

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

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<b>OUR HORIZONS</b>	Horizon 1 FY 2018/19 – 2021/22 (next 4 years): Horizon 2 FY 2022/23 – 2028/29 (next 5-10 years):
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18/19 QUARTERLY REVIEW - END OF QUARTER TWO

OUR KEY THEMES and OBJECTIVES			OUR INITIATIVES or PROJECTS			OPERATIONAL IMPLEMENTATION				PROJECT STATUS		ACTION UPDATE COMMENTS		
Note, these should be broad, long term aims that work towards achieving the vision and purpose. Extract from your Community Strategic Plan			Note, these should be broad activities required to: 1) Achieve a target 2) Create a critical success factor 3) Overcome a barrier			ACTIONS	RESPONSIBILITY	DELIVERY TIMELINE					ON TRACK	
			Other OBJECTIV E/S supported by this initiative					FY 17/18	FY 18/19	FY 19/20	FY 20/21		HELD / NOT COMMENCED	
										CANCELLED				
										COMPLETED				
A1	Actively support and develop existing business and attract new local business.	A1	A1.1	Lobby for the technological infrastructure necessary to support commercial and business growth.		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		●				Plan presented to Council in September 2018.
						A1.1.3	Implement the Digital Workplan.	DCEO		●	●	●		To be discussed with the CEO in the New Year.
						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	●		●			Business community are not interested and suggested annually is too frequent and suggest maybe 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	A2.1	Actively seek opportunities for improving local communication network infrastructure.		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	A3.1	Develop partnerships to actively support visitor growth		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	●	●	●		Management Plan options provided to Council for consideration. On hold until 19/20 budget.	
B1	Environmentally sustainable leadership.	B1	B1.1	Effectively manage Resource consumption including water, energy and non-renewable resources and stewardship.		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		●	●	●		
						B1.1.2	Take management order over Borden Community Dam reserve.	DCEO		●			Waiting on Water Corp to prepare and lodge plans.	
B2	Adapt to the effects of Climate change.	B2	B2.1	Implement Policy changes through planning, building, land management and infrastructure.		B1.2.1	Design and cost the installation of recycling stations at each landfill. Trial at Gnowangerup in Feb 2018.	AWMC		●				
						B1.2.2	Roll out the recycling stations to the Borden and Ongerup landfills.	AWMC		●				
						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	●	●	●	●		
						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 free Shire in 2018/19.	-AWMC-		●			Not required - State Govt to ban plastic bags.	
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				●								
B2.1.6	Participate in State Risk Project.	DCEO	●	●				Risk Assessment workshops held with LEMC in 17/18 and 18/19.						

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B3	Enhance reserves and protect local ecology and biodiversity of natural ecosystems.	B3.1	Conserve and enhance open spaces.			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	Conserve natural vegetation, Native reserve condition and bushland.					B3.2.2	Investigate partnering in the native plant subsidy scheme.	-DCEO-	●			
<b>C. OUR COMMUNITY</b>						C1.1.1	Support annual funds to local arts and culture groups.	COUNCIL / CEO	●	●	●	●		
C1	Build connectivity between the three communities.	C1.1	Strengthen the sense of place and culture and belonging through inclusive community interaction and participation.			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	●	●	●	●		
C1	Build connectivity between the three communities.	C1.2	Actively strengthen relationships with our diverse cultural community.			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-		●				
C2	Build proud and active residents who participate in local activities and services for the betterment of the community.	C2.1	Facilitate a program of community-based events that encourage social interaction within our three communities.			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	●	●	●	●		The shire provided funding and support to the annual NAIDOC indigenous football match
						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-	●	●	●	●		ABS does not provide this Census information for small communities
						C2.1.3	Prepare a Community Development Plan to guide the provision of community based services delivered or facilitated by the Shire.	CDC	●					Planned for the latter half of 2019
C2	Build proud and active residents who participate in local activities and services for the betterment of the community.	C2.1	Facilitate a program of community-based events that encourage social interaction within our three communities.			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	●					Library relocated to CRC and membership has increased as a result.
						C2.2.2	Investigate needs associated with staffing the Gnowangerup Community Swimming Pool to maintain optimal operations.	CEO	●	●				
C2	Build proud and active residents who participate in local activities and services for the betterment of the community.	C2.2	Increase productivity and where possible value add to Shire delivered community services.			C2.2.3	Relocate Ongerup Library to Yongergnow-Ongerup CRC.	CEO		●				
						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.	DCD				●		
C3	Assist in building the sustainable management of local organisations and community groups.	C3.2	Support and encourage opportunities for local volunteering.			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				●		
						C4.1.1	Conduct environmental health initiatives in the community, including inspections and assessments relating to: food, water, noise, disease, pest control and safety.	EHO & CEO	●	●	●	●		Ongoing. Development of Mosquito management plan scheduled for January 2019
C4	Ensure residents feel safe and confident in their ability to travel and socialise within their community.	C4.1	Build a healthy community that is aware of and responsive to current public health risks.			C4.1.2	Continue to monitor the Ongerup Sewerage Scheme.	EHO	●	●	●	●		Ongoing
						C4.2.1	Shire remain an Act-Belong-Commit Partner Site.	CDC	●	●	●	●		ongoing
						C4.2.2	Support community driven preventative health initiatives and support the provision of services for community members impacted by mental health issues.	CDC	●	●	●	●		

