



Shire of Donnybrook -Balingup

STRATEGIC PLAN 2009/10



Adopted 26 August 2009

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FORWARD

The Shire of Donnybrook-Balingup Strategic Plan was first developed in 2001. Since then the Plan has been reviewed and revised annually by Council staff and Councillors in consultation with the community.

This represents an opportunity for ongoing initiatives to be developed and to provide clear direction to Council ensuring that our community will continue to grow and prosper into the future.

The Strategic Plan consists of the following key elements:

Vision

In developing the Vision, participants asked themselves “what are the things we most hope to see, feel or experience in 20 years time”. This vision is expected to last for 10 – 15 years.

Mission

The Mission Statement is a statement of the Shire’s reason for being and is expected to be current for up to 10 years.

Outcomes

Outcomes are a general statement of the direction the organisation intends to go. They do not set specific targets or timescales and are current for up to 5 years.

Targets

Targets are reviewed and updated every 12 months. Targets are specific and time related - they identify what is to be done, by when and by whom.

The format of the Strategic Plan allows for the document to be used as a basis for providing status reports on the progress of key projects and is used as the foundation for the Annual Report.

In 2006, in accordance with the *Local Government Act 1995* (the Act), Council developed and adopted a 20 year “Plan for the Future”. The Plan for the Future is a broad long term vision for the future of the Shire and is guided by the Strategic Plan. It is a requirement of the Act that the Plan for the Future is reviewed every 2 years. Council is currently undertaking this review and will seek consultation with the community in review and modification of the plan.

Cr Steve Dilley
Shire President

John Attwood
Chief Executive Officer

MISSION

The Shire of Donnybrook-Balingup is community driven and responsible for the ongoing management and care of our resources. We are committed to guiding, serving and working with the community to fulfil their needs and aspirations with fairness and courage.

OUTCOMES

1. Equitable access to information and communication services.
2. The welfare needs of the community are met.
3. Our heritage is preserved and valued.
4. Open and accountable local government.
5. A balanced and diversified economy in the Shire.
6. Sustainable management of environmental resources.
7. Transport systems and infrastructure designed to meet current and future needs.
8. Effective and responsible administrative and financial management.
9. Community participation in recreation, leisure and cultural activities.
10. A knowledgeable community with diverse skills.
11. Effectively improve and maintain essential services.

Outcome 1 : Equitable Access to Information and Communication Services

	Strategy	Action Item	Action	Action By	Status/Suggestions
1.1	Encourage installation of reliable, current telecommunications, including systems suitable for people with disabilities.	1.1.1	Seek government support and funding if available to increase mobile phone coverage in areas not serviced within the Shire.	CRDO	Telstra have submitted a Development Application for a mobile phone tower in Balingup but advise they will not fund construction. Letters sent to State & Federal Ministers in Mar/Apr 09
		1.1.2	Lobby relevant agencies to ensure that the most current telecommunication facilities are available in the Shire.	CRDO	See 1.1.1
		1.1.3	Ensure that the Shire is a leader in the use of the most current telecommunication systems: <ul style="list-style-type: none"> Upgrade Balingup Library IT connectivity 	MFA	Public Access computer will be connected to Broadband by 30/6/2009. Staff computer will remain as dialup due to IT structure and security at Donnybrook Resource Centre. Council continue to upgrade and maintain its internal IT systems to ensure up to date hardware and software is available for staff.
		1.1.4	Improve access to communications services for disabled persons: <ul style="list-style-type: none"> Investigate options to assist hearing impaired. Provide link from Shire website to disability service providers. 	PEHO	Refer actions indentified in Disability Services Plan.
1.2	Support Telecentre, Resource Centre and Libraries.	1.2.1	Provide 100% rent subsidy for Telecentre, including the provision of all building maintenance.	MFA / MDES	Ongoing
		1.2.2	Maximise use of Telecentre skills and facilities: <ul style="list-style-type: none"> Use Telecentre for basic IT training whenever possible. Use Telecentre teleconference facilities when appropriate. 	ALL	Ongoing – but not used in 08/09 as training conducted in-house. Telecentre continue to undertake HPT & CCT licensing testing on behalf of Council and DPI.
		1.2.3	Review library facilities in Balingup and investigate multi-use options: <ul style="list-style-type: none"> Investigate combining service with a Resource Centre. 	CEO	Concept plans have been developed. Public consultation underway.
		1.2.4	Assess feasibility of incorporating new Telecentre in Heritage Precinct area (Museum Interpretive Centre)	CEO	
		1.2.5	Assess extension of Donnybrook Resource Centre to cater for expansion of Library stock.	CEO	
1.3	Investigate Telecentre nodes in small communities.	1.3.1	Assess feasibility of Multi-purpose Resource Centre in Balingup (including Telecentre Node).	CRDO	Michel Greenhalgh Architect provided a report in 2006. This report was provided to the Vintage Board at their request. They passed the project over to Balingup Progress Association (BPA) as it was still

