

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

<b>OUR VISION</b>	A progressive, inclusive and prosperous community built on opportunity.
<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):
<b>OUR VALUES</b>	We believe in the following values which will guide our behaviours: <ul style="list-style-type: none"> <li>• Honesty      • Responsibility      • Respect</li> <li>• Excellence      • Fairness      • Teamwork</li> </ul>

**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 17/18	FY 18/19	FY 19/20	FY 20/21	

2020/21 QUARTERLY REVIEW - END OF Q1		
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.

<b>A1.1.1</b>	Develop and implement an Economic Development Strategy/ Plan to guide and drive economic development in the Shire.	CEO		•			
<b>A1.1.2</b>	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		•			
<b>A1.1.3</b>	Implement the Digital Workplan.	DCEO		•	•	•	
<b>A1.2.1</b>	Identify a community project to facilitate, that encourages business growth i.e. Business Development Group.	CEO	•	•	•	•	
<b>A1.3.1</b>	Monitor progress on infrastructure plans.	TOWN PLANNER	•	•	•	•	
<b>A1.4.1</b>	Work with Landcorp to release the industrial lots in Quinn Street.	CEO / TOWN PLANNER	•	•	•	•	
<b>A1.4.2</b>	Monitor development rates and ensure future supply of industrial land for subdivision and development.	TOWN PLANNER	•	•	•	•	
<b>A1.4.3</b>	Progress Cuneo Close commercial development	MW		•			
<b>A1.5.1</b>	Hold annual Business Forum.	CEO	•		•		

	Replaced with Marketing Plan, awarded Dec 2018.
	Completed, plan presented to Council in September 2018.
	Completed.
	This will be an outcome of the Marketing Plan.
	Ongoing
	Council resolved August 2020 to change purpose of Reserve 28654 to include Industrial Development Purposes. Currently being processed by DoPLH.
	Ongoing, including ongerup.
	Complete
	Suggest review, amend to every two years.

**A2**  
 For the Shire's business community to have the technology and communication capability necessary to thrive within a competitive environment.

<b>A2.1.1</b>	Work with external partners to provide an improved internet service within the District.	DCEO	•	•	•	•	
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	Superloop have new proposal to utilise existing tower at Shire Depot, subject to structural evaluation and report.
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**A3**  
 Enhance and develop the Tourism industry to promote growth and prosperity.

<b>A3.1.1</b>	Work with the community to attract a Major Event/Festival or Attraction to the Shire	CDC	•	•	•	•	
<b>A3.2.1</b>	Complete Gnowangerup Heritage Trail Project.	CDC	•				
<b>A3.2.2</b>	Develop Tourism Strategy.	CEO		•			
<b>A3.2.3</b>	Develop Management Plan for the Gnowangerup Star.	CEO	•	•	•		

	Currently working with the Big Tractor group, have also held discussions with Broomehill-Tambellup Shire and cycling groups in regard to a cycle race in 2021-22.
	Postponed until 2020-21, working with GSCORE to add this to the Great Southern Treasures recreation circuit.
	Forms part of Marketing Plan and Strategy.
	In progress, repairs to building completed, working with printing Group in regard to future management.

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B. THE NATURAL ENVIRONMENT		B1.1.1	Facilitate active involvement from the community in preserving and enhancing the natural environment by using all available resources such as The West Australian Waste Authority's CIE Grants, which are available each year.	AWMC		•	•	•			
B1	Environmentally sustainable leadership.	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.	
		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	<del>Hold a meeting with the business community to discuss becoming a plastic bag free Shire.</del>	<del>AWMC</del>	•						Not required - State Govt to ban plastic bags.
		B1.2.5	<del>Plan to become a plastic bag free Shire in 2018/19.</del>	<del>AWMC</del>		•					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	•	•	•	•		Funding provided to NSPNRM for repairs to building.	
		B3.2.2	<del>Investigate partnering in the native plant subsidy scheme.</del>	<del>DCEO</del>	•					No suitable local partners were supportive of this initiative.	
C. OUR COMMUNITY		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 Strategy.	
		C1.1.3	Promote and support the needs of disadvantaged people within the community.	CDC	•	•	•	•			

