A1.2.1	Identify a community project to facilitate, that encourages business growth i.e. Business Development Group.	CEO	•	This will be an outcome of the Marketing Plan.
		A1.3.1	Monitor progress on infrastructure plans.	TOWN PLANNER	•	Ongoing
		A1.4.1	Work with Landcorp to release the industrial lots in Quinn Street.	CEO / TOWN PLANNER	•	Council resolved August 2020 to change purpose of Reserve 28654 to include Industrial Development Purposes. Currently being processed by DoPLH.
		A1.4.2	Monitor development rates and ensure future supply of industrial land for subdivision and development.	TOWN PLANNER	•	Ongoing, including Ongerup.
		A1.4.3	Progress Cuneo Close commercial development	MW		Completed.
		A1.5.1	Hold annual Business Forum.	CEO		Suggest review, every two years.
		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	•	Will resume discussions with Broomehill-Tambellup Shire and cycling groups in regard to a cycle race. Bloom Festival for 2021 was cancelled. We will continue to work with Great Southern Treasures for 2022 Bloom Festival.
		A3.2.1	Complete Gnowangerup Heritage Trail Project.	CDC		Postponed until 2020-21, working with GSCORE to add this to the Great Southern Treasures recreation circuit.
		A3.2.2	Develop Tourism Strategy.	CEO		On hold - Marketing Plan under review due to changes of Great Southern Treasures. However, Tourism Strategy and Campaign funded for Amelup through Drought Communities Grant funding.
		A3.2.3	Develop Management Plan for the Gnowangerup Star.	CEO		In progress, repairs to building completed, 3 phase power being restored, printer rollers sent to contractor for refurbishment. Volunteer day to be held when rollers returned, for clean up and restoration works.

Your Community Engagement Plan				FY 2022	COMPLETED	
B. THE NATURAL ENVIRONMENT						
B1	Environmentally sustainable leadership.	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	•	Nothing applicable at this point in time
		B1.1.2	Take management order over Borden Community Dam reserve.	DCEO		To be reviewed as part of 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.
		B1.2.2	Roll out the recycling stations to the Borden and Ongerup landfills.	AWMC		Work commenced as part of the Regional Waste Project. Cash for Containers has taken a lot of the recyclables, Standard recycling bins have been placed within the townships
		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	•	Waiting on Cash for Containers programs before assessing further options. Outcomes limited by lack of contractors willing to travel and limited recycling making trips unviable
		B1.2.4	Hold a meeting with the business community to discuss becoming a plastic bag free Shire.	AWMC		Not required - State Govt to ban plastic bags.
		B1.2.5	Plan to become a plastic bag fee Shire in 2018/19.	AWMC		Not required - State Govt to ban plastic bags.
B2	Adapt to the effects of Climate change.	B2.1.1	Investigate alternative sources of power for Shire owned buildings.	AWMC		No change solar arrays still the most cost effective system.
		B2.1.2	Install solar systems at the Shire's Administration and Depot buildings.	AWMC		Completed.
		B2.1.3	Formulate a plan to help reduce power consumption at the new pool site.	AWMC		After further investigation we found that the cost of the infrastructure needed to store the required amount power was prohibitive. The best option for now is to do nothing and monitor changes in tech that may make this viable.
		B2.1.4	Implement pool power plan.	AWMC		After further investigation we found that the cost of the infrastructure needed to store the required amount power was prohibitive. The best option for now is to do nothing and monitor changes in tech that may make this viable.
		B2.1.5	Investigate large-scale power generation opportunities.	AWMC	•	Investigation completed, region is not suitable for large scale power generation projects. Should be reviewed in medium term (5-10 years).
		B2.1.6	Participate in State Risk Project.	DCEO	•	Ongoing.
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	•	Ongoing.
		B3.2.1	Continue to preserve the conservation road side areas and support local conservation groups.	MW / CEO	•	Operational funding provided to NSPNRM and grant funding provided for repairs to building.
		B3.2.2	Investigate partnering in the native plant subsidy scheme.	DCEO		No suitable local partners were supportive of this initiative.
C. OUR COMMUNITY						
C1	Build connectivity between the three communities.	C1.1.1	Support annual funds to local arts and culture groups.	COUNCIL / CEO	•	Ongoing (Annual Donations & Grants).
		C1.1.2	Identify opportunities to strengthen the relationship between our three communities.	CDC	•	Opportunities have been identified in the Marketing Plan.
		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	•	Due to COVID-19 there was no NAIDOC event held in 2020/21. Discussions are being held with the Gnowangerup CRC to run an event for 2021/22.
		C1.2.2	Implement the DAIP to guide Shire operations and services to ensure they are inclusive of all members of the community.	CEO	•	DAIP to be reviewed 2020-21. Advertising for review has commenced.
		C1.3.1	Investigate the process required and the cost associated with changing the name of the Shire.	COUNCIL / CEO		