	Strategy	Action Item	Action	Action By	Status/Suggestions
					unclear which site is preferred by the community. BPA identified Town Hall as their preferred option based on and plans submitted by John Hockley. Design options advertised in Apr 09. Sub-committee of Balingup residents to be formed to finalise design. Funding to be sought.
1.4	Council information to be presented in electronic format.	1.4.1	<p>Maintain and improve the availability of on-line services through the Shire website:</p> <ul style="list-style-type: none"> • Expand information on Shire (create pages for HACC, Tuia Lodge and other facilities). • Promote website in Preston Press. • Ensure Policy & Procedures documents on website are up-to-date. • Provide staff with more extensive training on updating website. • Investigate value of “user feedback” page on website. • All press releases to be displayed on Council website. • Council minutes and agendas to be displayed on Shire website. • Council tenders and staff vacancies to be displayed on Shire website. • Review length of time minutes on website before archiving. • Set up system to lodge on-line applications (eg Building Approvals). 	MFA / CRDO	<ul style="list-style-type: none"> ▪ News articles uploaded to website and sent to Donnybrook-Bridgetown Mail on regular basis. ▪ Donnybrook Recreation Centre web page has been created. ▪ All minutes, agendas, tenders and staff vacancies are currently displayed on Shire website. ▪ Website has been redesigned, further assessment to be undertaken. ▪ Email is now managed in-house through an exchange server. ▪ User feedback page on website to be implemented in 2008. ▪ Budget allocation needed in 09/10 to set up system for lodgment of on-line applications

Outcome 2 : The Welfare Needs of the Community are Met

	Strategy	Action Item	Action	Action By	Status
2.1	Ensure adequate support services.	2.1.1	Identify deficiencies within community health and work with other government bodies to fill the gap:	CRDO	Implementation of Healthy Community & Active Ageing Plans has been delayed due to lack of resources and no pro-active support from other government departments. Donnybrook Recreation Plan continues to be implemented. Mature age programs continue to be successful. Funding applications have been submitted to obtain funding for new Donnybrook Medical Centre. Project value \$2.1million.
		2.1.2	Continue to sponsor Home and Community Care Services and assist with submission of funding applications.	MFA	Administration staff continue to support the operation of HACC by providing financial and administrative support including assistance with grant applications.
2.2	Support the implementation of Regional Aged care and disabled facilities and services.	2.2.1	Approach SW Health Service and identify plans to provide hostel bed accommodation.	CEO	Land has been requested from Health Dept to accommodate extension to Tuia Lodge. Estimated cost of next stage \$3M. Further investigation being carried out on acquisition of hostel beds from hospital.
		2.2.2	Support the implementation of Balingup Vintage Home Town for Life, including housing provision and service co-ordination initiatives. Support developing Independent Living Housing for persons with a disability. Through joint ventures with the Department of Housing and Works and Community Housing Coalition of WA in Donnybrook and Balingup.	CEO/CRDO CEO/CRDO	CRDO attends all Vintage Board meetings and provides administrative support as required. Council has facilitated a loan to construct three cottages in Balingup and is making arrangements for the transfer of land to Vintage. CEO & Vintage Board have been investigating providing this facility in Balingup. No support received from possible joint venture partners to date, despite considerable lobbying. Investigations ongoing.

	Strategy	Action Item	Action	Action By	Status
		2.2.3	Support initiatives which focus on healthy ageing in place, the provision of recreation facilities, and activities aligned with implementing the Healthy Communities Plan. (Mitchell Park Redevelopment stage 1 – 2010/11) – Relocate ablutions.	CEO/ CEDO	Jill Powell & Associates developed strategic plans for Mitchell Park Precinct & Balingup Recreation Centre in Apr 09. Facilities designed for residents of all ages. Upgrade is valued at approximately \$10 million. Significant external funding will be required.
		2.2.4	Assess need for additional Well Aged Housing in Donnybrook	CEO	Ongoing – Land available. Department of Housing contracted to service providers – Council to register.
		2.2.5	Assess future development of Preston Village Retirement Units	CEO	Ongoing – Project Management Team meets monthly to assess development.
		2.2.6	Assess future development of extension to Tuia Lodge	CEO	Strategic Planning sub committee of Tuia Lodge Board assessing long term extensions.
		2.2.7	Assess/review needs of the aged in community social / communication / transportation (SW Active Ageing Research Project)	CEO	
2.3	Provide essential non-profit social services.	2.3.1	Monitor current viability of non-profit activities e.g. licensing: Promote licensing services offered by Council (in newsletter, Community Directory, New Residents pack).	MFA	Viability of licensing service is assessed annually as part of budget deliberations. Licensing services are promoted in Shire literature.
2.4	Provide innovative youth services	2.4.1	Involve community groups in the development and implementation of youth programs and activities	CRDO	Youth grants program is advertised each year (community groups and individuals are encouraged to apply for funds to run youth activities) but take-up is poor. Council is currently supporting the Auto Sports Workshop through free use of Old Depot.
		2.4.2	Promote "champions" and young achievers: <ul style="list-style-type: none"> Work with the schools, sporting clubs and emergency services to nominate young achievers. 	CRDO	Efforts have been made to identify young achievers. In 2008/9 Council received only one application for Leeuwin and this was later withdrawn. Despite advertising/letters issued, only one nomination received for 2009 Australian Day Citizen of the Year (Under 25 yrs). Continue to encourage nominations.
		2.4.3	Implement a Junior Council/ promote and develop mentor program.	CEO	Junior Council was formed and several meetings held but Council is currently in recess. Awaiting confirmation from the School that they wish to participate.

