

**SHIRE OF CRANBROOK CORPORATE BUSINESS PLAN 2017/2018 - 2020/2021
QUARTERLY REPORT FINANCIAL YEAR 2019/2020**

OUR VISION

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

OPERATIONAL IMPLEMENTATION

ACTION STATUS

**OCTOBER - DECEMBER 2019
ACTION UPDATE COMMENTS**

**OUR KEY OBJECTIVES
and OUTCOMES**
(extract from Strategic Community Plan)

OUR STRATEGIES
(extract from Strategic Community Plan)

OUR ACTIONS
(extract from Corporate Business Plan)
Note, these should be broad activities required to:
1) Achieve a target
2) Create a critical success factor
3) Overcome a barrier

ACTION DELIVERY TIMELINE

ON TRACK
MONITOR
HOLD
COMPLETED

FY 17/18 FY 18/19 FY 19/20 FY 20/21 ↗

1. SOCIAL - Be respected for its friendly, vibrant, connected and safe community

1.1	An engaged, supportive and inclusive community	1.1.1	Welcoming to all residents, celebrating cultural and social diversity	1.1.1.1	Continue to improve welcome packs for new residents	✓		✓		✓		ON TRACK	Nil this quarter - packs being revised. Green bags handed out as required
				1.1.1.2	Investigate opportunities to increase public art in the district	✓	✓					MONITOR	Planning complete - subject to funding
		1.1.2	Facilitate, encourage and support community groups, events and initiatives	1.1.2.1	Celebrate community achievements and host community events and functions	✓	✓	✓	✓	✓		MONITOR	Community events on hold due to COVID-19 restrictions
				1.1.2.2	Encourage community participation in community groups and Council events	✓	✓	✓	✓	✓		ON TRACK	Ongoing promotion
				1.1.2.3	Support community groups in facilitating community events	✓	✓	✓	✓	✓		MONITOR	Community events on hold due to COVID-19 restrictions
				1.1.2.4	Support and encourage community group leadership and succession planning	✓	✓	✓	✓	✓		ON TRACK	Ongoing support and encouragement
		1.1.3	Provide, maintain and improve community facilities within available resources	1.1.3.1	Maintain and improve community facilities in line with asset management plans	✓	✓	✓	✓	✓		ON TRACK	Building maintenance program well underway. Frankland River town meeting held to discuss new community facility
1.2	A safe place to live	1.2.1	Retain a strong focus on community safety and crime prevention	1.2.1.1	Continue to lobby for local police presence	✓	✓	✓	✓	✓		COMPLETED	Police presence in Cranbrook
				1.2.1.2	Seek funding and support community safety programs and infrastructure	✓	✓	✓	✓	✓		ON TRACK	Tunney Fire Shed tender accepted. Heavy Vehicle Rest Bay ablutions started
		1.2.2	Advocate and actively support emergency management and services	1.2.2.1	Continue to support emergency service volunteers	✓	✓	✓	✓	✓		ON TRACK	Ongoing support by Shire ESO and management
				1.2.2.2	Lobby on behalf of emergency management groups	✓	✓	✓	✓	✓		ON TRACK	Ongoing - good working relationship with DFES
1.3	A healthy place to grow and age	1.3.1	Facilitate community health and wellbeing and support provision of services to the community	1.3.1.1	Continue to support medical and allied and mental health service providers and programs	✓	✓	✓	✓	✓		ON TRACK	Ongoing - Funding provided to assist with doctor/nurse visits to Cranbrook and Frankland River, Support Allied Health Professionals, Public Health Planning commenced
				1.3.1.2	Advocate for increased medical and allied health services	✓	✓	✓	✓	✓		ON TRACK	Ongoing
				1.3.1.3	Continue to support and lobby on behalf of aged service providers	✓	✓	✓	✓	✓		ON TRACK	Ongoing
				1.3.1.4	Continue to support Darwinia in the provision of aged appropriate housing	✓	✓	✓	✓	✓		ON TRACK	Construction of five new independent living units in Cranbrook well underway
				1.3.1.5	Continue to consider the aged and disadvantaged in design and operation of community facilities	✓	✓	✓	✓	✓		ON TRACK	Ongoing - Updated Disability Access and Inclusion Plan
		1.3.2	Support a healthy, sporting and active community	1.3.2.1	Investigate funding opportunities for new sports and activities	✓	✓	✓	✓	✓		MONITOR	Ongoing
				1.3.2.2	Facilitate well-being services and programs for the community	✓	✓	✓	✓	✓		ON TRACK	COVID-19 community connect initiatives underway
				1.3.2.3	Lobby for continued provision and funding for local community based sport and programs	✓	✓	✓	✓	✓		ON TRACK	Attendance at GSRAG meeting
				1.3.2.4	Continue to support local sporting clubs	✓	✓	✓	✓	✓		ON TRACK	Provision of sponsorship to various groups.
				1.3.2.5	Continue to engage with community in relation to provision of sporting infrastructure	✓	✓	✓	✓	✓		ON TRACK	Ongoing discussions with relevant sporting groups. Steering committee formed for Frankland River community facility
1.4	A place to learn and develop	1.4.1	Provide youth and early childhood development opportunities	1.4.1.1	Improve and encourage youth engagement and participation	✓	✓	✓	✓	✓		ON TRACK	Informal Youth Advisory Group meeting, funding received for School Holiday Program now on hold due to COVID-19 restrictions
				1.4.1.2	Support the provision of early childhood and education services	✓	✓	✓	✓	✓		ON TRACK	Ongoing - A Smart Start and Zero to Four participation
		1.4.2	Support current and new technologies and provide learning opportunities for the community	1.4.2.1	Lobby for improved and new technologies	✓	✓	✓	✓	✓		MONITOR	Supported Be Connected computer training for seniors
				1.4.2.2	Collaborate with education providers and agencies for increased provision of learning opportunities	✓	✓	✓	✓	✓		MONITOR	Ongoing discussions