Your Community Challenge Plan				FY 2022	COMPLETED	
		C1.3.2	Hold a referendum to allow the community to vote on the proposed change.	CEO		
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	•	Blue Tree Project we held in October 2020 for Mental Health Week. Australia Day Breakfast went well. Event being organised for NAIDOC Week - July 2021.
		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		CDC attended a workshop on this. Discussions are taking place on how this should be done.
		C2.1.4	Support annual funds to local community groups & individuals to assist in delivering local passive recreational activities.	CDC	•	We have provided funding to GSCORE to implement the GS Trails Masterplan. This will see 3 of our trails included in the GS Treasures Recreation Circuit.
		C2.2.1	Increase Ongerup Library membership and introduce library activities to be delivered to the community.	CDC		Library relocated to CRC and membership has increased as a result. They have also commenced Storytime at the Ongerup Library.
		C2.2.2	Investigate needs associated with staffing the Gnowangerup Community Swimming Pool to maintain optimal operations.	CEO		Swimming Pool is now open 7 days per week.
		C2.2.3	Relocate Ongerup Library to Yongergnow-Ongerup CRC.	CEO		Completed.
		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 facilitate 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	•	We have been working along with the Gnowangerup CRC to provide community events. Have been liaising with the Borden Pavilion to get events and workshops happening in Borden.
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	•	Ongoing, currently implementing mosquito control. Negotiations with neighbouring shires to commence to establish Contiguous Local Authorities Group (CLAG) to access funding for mosquito chemicals and training. Katanning and Broomehill-Tambellup have agreed to partner with CLAG
		C4.1.2	Continue to monitor the Ongerup Sewerage Scheme.	EHO & AWMC	•	Ongoing
		C4.2.1	Shire remain an Act-Belong-Commit Partner Site.	CDC	•	Agreement has been renewed for the Shire to continue to be an Act-Belong-Commit Site.
		C4.2.2	Support community driven preventative health initiatives and support the provision of services for community members impacted by mental health issues.	CDC	•	We worked with the Gnowangerup Yorgas Group to hold a blue Tree event in Gnowangerup for mental Health Weeks. We also provide financial assistance to Southern Agcare to ensure Gnowangerup has a councillor each week.
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		Completed.
		D1.2.1	Develop a seamless suite of plans aligning the strategic direction with operational actions and projects.	CEO		Working with Steve Grimmer on new "right-size" IP&R Plans, review of Strategic Community Plan commenced.
		D1.2.2	Develop the Asset Management Framework which includes policy, strategy and plans.	AWMC		Asset management planning continuing on an on going basis, new systems under development.
		D1.2.3	Develop a Workforce Plan.	CEO / DCEO		Desktop review of Workforce Plan presented to Council and adopted in April 2018, new Workforce Plan to be developed as part of D1.2.1.

Your Community Engagement Plan				FY 2022	COMPLETED			
D1	Provide accountable and transparent leadership.	D1.2.4	Review the Long Term Financial Plan.	DCEO	•	Ongoing, working with DL Consulting on current update.		
		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	•	2019-20 Annual Report completed.		
		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		Water Strategy Working Group Established and continues to meet. Water Strategy to be completed 2021.		
		D1.4.3	Prepare and publish all Agendas and Minutes of Council in accordance with legislation and make them accessible to the public.	CEO	•	Ongoing.		
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		New Councillors have all completed the mandatory training.		
		D2.1.2	Develop an Induction Manual for elected members.	CEO		Completed.		
		D2.1.3	Develop an annual elected members training calendar.	EA		Ongoing as required.		
D3	Improve the capability and capacity of the Shire.	D3.1.1	Implement the outcomes of the Better Practice Review.	CEO / DCEO		Completed.		
		D3.1.2	Implement new Synergysoft and ALTUS Human Resources module to provide management with relevant HR statistics to assist decision making.	DCEO		Not proceeded with as system will not offer benefits to outweigh implementation and ongoing costs.		
		D3.1.3	Implement new ALTUS Financial Reporting system to provide a more efficient monthly financial reporting process.	DCEO		PowerBI implemented.		
		D3.1.4	Conduct five yearly review of Recordkeeping Plan.	DCEO		Completed 2019-20.		
		D3.1.5	Conduct two-yearly Reg 17 Audit Review.	DCEO		Review conducted by external consultants and presented to Council in September 2018, next review due 2021.		
		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		Continuing to implement recommendations.		
		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	•	Standing Orders Local Law updated March 2021.		
		D3.1.8	Complete an annual Compliance Audit Return to demonstrate compliance with legislation.	DCEO	•	2020 CAR completed and lodged with Department.		
		D3.1.9	Design and adopt new industry standard Chart of Accounts to provide improved reporting.	DCEO		Review completed, no change to current Chart of Accounts recommended.		
		D3.2.1	Conduct a bi-annual survey of residents to measure customer satisfaction with services.	CEO		Strategic Community Plan review underway and bi-annual review to be looked at as a means of measuring success.		
		D3.2.2	Review the Shire's Customer Service Charter to inform and enhance service outcomes.	DCEO	•	Ongoing.		
		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, VROC now added.
				D4.1.2	Participate in State policy development processes affecting local government where appropriate.	CEO / SHIRE PRESIDENT	•	Ongoing, during 2021 provided input into State Infrastructure Planning.