	Strategy	Action Item	Action	Action By	Status
		2.4.4	Support youth holiday activities (eg. Run-away Bus). Encourage and promote "Active After-school" activity program.	CRDO	See 2.4.1. Holiday activities encouraged through Youth Grants Scheme. Funding has been provided for Runaway Bus program in 08/09. AASC program in Balingup ceased due to lack of leaders and poor participation. No interest in Donnybrook.
		2.4.5	Develop and promote a Youth Leadership/Achievers program.	CRDO	To be researched and developed in 09/10.
2.5	Include the Social needs of non-traditional, multi-cultural and indigenous family units.	2.5.1	Work in partnership with local Aboriginals (Noongar tribe) in the Preston River Parkland and Cultural mapping programs. Assess development of Reconciliation Actions Plans.	CRDO	This project has been underway for 5 years and the Indigenous Sculpture Park is due completion in August 2009. As a result of this project, Council enjoys a good relationship with the Noongar community.
		2.5.2	Encourage performances of multi-cultural band/actors/dancers at events held at the new Donnybrook Amphitheatre.	CRDO	An Indigenous Ceremony is planned for the opening of the Indigenous Sculpture Park.
		2.5.3	Investigate the installation of a semi-permanent music shell at the amphitheatre.	CRDO	Investigate in 2009/10
2.6	Protect the health of the community through proactive monitoring systems.	2.6.1	Establish a documented system to ensure all relevant Council controlled infrastructure is regularly examined and necessary action is taken to ensure community safety (e.g. Asset Management Plan)	CEO / MDES	Building maintenance plan has been prepared which establishes inspection regime. Following inspections each building will have a 10 year maintenance plan prepared.
2.7	Develop a Medical Centre to service community-	2.7.1	<ul style="list-style-type: none"> • Work with Doctor's, community and Health Department to identify funding and site requirements • Progress construction of Centre 	CEO / MDES	\$950,000 grant has been approved. Federal Government grant of \$500,000 has been approved. Land will be leased from Dept. Health once project proceeds.
2.8	Create and Implement Disabilities Services Plan	2.8.1	Implementation of the Disability Recess & Inclusion Plan	MDES	Disability access and inclusion plan prepared and adopted. Currently being implemented.
2.9	Implement Crime Prevention Strategy	2.9.1	Develop and implement a Crime Prevention Strategy (eg. Design out crime program)	CRDO	A regional Crime Prevention Plan has been developed in conjunction with the Shires of Nannup and Bridgetown-Greenbushes. Four priority projects were identified and are currently underway: <ul style="list-style-type: none"> • Installation of CCTV cameras in Donnybrook CBD. • Neighbourhood Watch. • Off Road Vehicle Area (regional project) • Auto Sports workshop

	Strategy	Action Item	Action	Action By	Status
2.10	Encourage and support volunteer activity	2.10.1	Recognition of Volunteers through annual event and appropriate awards.	CRDO	Annual Volunteers Day BBQ held each year. In 2009, BBQs were held in Donnybrook & Balingup. Volunteers are recognized at Australia Day breakfasts (Citizen of the Year awards). Community volunteers are nominated for Southern Region Leadership Awards.
2.11	Develop demographic profile.	2.11.1	Prepare demographic and statistical information to assist with future planning for community facilities.	CEO	Not funded in 08/09 - resubmit 2009/10. Review resources available through WALGA.
2.12	Lobby for equitable transport in rural towns	2.12.1	Review current transport schedules servicing the Shire and adjoining Shires.	CRDO	

Outcome 3 : Our Heritage is Preserved and Valued

	Strategy	Action Item	Action	Action By	Status
3.1	Municipal inventory is readily available to the community and updated periodically.	3.1.1	Seek community involvement in updating Municipal Inventory and pursue funding to assist process. Development of significant tree register	MDES / MWS	Ongoing - Review and update in line with statutory requirements.
3.2	Ensure heritage buildings owned by the Shire are preserved and maintained.	3.2.1	Seek funding where appropriate to preserve Shire heritage listed buildings. Source financial assistance to repair/upgrade Balingup and Donnybrook Halls.	CRDO/MDES	Lotterywest Grant secured and a review of the use of all Shire Town Halls completed. MDES is implementing recommendations. Funding received in 2009 (Royalties for Regions) will be used for upgrades of Balingup & Donnybrook Town Halls .
		3.2.2	Develop Asset Management Plan for all buildings in the Shire.	MDES	Building Asset Management Program is currently being prepared.
3.3	Support community groups whose aims are to preserve our heritage.	3.3.1	Encourage community groups to collate historical information and assist in promotion (flyers/brochures etc). Develop a cultural map of Shire.	CRDO	Draft information collated. Project has been on hold for two years due to lack of resources. This project needs a 'champion' volunteer from the community to manage it.
3.4	Implement comprehensive management system to preserve Shire historical records.	3.4.1	Catalogue and streamline the Shire archive. Ongoing development of records management system.	MFA	Considerable development has occurred in respect to Council's Records Management System and the State Records Office has recently noted Council's compliance. All records are archives in accordance with the requirements of the State Records Act.
3.5	Develop historical museum site	3.5.1	Relocate museum to historical precinct near Railway Station site.	CEO	Funding bodies have been approached but unable to secure any interest in funding this move. Railway Heritage Precinct Plan and old depot feasibility note plans to relocate museum.
		3.5.2	Undertake study and prepare plan of Railway Heritage precinct area to include Plan for the Future Development, including pedestrian linkages, possible relocation of Museum and Telecentre. (Collins and Reserve Sts area).	MDES	Railway precinct plan currently being prepared.