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OPERATIONAL IMPLEMENTATION					
ACTIONS	RESPONSIBILITY	DELIVERY TIMELINE			
		FY 17/18	FY 18/19	FY 19/20	FY 20/21

D. A SUSTAINABLE AND CAPABLE COUNCIL		D1.1	Continue to develop a policy framework that guides decision making.	Other OBJECTIVES supported by this initiative	D1.1.1	Annually review the Shire's Policy Manual and develop new policies as required.	DCEO	●	●	●	●	Ongoing	
D1	Provide accountable and transparent leadership.												D1.2
		D1.2.1	Develop a seamless suite of plans aligning the strategic direction with operational actions and projects.	CEO	●				Waiting the completion of the asset management plan.				
		D1.2.2	Develop the Asset Management Framework which includes policy, strategy and plans.	AWMC	●								
		D1.2.3	Develop a Workforce Plan.	CEO / DCEO	●				Workforce Plan presented to Council in April 2018.				
		D1.2.4	Review the Long Term Financial Plan.	DCEO	●	●	●	●	Due for completion in third quarter.				
		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	●	●	●	●	Annual Report adopted by Council on 19 December 2018.				
		D1.4.1	Develop a community engagement / consultation strategy.	CDC	●				Waiting for the outcome of the Customer Service survey				
		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	●				Discussions with the members of the Citizens Panel indicated they would be prepared to take on this role for time to time.				
		D1.4.3	Prepare and publish all Agendas and Minutes of Council in accordance with legislation and make them accessible to the public.	CEO	●	●	●	●					
		D2.1.1	Manage election process and ensure new councillors receive relevant documentation.	CEO	●		●		Induction Guide completed				
		D2.1.2	Develop an Induction Manual for elected members.	CEO		●							
		D2.1.3	Develop an annual elected members training calendar.	EA		●							
		D3.1.1	Implement the outcomes of the Better Practice Review.	CEO / DCEO	●				Completed in 17/18.				
		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	●	●			Senior Finance Officer continuing to work with specialists from IT Vision to fine tune ALTUS Financial Reporting.						
D3.1.4	Conduct five yearly review of Recordkeeping Plan.	DCEO	●	●			New Recordkeeping Plan will be completed I fourth quarter by external consultant.						
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	●	●			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	●	●	●	●	Review completed. CEO advised that Standing Orders Local Law will not be updated until after the new CEO commences.						
D3.1.8	Complete an annual Compliance Audit Return to demonstrate compliance with legislation.	DCEO	●	●	●	●	Due for completion in third quarter.						
D3.1.9	Design and adopt new industry standard Chart of Accounts to provide improved reporting.	DCEO			●		Assess in 19/20.						
D3.2.1	Conduct a tri-annual survey of residents to measure customer satisfaction with services.	CEO		●			Survey to be completed in third quarter.						
D3.2.2	Review the Shire's Customer Service Charter to inform and enhance service outcomes.	DCEO	●	●	●	●	Waiting on information relating to the Depot for inclusion in the charter.						
D3.3.1	Ensure staff training opportunities are identified during performance management process.	DCEO	●	●	●	●							

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D4	For the Shire to demonstrate advocacy in promoting the needs and ambitions of the district and the advancement of Local Government.	D4.1	Advocate and influence political direction to achieve local and regional development.		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	●	●	●	●		
					D4.1.2	Participate in State policy development processes affecting local government where appropriate.	CEO / SHIRE PRESIDENT/DCEO	●	●	●	●		