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					COMPLETED						
C1	Build connectivity between the three communities.	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.	
		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.	
		<del>C1.3.1</del>	<del>Investigate the process required and the cost associated with changing the name of the Shire.</del>	<del>COUNCIL / CEO</del>		•					
		<del>C1.3.2</del>	<del>Hold a referendum to allow the community to vote on the proposed change.</del>	<del>CEO</del>		•					
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 is underway for Mental Health Week. Commencement has started for 2021 Australia Day.	
		<del>C2.1.2</del>	<del>Subscribe to and develop locally based statistical service programs to enhance demographic analysis capability, including Community Profile, Economic Profile and Population forecasts.</del>	<del>CEO</del>	•	•	•	•			
		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	•	•	•	•		Regional Peer Support Programme and Leadership Development Training	
		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.	
		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	•	•	•	•			Current agreement expires in Dec 2020. Will renew if Act-Belong-Commit receive more funding from the State Government.

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								COMPLETED		
		C4.2.2	Support community driven preventative health initiatives and support the provision of services for community members impacted by mental health issues.	CDC	•	•	•	•	ON TRACK/ ONGOING	We are working with the Gnowangerup CRC and Gnowangerup Yorgas group to impliment the Blue Tree Project. We also provide financial assistance to Southern Agcare to ensure Gnowangerup has a councillor each week.
<b>D. A SUSTAINABLE AND CAPABLE COUNCIL</b>		D1.1.1	Annually review the Shire's Policy Manual and develop new policies as required.	DCEO	•	•	•	•	ON TRACK/ ONGOING	Ongoing.
D1	Provide accountable and transparent leadership.	D1.1.2	Major re-development of Policy Manual.	DCEO		•			COMPLETED	Completed.
		D1.2.1	Develop a seamless suite of plans aligning the strategic direction with operational actions and projects.	CEO	•				ON TRACK/ ONGOING	Working with Steve Grimmer on new "right-size" IP&R Plans, also includes review of Community Stratgic Plan commencing early 2021.
		D1.2.2	Develop the Asset Management Framework which includes policy, strategy and plans.	AWMC	•				ON TRACK/ ONGOING	Asset management planning continuing on an on going basis, new systems under development.
		D1.2.3	Develop a Workforce Plan.	CEO / DCEO	•				ON TRACK/ ONGOING	Desktop review of Workforce Plan presented to Council and adopted in April 2018, new plan to be developed as part of D1.2.1.
		D1.2.4	Review the Long Term Financial Plan.	DCEO	•	•	•	•	ON TRACK/ ONGOING	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	•	•	•	•	ON TRACK/ ONGOING	Preparing 2019-20 Annual Report.
		D1.4.1	Develop a community engagement / consultation strategy.	CDC	•				HELD / NOT COMMENCED	
		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	•				HELD / NOT COMMENCED	
		D1.4.3	Prepare and publish all Agendas and Minutes of Council in accordance with legislation and make them accessible to the public.	CEO	•	•	•	•	ON TRACK/ ONGOING	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	•		•	
D2.1.2	Develop an Induction Manual for elected members.			CEO		•			COMPLETED	Completed.
D2.1.3	Develop an annual elected members training calendar.			EA		•			ON TRACK/ ONGOING	Ongoing as required.
		D3.1.1	Implement the outcomes of the Better Practice Review.	CEO / DCEO	•				COMPLETED	Completed.
		D3.1.2	Implement new Synergysoft and ALTUS Human Resources module to provide management with relevant HR statistics to assist decision making.	DCEO	•				CANCELLED	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	•	•			COMPLETED	PowerBI implemented, standard reports are being finalised.
		D3.1.4	Conduct five yearly review of Recordkeeping Plan.	DCEO	•	•			COMPLETED	Completed 2019-20.
		D3.1.5	Conduct two-yearly Reg 17 Audit Review.	DCEO	•		•		COMPLETED	Review conducted by external consultants and presented to Council in September 2018, next review due 2021.