Outcome 4 : Open and Accountable Local Government

	Strategy	Action Item	Action	Action By	Status
4.1	Provide easy and timely access to council documents.	4.1.1	Distribute current Minutes and Policies throughout the Shire at strategic locations. Promote availability.	MFA	Minutes and Agendas are displayed at various locations including the Libraries and Balingup Post Office. Current distribution appears satisfactory.
		4.1.2	Make Minutes, Reports and Policies available on the Shire Web Site.	MFA	It is current practice to display these documents in a timely manner on the Shire website.
4.2	Financial reports are easy to understand and comply with regulations/ fiduciary responsibilities.	4.2.1	Ensure Financial Reports continue to comply with the LG Act and Financial Management Regulations.	MFA	Financial reports have been reviewed to ensure compliance with the Financial Management Regulations and to provide more easily understandable information.
4.3	Promote ethical governance.	4.3.1	Encourage participation in code of ethics training program for Councillors and staff.	CEO	Code of Conduct reviewed.
4.4	Ensure accessibility of staff and Councillors to community.	4.4.1	Develop and implement a program for Councillor and staff attendance at community meetings. <ul style="list-style-type: none"> • Training program required for Councillors and Staff. • All staff to be given at least one invitation to Ordinary Council meetings. • Advertise that Councillors and staff will consider requests to attend community meetings. 	CEO	Most staff have now attended at least one Council meeting during the last 12 months. Over the next few months new staff members will also attend an Ordinary meeting of Council. Councillor training opportunities to be provided to all Councillors.
4.5	Council meetings held at a time and place that encourages community participation.	4.5.1	Conduct at least one (1) Council meeting per year at Balingup.	CEO	One Council meeting is currently conducted each year at Balingup
4.6	Maintain positive relationship with the community.	4.6.1	Dissemination of information through local media i.e. local newsletter, newspaper articles, press releases. <ul style="list-style-type: none"> • Promote achievements of Council – new projects. • Advise of current/upcoming projects/works on public notice boards • Investigate additional public noticeboard (e.g. at IGA) • Assess monthly mailout of Council activities to all ratepayers. 	CRDO/ All staff	Monthly "Shire Review" issued via Donnybrook-Bridgetown Mail. Articles and press releases issued to Preston Press and Greenbushes-Balingup newsletter. Information/notices placed on noticeboards in Donnybrook & Balingup.

	Strategy	Action Item	Action	Action By	Status
		4.6.2	Conduct annual review of information packages provided to new residents.	Finance & Administration / Rates Officer	Information packages are regularly updated and provided to all new ratepayers.
		4.6.3	Review "New Employee package".	HR	Information package is regularly updated and supplied to all staff as part of their induction process.
		4.6.4	Review Customer Service Charter bi-annually and implement documented changes.	HR	Customer Service Charter has been reviewed by administration staff – some minor changes were made to the document. Staff strive to adhere to the standards detailed in the document.
		4.6.5	Review Communication Strategy.	CRDO	
4.7	Budget Workshops and Presentation	4.7.1	Conduct a pre budget workshop in Donnybrook and Balingup – May.	CEO	Council has informally considered the concept of running pre-budget workshops. Draft Budget meeting scheduled for July 09.
		4.7.2	Present the draft budget – late June /early July.	CEO	Detailed draft budget meeting will be run in July 2009.
4.8	Long-term Planning	4.8.1	Develop 10 year financial plan based upon Plan for the Future, Strategic Plan, Principal Activities Plan & various other Asset Management Plans.	MFA/CEO	Estimated costs in 2008/09 \$15,000. Budget estimate 2009/10 \$25,000.
		4.8.2	Investigate implementation of formalised IT Asset Management Software for buildings, land and other infrastructure	MWS/MDES	To be progressed in 2009/10.
4.9	Human Resource Management	4.9.1	Develop a future staff needs/succession plan for all areas of staff requirements.	CEO	To be completed in 2009/10
		4.9.2	Review Complaint Resolution Procedures.	CEO	

Outcome 5 : A Balanced and Diversified Economy in the Shire

	Strategy	Action Item	Action	Action By	Status
5.1	Attract commercial and industrial businesses to the Shire.	5.1.1	Identify opportunities for land release to ensure adequate supply of industrial and commercial blocks. <ul style="list-style-type: none"> Review water supply options for Sandhills Industrial Estate. Conduct feasibility into development of yellow sand pit for future Industrial Land. 	CEO/ MDES	Landcorp have advised that cost of providing industrial, land is prohibitive. Water to sites is limited & required major infrastructure. Council resolved to defer. Review negotiations with Landcorp to address water supply and Native Title issues.
		5.1.2	Finalise development of Donnybrook CBD: <ul style="list-style-type: none"> Plan Donnybrook Rail Reserve. Progress Foreshore project – including trails, footpaths and cultural interpretation. 	CEO, MWS, MDES	Donnybrook townscape development plan has been completed, forms basis of future works.
		5.1.3	Assess benefits/feasibility of Council direct involvement in Land Development.	CEO	Council resolved to defer development of residential land in Marmion St. Sufficient privately owned land being developed to cater for current market.
		5.1.4	Review land held by the Shire as freehold (including Old Depot site). Include in Asset Management Plan and improve utilisation.	MDES	Feasibility study into development of old depot site has been completed. Clean up contaminated areas required. Review development in 09/10/11.
		5.1.5	Develop partnerships with State Government to make more industrial land available in Sandhills and other areas.	CEO/ MDES	Ongoing, has been delayed due to Aboriginal Heritage issues. Deferred – see 5.1.1.
5.2	Encourage home business opportunities where suitable.	5.2.1	Provide sponsorship to support bi annual update of Community business directory.	CEO	Budget allocation is provided. Directory to be produced Oct 2008.
5.3	Foster the development of community enterprises	5.3.1	Encourage development and sustainability of local businesses.	CRDO / MDES	Annual Business BBQ held to encourage networking.
5.4	Implement Tourism Strategic Plan.	5.4.1	Prioritise and implement selected strategies from the Tourism Plan.	CRDO/ Council	CRDO continues to support the work of Visitor Centres. Assisted Balingup Visitor Centre with its Strategic Plan in Apr 09.
5.5	Implement pro-active marketing and promotion of Shire; focussing on our unique lifestyle opportunities.	5.5.1	Promote the Shire by providing assistance to the Donnybrook and Balingup Visitor Information Centres and Chamber of Commerce and Blackwood River Valley Marketing Association.	CEO/CRDO / MFA	Funding was provided in the 08/09 budget to support both Visitor Centres and BRVMA.
		5.5.2	Construct and maintain information bays.	MDES/ MWS	Information Bays linked to MRWA works north of Donnybrook. May occur prior to