**SHIRE OF CRANBROOK CORPORATE BUSINESS PLAN 2017/2018 - 2020/2021
QUARTERLY REPORT FINANCIAL YEAR 2019/2020**

OUR VISION

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

OUR KEY OBJECTIVES and OUTCOMES <small>(extract from Strategic Community Plan)</small>		OUR STRATEGIES <small>(extract from Strategic Community Plan)</small>		OPERATIONAL IMPLEMENTATION						ACTION STATUS		OCTOBER - DECEMBER 2019 ACTION UPDATE COMMENTS	
				OUR ACTIONS <small>(extract from Corporate Business Plan)</small> Note, these should be broad activities required to: 1) Achieve a target 2) Create a critical success factor 3) Overcome a barrier		ACTION DELIVERY TIMELINE					ON TRACK		MONITOR
						FY 17/18	FY 18/19	FY 19/20	FY 20/21	↗	HOLD		COMPLETED
2. ECONOMIC - To be an innovative, diverse, prosperous and growing economy													
2.1	A diverse, prosperous economy	2.1.1	Support local business and promote further investment in the district, including opportunities for industry growth and development	2.1.1.1	Develop and implement an Economic Development Strategy		✓	✓				Investigate in 2020/2021	
				2.1.1.2	Facilitate additional land for industrial, commercial and residential purposes	✓	✓	✓	✓	✓	Ongoing		
				2.1.1.3	Release industrial land	✓	✓				Included funds in budget for concept plan for further industrial land		
				2.1.1.4	Investigate opportunities for development of aviation services		✓	✓	✓	✓	Airport master plan completed - subject to grant funding		
				2.1.1.5	Maintain strong relationships with government agencies and regional service providers	✓	✓	✓	✓	✓	Ongoing - GSDC, DLGSCI, Dept Communities, DPLH		
				2.1.1.6	Advocate for traineeships and other education opportunities	✓	✓	✓	✓	✓	Nil this quarter		
				2.1.1.7	Actively promote investment in the district	✓	✓	✓	✓	✓	Ongoing - discussion with various prospective purchasers of land and businesses		
		2.1.2	Continue to advocate for the Southern Link Transport Hub (SLTH) and other innovative opportunities	2.1.2.1	Continue to liaise with stakeholders and lobby for the development of the SLTH	✓	✓	✓	✓	✓	No development		
				2.1.2.2	Investigate additional commercial opportunities arising from the development of the SLTH	✓	✓	✓	✓	✓	No development		
				2.2.1	Maintain strong relationship with CBH and support future expansion	2.2.1.1	Actively engage with CBH	✓	✓	✓	✓	✓	Ongoing
2.2	A progressive, vibrant sustainable agricultural industry	2.2.2	Actively engage and support local agricultural and allied industries	2.2.2.1	Continue to support viticulture and general agricultural industries	✓	✓	✓	✓	✓	Ongoing, CDO meeting with FRWMGG		
				2.2.2.2	Continue to support research initiative	✓	✓	✓	✓	✓	Nil this quarter		
				2.3.1.1	Continue to support and participate in Hidden Treasures	✓	✓	✓	✓	✓	Now Great Southern Treasures - additional funding for 19/20		
2.3	An active, innovative tourism industry	2.3.1	Promote the hidden treasures and natural attractions of the Shire of Cranbrook	2.3.1.2	Participate in regional marketing events and initiatives	✓	✓	✓	✓	✓	Great Southern Treasures		
				2.3.1.3	Continue to promote our natural attractions (including lakes)	✓	✓	✓	✓	✓	Ongoing - social media presence		
				2.3.1.4	Promote and encourage local tourism	✓	✓	✓	✓	✓	Ongoing - social media presence		
				2.3.1.5	Market the Shire and explore partnership opportunities	✓	✓	✓	✓	✓	Ongoing - social media presence		
				2.3.1.6	Maintain and review informative signage across the Shire	✓		✓		✓	New entry statements for Tenterden finished. Exploring concept ideas for Cranbrook and Frankland River.		
				2.3.1.7	Continue collaboration on Maalak tourism project	✓	✓	✓	✓		Scheme amendment being developed and land tenure being finalised		
				2.4	Reliable and efficient supply of energy, water and communication infrastructure	2.4.1	Advocate for reliable and sufficient power, water and communication services for industry and the community	2.4.1.1	Continue to lobby for appropriate power and water supplies	✓	✓	✓	✓
2.4.1.2	Promote and advocate for efficient utilisation of water and power in the Shire of Cranbrook	✓	✓					✓	✓	✓	Ongoing discussion		
2.4.1.3	Lobby for reliable communication services throughout the district	✓	✓					✓	✓	✓	Ongoing support of national black spot program		