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								COMPLETED		
D3	Improve the capability and capacity of the Shire.	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	•	•			ON TRACK/ ONGOING	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	•	•	•	•	ON TRACK/ ONGOING	Standing Orders Local Law currently under review.
		D3.1.8	Complete an annual Compliance Audit Return to demonstrate compliance with legislation.	DCEO	•	•	•	•	ON TRACK/ ONGOING	Ongoing.
		D3.1.9	Design and adopt new industry standard Chart of Accounts to provide improved reporting.	DCEO			•		HELD / NOT COMMENCED	Assess in 2020-21.
		D3.2.1	Conduct a bi-annual survey of residents to measure customer satisfaction with services.	CEO		•			ON TRACK/ ONGOING	Survey completed and report presented to Council. New CEO will consider ramifications of survey results for the Strategic Community Plan and new IP&R suite.
		D3.2.2	Review the Shire's Customer Service Charter to inform and enhance service outcomes.	DCEO	•	•	•	•	ON TRACK/ ONGOING	Ongoing.
		D3.3.1	Ensure staff training opportunities are identified during performance management process.	DCEO	•	•	•	•	ON TRACK/ ONGOING	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 / COUNCILLO RS	•	•	•	•	ON TRACK/ ONGOING	Ongoing
		D4.1.2	Participate in State policy development processes affecting local government where appropriate.	CEO / SHIRE PRESIDENT	•	•	•	•	ON TRACK/ ONGOING	Ongoing
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		•			HELD / NOT COMMENCED	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	•	•	•	•	ON TRACK/ ONGOING	Ongoing.
E2	Effective management to conduct business in a financially sustainably manner.	<del>E2.1.1</del>	<del>Develop Property Strategy and review annually.</del>	<del>CEO</del>	•				CANCELLED	
		E2.1.2	Develop an ITC Strategy.	DCEO		•			HELD / NOT COMMENCED	Completed 2017-18, update due 2020-21.
		E2.1.3	Update medical practice IT hardware and connect to Shire server.	DCEO	•				COMPLETED	Completed in 2017-18.
		E2.1.4	Convert CEO & Mechanic houses from Reserve to freehold and separate into 2 lots.	DCEO	•				COMPLETED	Completed in 2017-18.
		E2.1.5	Convert Police OIC and Doctor houses from Reserve to freehold and separate into 2 lots.	DCEO	•	•			ON TRACK/ ONGOING	Waiting on Department of Planning, Lands and Heritage.
		E2.1.6	Convert to freehold and on-sell the Old Ongerup Police Station.	DCEO	•	•			COMPLETED	
		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		•			COMPLETED	
		E2.1.8	Acquire vacant block at 25 Yougenup Rd, Gnowangerup for the purpose of creating a park.	DCEO		•			HELD / NOT COMMENCED	Rating of property has been recommenced with a view to acquiring the property after 3 years of non-payment of rates.

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CANCELLED										
COMPLETED										
		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	•	•	•	•	Ongoing, investigating VROC membership.	
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	
		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	•	•	•	•	Ongerup Pingrup Road widening and resealing was completed in 2019-20. First 3km of Kwobrup Rd starting in 2020-21. Tieline Rd resealing will be completed in 2020-21 year.	
		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	
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 / TOWN PLANNER	•	•	•	•	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	Facilitate and integrate housing options, local services, employment and recreational spaces.	F2.1.1	Support Landcorp release of residential blocks.	CEO	•	•	•	•	Released.	
		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.	

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F3	To provide facilities of the highest quality which reflect the needs of the community now and into the future.	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	Drought Communities Programme - Extension Grant projects funding now approved.
		F3.1.1	<del>Prepare a demographic profile for each of the 3 communities using the 2016 Census data.</del>	<del>CEO</del>	•				CANCELLED	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	•	•	•	•	ON TRACK/ ONGOING	
		F4.1.2	Develop an Asset Management Strategy 2018-2028 to guide the Shire's approach to managing its assets.	AWMC	•				ON TRACK/ ONGOING	
		F4.1.3	Maintain and protect heritage building and places.	CEO	•	•	•	•	ON TRACK/ ONGOING	Gnowangerup Star building repairs completed. DCPE projects include Old Police Station and historic tractor.
		F4.1.4	Complete planned shade facility and niche wall at Gnowangerup Cemetery.	MW / COUNCIL	•	•	•	•	COMPLETED	
		F4.1.5	Update mapping of plots and number grave sites at Gnowangerup Cemetery.	DCEO	•	•			COMPLETED	
		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	
		F4.1.7	Update Municipal Heritage Inventory.	CDC		•			HELD / NOT COMMENCED	
		F4.1.8	Construct new plant and equipment shed at Depot.	MW / AWMC		•			COMPLETED	Project completed May 2019.
		F4.1.9	Infrastructure upgrades to Ongerup Waste Water Ponds.	AWMC		•			COMPLETED	Project completed May 2020.