E. FINANCIAL SUSTAINABILITY		E1.1	Identify opportunities for new income streams that are financially sound and equitable.		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		●				
E1	To be less reliant on rates as the primary basis for revenue by leveraging alternative income streams.	E1.2	Position the Shire to align with State and Federal Government priorities to increase eligibility for grant funding.		E1.2.1	Monitor State Government media releases and take action when appropriate.	CEO	●	●	●	●		On going. Lobbied for the return of CRC funding and a variation to the requirements expected of local government in relation to the Royal Commission into institutionalised Child Sexual Abuse. Responded to the increase rent of Police accommodation.
		E2	Effective management to conduct business in a financially sustainable manner.	E2.1	Manage liabilities and assets through a planned, long-term approach.	E2.1.1	Develop Property Strategy and review annually.	-CEO-	●				
E2.1.2	Develop an ITC Strategy.	DCEO				●				Project continuing.			
E2.1.3	Update medical practice IT hardware and connect to Shire server.	DCEO	●							Completed in 17/18.			
E2.1.4	Convert CEO & Mechanic houses from Reserve to freehold and separate into 2 lots.	DCEO	●							Completed in 17/18.			
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	●			●				Council approved sale to proposed purchaser. Anticipated settlement in third or fourth quarter.			
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				●				Waiting on Department of Planning Lands and Heritage to action our request.			
E2.1.8	Acquire vacant block at 25 Yougenup Rd, Gnowangerup for the purpose of creating a park.	DCEO				●				Received legal advice and agenda item going to Council in February.			
E2.2.1	Complete and maintain Asset Management Plans.	AWMC	●										
E2.2.2	Review Asset Management Plan.	AWMC	●			●	●	●					
E2.3	Seek out efficiencies and regional collaborations to reduce service delivery costs.	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	●	●	●	●		Hosted procurement training by WALGA for staff from Gnowangerup, Denmark and Broomehill-Tambellup in September 2018.		
E3	To effectively plan for the funding and delivery of major projects.	E3.1	Effectively prioritise major capital projects to facilitate long-term financial sustainability.		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	Maximise funding opportunities for key infrastructure projects for the Shire of Gnowangerup.		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	●	●	●	●		

F. QUALITY BUILT FORM		F1.1	Ensure planning frameworks promote and support mixed use developments.		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	Environmentally sensitive building designs are promoted and encouraged.		F1.2.1	Ensure environmental consideration is reflected in Town Planning and Building Approvals.	TOWN PLANNER / BUILDING SURVEYOR	●	●	●	●		on going
		F1.3	Buildings and landscaping is suitable for the immediate environment and reflect community values.		F1.3.1	Facilitate the redevelopment of Aylmore Springs. Stage 1: Community Consultation. Stage 2: Design & Implementation.	CEO / TOWN PLANNER	●	●	●	●		Quotes for decommissioning and demolition of the old pool have been received. Stage 2 will be part of the 2019/20 budget.
					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.

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F2 Facilitate and integrate housing options, local services, employment and recreational spaces.	F2.1 Facilitate diverse, inclusive, housing options.		F2.1.1	Support Landcorp release of residential blocks.	CEO	●	●	●	●	ON TRACK	Awaiting offers to purchase from the community.	
			F2.1.2	Acquire 11 & 13 Bell Street Gnowangerup vacant blocks for re-sale.	-DCEO-					HELD / NOT COMMENCED	Council resolved not to proceed as costs of acquisition would exceed possible sale proceeds.	
			F2.1.3	Purchase grouped housing block from Landcorp.	CEO	●					CANCELLED	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	Pending sign off of Building Better Regions grant documentation. Specifications completed.
	F2.2		Provide appropriate open space to recreate and connect with nature.		F2.2.1	Encourage better use of existing underutilised community spaces across the Shire.	CEO / TOWN PLANNER	●	●	●	●	ON TRACK
			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	●	●	●	●	ON TRACK	ongoing	
F3 To provide facilities of the highest quality which reflect the needs of the community now and into the future.	F3.1 Develop an understanding of the demographic context of local communities to support effective facility planning.		F3.1.1	Prepare a demographic profile for each of the 3 communities using the 2016 Census data.	-CEO-	●				HELD / NOT COMMENCED	Census data is unavailable for small communities the size of Ongerup and Borden.	
F4 Manage current and future assets and infrastructure.	F4.1 Continue to improve asset management practices.		F4.1.1	Develop a long-term approach to significant facility upgrades and improvements.	AWMC	●	●	●	●	ON TRACK		
			F4.1.2	Develop an Asset Management Strategy 2018-2028 to guide the Shire's approach to managing its assets.	AWMC	●				ON TRACK		
			F4.1.3	Maintain and protect heritage building and places.	CEO	●	●	●	●	ON TRACK	ongoing	
			F4.1.4	Complete planned shade facility and niche wall at Gnowangerup Cemetery.	MW / COUNCIL	●	●	●	●	ON TRACK	Shade structure completed.	
			F4.1.5	Update mapping of plots and number grave sites at Gnowangerup Cemetery.	DCEO	●	●			ON TRACK		
			F4.1.6	Continue to work with GSDC and the Gnowangerup Aboriginal Corporation in progressing the business case for the agricultural training facility.	CEO	●				HELD / NOT COMMENCED	GSDC have dropped the ball. The CEO is trying to kick start it. The business case is completed but lacks an aboriginal organisation to take it forward.	
			F4.1.7	Update Municipal Heritage Inventory.	DCD		●			ON TRACK		
			F4.1.8	Construct new plant and equipment shed at Depot.	MW / AWMC		●			ON TRACK		
			F4.1.9	Infrastructure upgrades to Ongerup Waste Water Ponds.	AWMC		●			ON TRACK		