**SHIRE OF CRANBROOK CORPORATE BUSINESS PLAN 2017/2018 - 2020/2021
QUARTERLY REPORT FINANCIAL YEAR 2019/2020**

OUR VISION

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

OUR KEY OBJECTIVES and OUTCOMES <small>(extract from Strategic Community Plan)</small>	OUR STRATEGIES <small>(extract from Strategic Community Plan)</small>	OPERATIONAL IMPLEMENTATION					ACTION STATUS		OCTOBER - DECEMBER 2019 ACTION UPDATE COMMENTS	
		OUR ACTIONS <small>(extract from Corporate Business Plan) Note, these should be broad activities required to: 1) Achieve a target 2) Create a critical success factor 3) Overcome a barrier</small>	ACTION DELIVERY TIMELINE					ON TRACK		MONITOR
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	↗	HOLD		

3. ENVIRONMENT - Enhance, maintain, protect and promote our built infrastructure and natural environment											
3.1	A protected, diverse, healthy natural environment	3.1.1	Promote, enhance and maintain our natural attractions, parks and reserves	3.1.1.1	Enhance and maintain Shire controlled parks and reserves in line with asset management plans	✓	✓	✓	✓	✓	Ongoing
				3.1.1.2	Promote and develop natural attractions within the district	✓	✓	✓	✓	✓	Continued development of Regional Trails Master Plan
		3.1.2	Support community environmental organisations, groups and individuals	3.1.2.1	Ongoing support for the Gillamii Centre and other local environmental groups and individuals	✓	✓	✓	✓	✓	Continued support of Gillamii with additional funding in the budget
				3.1.3	Maintain best practice waste management	3.1.3.1	Develop and implement Waste Management Plan	✓	✓		
		3.1.3.2	Maintain waste transfer stations to environmental standards			✓	✓	✓	✓	✓	Passed DWER audit
		3.1.3.3	Explore opportunities for waste minimization including e-waste opportunities			✓	✓				Subject to funding opportunities
		3.1.3.4	Continue to provide litter and waste services			✓	✓	✓	✓	✓	Contract with WBW to February 2021
		3.1.4	Promote reduced environmental impact from activities within the Shire of Cranbrook	3.1.4.1	Support and encourage best practice water utilization management	✓	✓	✓	✓	✓	Ongoing
				3.1.4.2	Work with stakeholders to promote reduced environmental impact from activities within the district	✓	✓	✓	✓	✓	Ongoing
		3.2	A built infrastructure servicing the needs of the community	3.2.1	Maintain and enhance our roads, built infrastructure, parks and reserves	3.2.1.1	Continue to provide roads and road infrastructure in line with asset management plans	✓	✓	✓	✓
3.2.1.2	Continue to maintain and enhance building and other infrastructure in line with asset management plans					✓	✓	✓	✓	✓	Ongoing - appropriate budget provision. Options considered for utilisation of \$1m drought funding
3.2.1.3	Review and plan for additional community, sporting and tourism infrastructure					✓	✓				Obtaining quotes for Frankland River Caravan Park on-site accommodation. Heavy Vehicle Rest Bay ablutions pad laid. Options considered for utilisation of \$1m drought funding
3.2.1.4	Maintain and enhance our townscapes, parks, reserves and cultural attractions					✓	✓	✓	✓	✓	Progressing playground concept plan for Cranbrook. Makeover of Frankland River playground underway
3.2.1.5	Provide appropriate public facilities					✓	✓	✓	✓	✓	Ongoing
3.2.1.6	Continue development of recreational and tourism facilities across Shire (including regional motocross facility)					✓	✓	✓	✓	✓	Attendance at GSRAG and Regional Trails Master Plan development
3.2.1.7	Support, develop and protect cultural and heritage infrastructure					✓	✓	✓	✓	✓	Ongoing - subject to grant funding