	Strategy	Action Item	Action	Action By	Status
					2010. Balingup Village Green MasterPlan has been completed and is being implemented.
		5.5.3	<ul style="list-style-type: none"> Initiate resource sharing initiatives with SW Councils. Assess development of regional integrated IT system with Bunbury Wellington Group of Councils 	CEO	SSS report promotes the concept of increased resource sharing.
5.6	Ensure development processes are streamlined and understood by the community.	5.6.1	Promote awareness of Community Grants Scheme.	MFA	Implementation of Small Grants Program from 2007/2008 year has proved successful. Program advertised in local media and Shire website. Council will be considering a number of applications received in 2009 and will further consider them during budget deliberations. A Council Committee to consider applications.
5.7	Ensure adequate infrastructure and services to cater for increased development. Provide adequate residential land.	5.7.1	Investigate expansion of caravan/transit park in Donnybrook. Investigate requirements to upgrade Transit Park to Caravan Park status.	CEO/ MFA	Completed in October 2008.
		5.7.2	Lobby Government to extend reticulated sewerage system.	CEO	Continue to lobby for future stages.
		5.7.3	Encourage the development of sustainable alternative sewerage systems.	MDES	Ongoing. This issue is hampered by current State Government policy.
5.8	Actively network with key Regional government agencies.	5.8.1	Attend workshops, conferences and meetings.	All	Ongoing.
5.9	Recognise opportunities for the development of council controlled land.	5.9.1	<ul style="list-style-type: none"> Townsite Strategy Rural Strategy Town Planning Scheme Review Local Planning Strategy Review subdivision of rural land as part of Town Planning Scheme Review. 	CEO/MDES/ Planner	<ul style="list-style-type: none"> Rural Strategy Endorsed. Townsite Strategy with WAPC for endorsement. Local Planning Strategy & Scheme Review initiated
		5.9.2	Develop a long term strategy for the development and sale/purchase of Council land requirements.	MDES	To be presented to Council 2010.
5.10	Promote and Encourage Economic Development within the Shire	5.10.1	Support and adequately resource Economic Development in the Shire.	CEO	

	Strategy	Action Item	Action	Action By	Status
			Support the Bunbury Enterprise Centre.		

Outcome 6 : Sustainable Management of Environmental Resources on Shire Managed Land

	Strategy	Action Item	Action	Action By	Status
6.1	Quality management of Shire land.	6.1.1	Review the management and operation of all waste management sites within the Shire.	MDES	Waste Management plan has been prepared.
		6.1.2	Identify all possible contaminated sites owned by Council. <ul style="list-style-type: none"> • Develop Asbestos Register • Maintain register of contaminated sites. 	MDES	Council owned contaminated sites have been identified and list sent to DoE as required.
		6.1.3	Review bulk domestic refuse disposal system and charges.	MDES	Review underway.
		6.1.4	Work with Townscape Committees to develop and maintain Town Centres/ streetscapes and encourage the use of native plants in beautification programs.	CEO, MWS, MDES	DBK Townscape Development Plan adopted November 2006 and is being implemented.
		6.1.5	Review Regional Waste Management Facilities.	MDES	
		6.1.6	Identify all reserved land and infrastructure under Council control and develop management plans for those facilities (including fire management). Prepare maps identifying Shire controlled land.	MDES & MFA	Maps have been prepared to identify all Shire controlled land. Asset management plans for Council owned buildings currently being prepared.
		6.1.7	Work with community groups to identify and protect catchment areas and areas of environmental significance.	MWS	Depending on 2008/09 grant funding NRMO will continue to be engaged to meet objectives.
		6.1.8	Consider roadside verges and carry out appropriate roadside regeneration and protect when developing road projects. Develop a policy for bushland management / roadside verges / fencing & clearing. Assess WALGA plan when released for implementation.	MWS	Being developed for inclusion in project briefs. Policies to be adopted by Council in 2009/10.