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		Waiting on Review of Local Government Act to be completed.		
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	•	Ongoing.		
E2	Effective management to conduct business in a financially sustainably manner.	E2.1.1	Develop Property Strategy and review annually.	-CEO-				
		E2.1.2	Develop an ITC Strategy.	DCEO		Completed 2017-18, update due 2020-21.		
		E2.1.3	Update medical practice IT hardware and connect to Shire server.	DCEO		Completed in 2017-18. Upgraded internet connection planned for 2021 following Admin Office connection to fibre.		
		E2.1.4	Convert CEO & Mechanic houses from Reserve to freehold and separate into 2 lots.	DCEO		Completed in 2017-18.		
		E2.1.5	Convert Police OIC and Doctor houses from Reserve to freehold and separate into 2 lots.	DCEO		Waiting on Department of Planning, Lands and 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 Oogenus 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 of non-payment of rates.		
		E2.2.1	Complete and maintain Asset Management Plans.	AWMC		Ongoing, currently working with consultant on update.		
		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	•	Council has resolved to seek VROC membership. Also looking to form a Contiguous Local Authorities Group for mosquito control		
		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	•	On track
				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	•	On going
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	•	Ongoing - Cowalellup rd gravel sheeting, Rabbit Proof Fence Rd gravel sheeting and Nightwell Road resealing will be completed in 2020/20 year		
		E4.1.2	Submit funding for Regional Road Group funds. Focus on preservation resealing of single seal bitumen roads – Borden Bremer Bay Rd, Tielein Rd, Tambellup Rd, Kwobrup Rd. Complete widening and resealing of Ongerup Pingrup Rd.	MW	•	Ongoing - the final section of resealing on Tielein Road will lbe completed early in 2021 along with the resealing of Borden Bremer Bay road. Shoulder widening and reconstruction of Kwobrup Road to 7m seal will be completed in February 2021		
		E4.1.3	Maximise WANDRRA funding opportunities by reviewing and incorporating works completed by WANDRRA and adjust works program accordingly.	MW	•	WANDRRA flood damage from AGRN743 is complete. We will continue to update RAMM with road information		

Your Community Challenge Plan				FY 2022	COMPLETED	
F. QUALITY BUILT FORM		F1.1.1	Design Stage 1 of residential subdivision in Quinn Street.	TOWN PLANNER	•	Completed.
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	•	Ongoing
		F1.3.1	Facilitate the redevelopment of Aylmore Springs. Stage 1: Community Consultation. Stage 2: Design & Implementation.	CEO / CDC	•	Working with GSCORE Trails.
		F1.3.2	Review and ensure the Shire Planning Scheme & Policies reflect Council's strategic initiative and community values.	TOWN PLANNER	•	This is part of the new planning scheme and strategy which are currently being prepared.
		F2.1.1	Support Landcorp release of residential blocks.	CEO	•	Released. Now working with Development WA to look at new opportunities for housing and commercial land.
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		Council resolved not to proceed as costs of acquisition would exceed possible sale proceeds.
		F2.1.3	Purchase grouped housing block from Landcorp.	CEO		The Block on the Corner of Quinn and Whitehead Streets has been purchased.
		F2.1.4	Construct two houses on grouped housing block.	DCEO / AWMC		Completed.
		F2.2.1	Encourage better use of existing underutilised community spaces across the Shire.	CEO / TOWN PLANNER	•	Ongoing.
		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	•	Drought Communities Programme - projects underway in all three Towns including streetscape, tourism and heritage projects.
		F3.1.4	Prepare a demographic profile for each of the 3 communities using the 2016 Census data.	CEO		Census data is unavailable for small communities the size of Ongerup and Borden.
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	•	Gnowangerup Star building repairs completed. Old tractor project sand blasting and paint completed. Painting of Old Police Station purchase order issued.
		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		May be subject to South West Native Title Settlement.
		F4.1.7	Update Municipal Heritage Inventory.	CDC		To be looked at as part of the review of the Local Planning Scheme.
		F4.1.8	Construct new plant and equipment shed at Depot.	MW / AWMC		Project completed May 2019.
		F4.1.9	Infrastructure upgrades to Ongerup Waste Water Ponds.	AWMC		Project completed May 2020.