**SHIRE OF CRANBROOK CORPORATE BUSINESS PLAN 2017/2018 - 2020/2021
QUARTERLY REPORT FINANCIAL YEAR 2019/2020**

OUR VISION

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

OUR KEY OBJECTIVES and OUTCOMES <small>(extract from Strategic Community Plan)</small>		OUR STRATEGIES <small>(extract from Strategic Community Plan)</small>		OPERATIONAL IMPLEMENTATION						ACTION STATUS		OCTOBER - DECEMBER 2019 ACTION UPDATE COMMENTS
				OUR ACTIONS <small>(extract from Corporate Business Plan)</small> Note, these should be broad activities required to: 1) Achieve a target 2) Create a critical success factor 3) Overcome a barrier		ACTION DELIVERY TIMELINE					ON TRACK	
FY 17/18	FY 18/19	FY 19/20	FY 20/21			↗	HOLD	COMPLETED				
4. LEADERSHIP - Demonstrate strong governance and leadership												
4.1	Excellence in governance, compliance, regulation and reporting	4.1.1	Maintain a high level of corporate governance, responsibility and accountability	4.1.1.1	Maintain effective policies, procedures and practices	✓	✓	✓	✓	✓	Ongoing	
				4.1.1.2	Effectively manage risk	✓	✓	✓	✓	✓	Ongoing - COVID-19 pandemic	
				4.1.1.3	Develop and maintain strategic plans	✓	✓	✓	✓	✓	Ongoing	
				4.1.1.4	Provide high quality regulatory services	✓	✓	✓	✓	✓	Ongoing	
				4.1.1.5	Seek a high level of legislative compliance and effective internal controls	✓	✓	✓	✓	✓	Ongoing	
				4.1.1.6	Seek to deliver best practice services and outcomes within resource capabilities	✓	✓	✓	✓	✓	Ongoing	
				4.1.1.7	Demonstrate sound financial planning and management	✓	✓	✓	✓	✓	Ongoing - Adoption of annual report and held annual electors meeting	
		4.1.2	Maintain organisational policies and strategies for the attraction and retention of quality employees	4.1.2.1	Review and maintain effective workforce planning	✓	✓	✓	✓	✓	Ongoing - Construction of new CEO residence at practical completion	
				4.1.2.2	Ensure implementation and commitment to continual workplace health and safety improvement	✓	✓	✓	✓	✓	Ongoing - COVID-19 pandemic	
				4.1.2.3	Provide opportunities for training and development for staff	✓	✓	✓	✓	✓	Ongoing budget provision, new technologies utilised for training during COVID-19 pandemic	
4.2	Demonstrate strong leadership and civic responsibility	4.2.1	Provide leadership to the community, staff and wider region	4.2.1.1	Effectively represent and promote the Shire of Cranbrook	✓	✓	✓	✓	✓	Ongoing	
				4.2.1.2	Ongoing meaningful communication and engagement with residents and ratepayers of the Shire of Cranbrook	✓	✓	✓	✓	✓	Ongoing - Community consultation with Frankland River residents regarding options for Frankland River Hall upgrade	
				4.2.1.3	Identify and encourage opportunities for leadership roles	✓	✓	✓	✓	✓	Ongoing	
				4.2.1.4	Provide opportunities for training and development for elected members	✓	✓	✓	✓	✓	Ongoing - first Council e-meeting held via videoconference due to COVID-19 restrictions	
				4.2.1.5	Collaborate with regional partners and other organisations	✓	✓	✓	✓	✓	Ongoing participation in Southern Link VROC	
				4.2.1.6	Support the CEO and provide strategic direction for service delivery	✓	✓	✓	✓	✓	Ongoing	
				4.2.1.7	Ensure delivery, monitoring, evaluation and reporting of strategic planning outcomes	✓	✓	✓	✓	✓	Ongoing - quarterly reporting process now in place	