	Strategy	Action Item	Action	Action By	Status
		6.1.9	Raise awareness of staff in regard to environmental issues when mowing on passive recreation areas. Raise awareness of environmental issues in construction and maintenance works, particularly trees, vegetation and spraying.	MWS	Included as part of project prestart assessment.
		6.1.10	Assist community groups in the sustainable management of remaining bushland in the Shire.	MDES/MWS	Liaise with community groups who volunteer to manage reserves and provide assistance through advice and works.
6.2	Participate in a regional waste program that is environmentally responsible, cost efficient and effective.	6.2.1	Implement Waste Management Plan (3 years): <ul style="list-style-type: none"> Assess the need for a Transfer Station Close & rehabilitate sites (2yrs) Negotiate with other waste providers. Increase collection services. 	MDES	Zero waste plan is required to be prepared by legislation.
		6.2.2	Undertake community waste management education programme: <ul style="list-style-type: none"> Continue links with Contract holders. Liaise with other Shires in region. 	MDES	Ongoing.
		6.2.3	Identify possible expansion of waste & recycling collection services. Waste management and recycling promotion programme.	MDES	This area is under constant review. New areas added when economically viable to provide services. Population density is a major factor.
6.3	Protect waterways and rivers through support of community groups and enforcement of legislation.	6.3.1	Provide assistance to community groups applying for funding to protect waterways and rivers. Continue to support Work for the Dole and Green Corps teams.	NRMO or CRDO MWS	Assistance provided as/when requested. Dependent on LCDC funds.
6.4	Implement and support initiatives to Control weeds.	6.4.1	Provide assistance to community groups applying for funding to control weeds.	NRMO or CRDO	Assistance provided as/when requested Weed control program underway in North Balingup Reserve.
		6.4.2	Work with community groups to identify and collect data on areas of weed infestation.	MWS / MDES	NRMO to coordinate and source grant funding.
		6.4.3	Allocate funds for control of pests, weeds etc.	MWS	Budget allocation made and utilised.
6.5	Manage competing demands on natural landscape.	6.5.1	Ensure that the Rural Strategy and Town Planning Scheme and policies are readily accessible and accurately reflect the needs of the community by seeking advice from relevant community groups. Put link to WA Planning Commission website	MDES	Rural Strategy and scheme prepared with public consultation. Available on Councils & WAPC websites.

	Strategy	Action Item	Action	Action By	Status
			from our website.		
6.6	To prepare a Shire wide sustainability Strategy.	6.6.1	Research and prepare a sustainability strategy for Council and Community consideration.	MDES	Sustainability strategy to be commenced in 2009/10.
		6.6.2	Prepare a long term strategy for water – <ul style="list-style-type: none"> • Research and prepare a long term strategy to ensure that Council can maintain sufficient water resources to meet its needs. • To include initiatives such as recycling, effluent disposal and the use of grey water. 	MDES	Water Conservation Strategy to be developed by 30/09/09. To be considered as part of Town Planning Approval Process.
		6.6.3	An assessment of the environmental impact to be considered as a prime consideration for all future decisions made by Council.	All Managers	Ongoing planning and risk assessment on all projects.

Outcome 7 : Transport Systems and Infrastructure Designed to Meet Current and Future Needs

	Strategy	Action Item	Action	Action By	Status
7.1	Provide/maintain serviceable roads & pathways to the community.	7.1.1	Prepare a 10 year road construction program to ensure adequate time and resources allocated.	MWS	Draft prepared. Expect to adopt by end 2009.
		7.1.2	Annual review of 10 year pathway development plan for major townsites (Donnybrook, Balingup & Kirup).	MWS	Adopted May 2009. Review annually prior to budget.
		7.1.3	Prepare a 10 year major road & bridge maintenance program to ensure adequate time & resources are allocated.	MWS	Draft prepared. Expect to adopt by end 2009.
		7.1.4	Develop and implement quality system for construction and maintenance programs.	MWS	To be developed after items 7.1.1 to 7.1.3 completed.
7.2	Ensure that best practice principles are applied during construction of infrastructure.	7.2.1	Develop risk management strategy to ensure Council assets are examined on a regular basis and that future works programs reflect areas of risk.	MWS	Incorporated into traffic management plans for roadworks. Ongoing
		7.2.2	Ensure that ROMAN is regularly updated and data supplied to MRWA for grant calculation purposes and to assist the development of works programs.	MWS	Resurvey of all shire roads scheduled for 2009/10.
		7.2.3	Establish an ongoing classified vehicle count program to maximise road grants and to assist prioritisation and investigation of roadworks proposals and programs.	MWS	Count program in place. Reviewed annually
7.3	Provide an effective and environmentally sustainable drainage network.	7.3.1	Review drainage system plans and implement program to upgrade and manage the drainage systems in town sites.	MWS	To be developed in line with Council corporate asset management strategies.
		7.3.2	Develop and implement quality system for drainage management. Ensure sustainable drainage systems are incorporated in new developments/subdivisions.	MWS	To be developed after item 7.3.1. Assess new WALGA subdivision guidelines for adoption by Council. Water sensitive design principles are included for assessment against all new development applications
7.4	Maximise funding opportunities.	7.4.1	Identify funding sources and submit applications for infrastructure development / renewal / preservation.	MWS	Funding opportunities are identified on an annual basis and applications made to Country Pathways, Public Transport

	Strategy	Action Item	Action	Action By	Status
					Authority, Trailswest, Department Sport Recreation, MRWA, DOTARS etc

