



Shire of Dowerin

# Corporate Plan 2013 - 2015

## Welcome to the Shire of Dowerin Corporate Plan 2013 – 2015

This plan outlines Council's commitment to the community and planned actions for working towards achieving the goals outlined in the Community Strategic Plan (2013-2017).

In 2012, conversations with the community regarding the development of the Community Strategic Plan were initiated and the plan was developed, adopted and implemented by the Shire of Dowerin in 2013.

The Corporate Plan acts as a two year forward planning document which details the specific services and projects due to be delivered by 2015. Ultimately, the Corporate Plan will drive the basis for each year's Annual Budget.

The plan is based on the four key themes identified in the Community Strategic Plan:

Theme 1: Community

Theme 2: Local Business & Economy

Theme 3: Caring for our Environment

Theme 4: Local Government Leadership

Each theme has a number of target goals which shire staff will strive to achieve via the strategies outlined within this document. Key performance indicators will be reviewed each month and reported to Council as part of the 'Corporate Plan Update' which will ensure effective and efficient project and service delivery.

The Shire of Dowerin has a number of new and continuing projects over the upcoming 24 months which will be developed in order to meet the community's goals, some of which include but is not limited to:

- Commitment to the Wheatbelt Heritage Rail project
- Development of a Short Term Accommodation Facility
- Implementation of a community events calendar
- Expand the provision of medical services in Dowerin
- Maintain Dowerin's extensive road work network

Council's progress towards the projects and services outlined in this document will be available for viewing on the Shire of Dowerin website or from the Dowerin Shire Administration Office.

The Shire of Dowerin looks forward to working with the community in order to achieve short term goals and progress towards achieving the aspirational long term goals for the benefit of our fantastic community.

*Dacre Alcock*

Chief Executive Officer



# **Community**

THEME ONE: COMMUNITY					
ACTIONS	TIMEFRAME	ESTIMATED COST	FUNDING SOURCE	OFFICER RESPONSIBLE	KEY PERFORMANCE INDICATION
<b>C 1 Maintain a liveable and safe environment for all</b>					
<b>C.1.1 Support and retain police services</b>					
Liaise with the WA Police Department to ensure that 2 officers remain in Dowerin	Annually	-	-	CEO	<ul style="list-style-type: none"> <li>2 Officers in Dowerin</li> </ul>
Continue to support a strong relationship with local officers based on a good rapport and regular communication	LEMC Meeting Quarterly	-	-	CEO, STAFF	<ul style="list-style-type: none"> <li>Minutes of LEMC Meeting</li> </ul>
Maintain suitable housing for Police and emergency services	Review Annually	\$5000	Other Housing	CEO, Property Manager	<ul style="list-style-type: none"> <li>Property inspection and report – housing to a suitable standard</li> </ul>
Spray for termites at Police Housing	Annually		Other Housing	Property Officer	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
<b>C.1.2 Promote and encourage participation in voluntary based emergency services</b>					
Work with local emergency services to assist with promotion and organisation in volunteer drives	LEMC Meeting Quarterly & On request	-	-	CSO/CDO	
Plan and implement a 'mock disaster' in Dowerin in conjunction with local emergency services as a volunteer drive/awareness campaign	6 months		LEMC	CSO	<ul style="list-style-type: none"> <li>A mock disaster sufficiently planned, organised and implemented within 12 months</li> <li>10% increase in volunteers</li> </ul>
<b>C.1.3 Continue to support the Animal Ranger Service</b>					
Residents have access to the services of a ranger to assist with stray dogs and related issues	Reviewed annually	\$3000	Animal Control	Works Manager	<ul style="list-style-type: none"> <li>Advertise ranger services locally to residents</li> </ul>
Continue to provide snake handling services	Staff training every **			Works Manager	<ul style="list-style-type: none"> <li>3 staff fully trained in snake handling</li> </ul>
<b>C.1.4 Continue to produce a high quality extensive road network</b>					
Dowerin/Meckering Road - Reconstruction & Widening	2014/2015	\$429,000	2/3 Regional Road Group 1/3 Road Reserve	Works Manager	<ul style="list-style-type: none"> <li>Regional Road Funding received</li> <li>Completion of road works</li> </ul>
Cunderdin/Minnivale Road – Reconstruction & Widening	2013/2014	\$265,000	Roads to recovery	Works Manager	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
Koorda-Wongan Hills Road - gravel shoulder reconstruction	2013/2014	\$61,000	Council Roads Budget	Works Manager	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
Moonijin West Road – Gravel Re-sheet	2013/2014	\$32,000	Council Roads Budget	Works Manager	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
Rabbit Proof Fence Road – Tree Pruning	2013/2014	\$16,000	Council Roads Budget	Works Manager	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
Nambling South Rd – Tree Pruning	2013/2014	\$9,500	Council Roads Budget	Works Manager	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
Clinic Road –Tree Pruning	2013/2014	11,500	Council Roads Budget	Works Manager	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
Council to conduct an annual road inspection	Annually – ongoing	-	Fuel	Works Manager/CEO	<ul style="list-style-type: none"> <li>Complete road audit inspection</li> </ul>
Produce and implement annual roads program	Ongoing Annually	-	Wages	Works Manager	<ul style="list-style-type: none"> <li>Completed road program document</li> </ul>