Outcome 8 : Effective and Responsible Administrative and Financial Management

	Strategy	Action Item	Action	Action By	Status
8.1	Safe storage of Shire information/ data/ records management.	8.1.1	Provide compulsory Record Management training for all staff, include in employee induction.	MFA	On-the-job training is provided to staff. Induction process outlines employee's responsibilities.
		8.1.2	Maintain record of documents stored at off-site Shire facilities.	MFA	Part of overall Records Management strategy – further work to be undertaken in this area.
		8.1.3	Review email backup processes and implement process to ensure electronic records are adequately archived.	MFA	Ongoing – IT staff are presently trialling an email backup system to provide effective archive and retrieval.
8.2	Carry out periodic assessment of systems and policies.	8.2.1	Undertake Shire survey every 2 years. Investigate possibility of doing a generic survey in conjunction with BWEA Group of Councils.	CEO	Put forward as a budget item for 2009/10.
		8.2.2	Review policies and delegations annually.	All Managers/ CEO	Policies and delegations are currently under review. All delegations reviewed - policies ongoing.
		8.2.3	Prepare Statutory Compliance Return annually and review any areas of non compliance.	CEO	Annual Return prepared and submitted to DLGRD. Minimal non-compliance identified
		8.2.4	Ongoing review to maximize Council's income from Rates whilst maintaining a fair and equitable system for all ratepayers.	MFA	Rating Strategy has been adopted by Council. Annual Budget reflects this strategy.
		8.2.5	Develop Major Capital Work's expenditure program to complement Shire "Plan for the Future".	MFA / MWS / MDES.	Reviewed on annual basis.
8.3	Appropriately qualified and resourced staff and Councillors.	8.3.1	Assess staffing levels/resources in Parks & Gardens and Road Construction and Maintenance workforce.	MWS	Reviewed on annual basis.
		8.3.2	Review staffing levels in Council administration.	CEO	Ongoing – also considered during budget deliberations.
		8.3.3	Ongoing review of HR Policy Manual.	CEO	HR review undertaken 2008 - Ongoing
		8.3.4	Develop and implement new Workplace Agreement and review annually.	All Managers	Change of government has changed Workchoice Legislation. Review 09/10. Priority area cleaners, Rec Centre, HACC & Tuia Lodge
		8.3.5	Ongoing review of staff performance/development appraisal process. Develop training program to address identified staff development needs.	All Managers	Reviewed on annual basis.

	Strategy	Action Item	Action	Action By	Status
		8.3.6	Ensure staff are adequately resourced and trained for programs. Managers to receive updated WALGA training schedules.	All Managers	Reviewed on annual basis.
		8.3.7	Assess frontline management training for Managers	CEO	Performance Management of Review undertaken in 2008/09. Training opportunities will be assessed as they present.
		8.3.8	Develop a staff recruitment and retention strategy to ensure quality staff are recruited and retained.	CEO	Completed April 2009. To be further developed 2009/10.
8.4	Provide adequate infrastructure for administration of the Shire	8.4.1	Upgrade Balingup Works Depot – fitout.	CEO/ MWS	Expect to construct by end 2009.
		8.4.2	<ul style="list-style-type: none"> • Investigate feasibility of constructing a new Admin Centre. • Investigate purchase of temporary accommodation for staff offices (interim measure). • Identify site for the new Centre. • Investigate/Identify funding sources – sale of land reserves 	CEO/ MDES	<p>Will be further assessed in light of Local Government Structural Reform process.</p> <p>Short term accommodation building to be ordered July.</p>
8.5	Investigate opportunities for the sale of council controlled land.	8.5.1	Develop strategy for the rationalisation of Council controlled land and the possible disposal of assets to fund future capital works.	CEO	PAP and long term financial plan provide for the future development and sale of some Council controlled land to fund identified strategic projects.

Outcome 9 : Community Participation in Recreation, Leisure and Cultural Activities

	Strategy	Action Item	Action	Action By	Status
9.1	Provide and maintain infrastructure (parks, gardens, community centres etc) that are creative, attractive, safe and enjoyable to use.	9.1.1	Prioritise and implement recommendations made in Mitchell Park and Balingup Sports Precinct Plan. Review position of existing Skate Park with the view to establishing new facility on a more desirable location.	CEO & CRDO	A consultant (Jill Powell) was engaged to investigate develop a Sports Precinct Master Plan for the Shire. The consultant liaised with users of Egan Park, Mitchell Park, Recreation Centre, BADSA and users of Balingup Oval during this process. Concept plan has been developed and presented to Parks & Reserves Committee. To assess potential sites and funding opportunities.
		9.1.2	Involve the community in designing the future recreational and leisure services programs. Develop a forward plan of future requirements based on the results of the 2005 Sport and Recreation Plan.	CRDO	See 9.1.1.
		9.1.3	Develop plan for future playground equipment needs and development of POS plan.	MWS/MDES	To be reviewed and developed in line with Council corporate asset management strategies.
		9.1.4	Support the development of walk trails to encourage healthy activities.	CEO/CRDO	Funding application for a 20km walk trail south of Donnybrook has been submitted to Trails West. Awaiting response.
		9.1.5	Investigate budget implications for subsidising community (not-for-profit) events (including traffic management).	CEO	Allocation made in 09/10 budget to subsidise traffic management
9.2	Ongoing consultation with the community to identify recreational and leisure needs.	9.2.1	Liaise with Balingup and District Sports Association on the recreational needs of Balingup.	CRDO	See 9.1.1
		9.2.2	Investigate use of existing Recreation Centres/ facilities – upgrade/co-locate (including review of future of Egan Park).	CRDO/CEO	See 9.1.1
		9.2.3	Update Donnybrook Recreation Centre Business Plan once every 2 years.	CRDO	Review planned for May 2009.
		9.2.4	Liaise with community groups regarding the	CRDO	See 9.1.1

	Strategy	Action Item	Action	Action By	Status
			ongoing development of Kirup Equestrian Park.		
9.3	Encourage festivals, events, celebrations and support community groups that encourage self-expression and multiculturalism.	9.3.1	Work with event organizers to ensure Health & Safety regulations are complied with.	MDES/CDRO	All event organisers made aware of responsibilities via event application package & inspections. Event Application package being reviewed again in 2009.
		9.3.2	Ensure that equipment supplied by the Shire for events is serviceable and adequate (carry out annual stock take). Develop policy/procedure to clarify responsibilities.	MWS	Equipment made available for use during events. Ongoing
9.4	Provide equitable access to a broad range of recreation and leisure services and facilities.	9.4.1	Provide well serviced and maintained recreation and leisure facilities within the Shire. Ensure public buildings and facilities and maintained to a high standard. Ensure equitable access to all facilities within budget limitations. Ensure Donnybrook Recreation Centre operates in accordance with a formal procedures manual and that staff are properly trained. Develop and implement lease agreements for sporting and community group (where none currently exist).	MWS/ MDES/CRDO	Incorporated in maintenance programs and align with Council corporate asset management strategies. Procedures manual is 90% complete. Final procedures to be developed in 2010. To be completed in 09/10. Initial discussions held with community groups. Expand to include community halls
9.5		Implement Community Cultural Plans.	9.5.1	Prioritise recommendations of the Donnybrook Cultural Plan.	CEO/CRDO
	9.5.2		Prioritise recommendations of the Balingup Cultural Plan.	CRDO	On hold due to lack of resources.
9.6	Assist in sourcing funding to implement recreational, leisure and cultural projects.	9.6.1	Assist preparation of funding applications.	CRDO	CRDO and CDO continue to submit numerous funding applications.
9.7	Develop partnerships between local government and Indigenous people together.	9.7.1	Plan and conduct discussions/ workshops to discuss and address matters of common interest. Develop working partnerships for identified projects.	CEO/CRDO	Preston River project continues to provide an excellent opportunity for discussion and development of future working projects. On completion of this project (Aug 09) CPAG to hold planning session with local Noongar community to discuss future projects.
9.8	Development of recreation facilities.	9.8.1	Conduct community forum of recreational users to develop long term plans for recreation facilities. Develop a 20-year Strategic Plan for the Shire's	CEO/CRDO	Forums have been held See 9.1.1. 20 year plan has been developed. Off Road Vehicle Association research project is due completion June 09.

	Strategy	Action Item	Action	Action By	Status
			recreational infrastructure and future needs (Recreation Centres, ovals, off-road facilities etc.)		Ongoing.
9.9	Investigate sale of public open space to fund recreation / community facilities.	9.9.1	Identify parcels of land that may be suitable for future development of community / recreation facilities.	MDES	Being undertaken in conjunction with townsite strategy and development of community facility contribution policy.

Outcome 10 : A Knowledgeable Community with Diverse Skills

	Strategy	Action Item	Target	Action By	Status
10.1	Encourage local small business operators to be involved in training programs.	10.1.1	Work with BEC to raise awareness of training programs for business operators.	CRDO	BEC invited to annual Business BBQs. Updated list of business owners is provided to BEC when requested.
10.2	Improve community awareness of Mentor programs.	10.2.1	Identify mentor programs and promote activities.	CRDO	Auto Sports Workshop has the potential to be a good mentoring program.
10.3	Support local schools.	10.3.1	Identify ways to support and maintain the viability of local schools. Lobby Education Department as required.	CEO/CRDO	Continue to lobby as required.

Outcome 11 : Effectively Improve and Maintain Essential Services

	Strategy	Action Item	Target	Action By	Status
11.1	Review fire plan annually.	11.1.1	Bush Fire Advisory Committee to assess and implement Fire Plan.	Ranger	Ongoing.
		11.1.2	Assist brigades with budgeting for FESA operational and capital grants.	Ranger/ Governance Officer	Ongoing, process for ESL fund allocation/acquittals recently revised.
		11.1.3	Ranger to obtain burn histories and strategic burn plans for State Forest adjacent to all Shire town sites.	Ranger	Ranger to obtain burning plans from around all townsites – past and future.
		11.1.4	Ranger to investigate need for hazard reduction burns on Council land, river reserves with and adjacent to townsites	Ranger	
11.2	Provide ranger services for the benefit and safety of the community.	11.2.1	Provide bush fire training to the community.	Ranger	Ongoing.
		11.2.2	Pro-actively promote to schools bush fire safety, dog control, Cat control and other services.	Ranger	Ongoing.
		11.2.3	Issue public notices to raise community awareness of local laws <i>relating to</i> animal, litter and bush fire.	Ranger	Ongoing.
11.3	Support community groups providing essential services.	11.3.1	Assist community groups to source funding as required. Encourage and support Community Information Points. Establish process of communicating information in the event of an emergency.	CRDO	No requests received to date. Assistance will be provided on request. Community Information Points has been established in Balingup. Program to be offered to other communities in 2009.
11.4	Raise awareness of LEMC.	11.4.1	Co-operate with other Shires to fund regional mitigation program to minimize risk.	CEO	Ongoing – part of overall risk management strategy.
		11.4.2	Shire to be actively involved in regular LEMC meetings, including development and implementation of emergency management plans.	CEO	Ongoing - Cr Dillely Chairman of LEMC. Regular Meetings. Emergency Management Plans were adopted by Council by end 2008. Annual review of plans to be undertaken in August each year to: <ul style="list-style-type: none"> • Update contact and resources lists. • Ensure Plans are current • Ensure that all Managers are aware of their role in the event of an emergency.