Invest in 2 x large trucks	2014	\$250,000	Plant Reserve	Works Manager	<ul style="list-style-type: none"> <li>Acquisition of 2 trucks</li> </ul>
Traffic Control Course	Every 3 years – Next Prior to 2014	\$400 per participant	Works staff training	Works Manager	<ul style="list-style-type: none"> <li>All staff training complete and up to date</li> </ul>
<b>C.2 Pride &amp; Participation in our community</b>					
<b>C.2.1 Plan and facilitate social and community capacity programs and activities including celebratory days</b>					
Community Events Program	Reviewed annually	\$8860 + external grant funding	Community Events Budget	CSO CDO FM	<ul style="list-style-type: none"> <li>Coordination of events within budget</li> </ul>
Programs/activities for older people (e.g. Seniors week excursions)	3 programs annually		Community Events Budget <i>Stay on your feet week</i> <i>Seniors week</i> <i>Adult learners week</i>	CSO	<ul style="list-style-type: none"> <li>3 programs annually</li> <li>Successful grant funding</li> </ul>
Programs/activities for youth (e.g. School Holiday Programs)	4 programs annually		Community Events Budget <i>School Holiday Program – Dept for Communities</i> <i>RAC Program</i> <i>National Youth Week</i>	CSO	<ul style="list-style-type: none"> <li>4 programs annually</li> <li>Successful grant funding</li> </ul>
Programs/activities for families/adults (e.g. Movie in the Park)	2 programs annually		Community Events Budget <i>Bike Week</i> <i>Funding</i> <i>Country arts</i> <i>WA</i> <i>Thank A Volunteer</i>	CSO	<ul style="list-style-type: none"> <li>2 programs annually</li> <li>Successful grant funding</li> </ul>
Christmas Event	December		Community events	CSO	<ul style="list-style-type: none"> <li>Successful organisation of event</li> </ul>
Miscellaneous	3 Programs annually		Community Events <i>Country Arts</i> <i>WA Fund</i>	CSO	<ul style="list-style-type: none"> <li>3 Programs annually</li> </ul>
Be Active Programs	2 Programs annually		Community Events <i>Bike Week</i> <i>DSR</i> <i>Healthways</i>	CSO	<ul style="list-style-type: none"> <li>2 Programs annually</li> <li>Successful grant funding</li> <li>Level of Participation</li> </ul>
Community Breakfasts	Australia Day Anzac Day	\$1500	Community Breakfasts <i>Anzac Day</i> <i>Grants</i>	CSO	<ul style="list-style-type: none"> <li>Australia Day</li> <li>Anzac Day</li> </ul>
NRM Programs/Days	2 Programs annually	\$1000	NRMO Other costs <i>Wheatbelt NRM</i> <i>Dept of Agriculture</i>	CSO	<ul style="list-style-type: none"> <li>3 Programs annually</li> </ul>
Create an annual program of community events	January 2013			CSO	<ul style="list-style-type: none"> <li>Liaise with all clubs/organisation to gain feedback for their program of events/fixtures</li> </ul>

					<ul style="list-style-type: none"> <li>Developed and distributed in January 2013</li> </ul>
Identify opportunities for grant funding	Checked weekly		<i>McDonalds Junior Sporting Trust</i> <i>DSR</i> <i>Healthway</i> <i>Country Arts</i> <i>WA</i> <i>RAC, SGIO</i>	CSO	<ul style="list-style-type: none"> <li>Increase in successful funding</li> <li>Increase in grants advertised in local media</li> </ul>
<b>C.2.2 Continue to provide support for local clubs and organisations</b>					
Facilitate the Kidsport program on behalf of DSR	March/April and October		<ul style="list-style-type: none"> <li>Goven-admin overheads</li> <li>Department of Sport &amp; Recreation</li> </ul>	Administration	<ul style="list-style-type: none"> <li>Increased awareness of Kidsport program</li> <li>Number of Kidsport applications</li> </ul>
Provide information and support for Funding & Governance of clubs	Ongoing		Wages	CDO CSO	<ul style="list-style-type: none"> <li></li> </ul>
<b>C.2.3 Continue to provide quality facilities to hold events</b>					
Initiate a maintenance program schedule for Council Buildings	February 2014		Maintenance Budget	Works Manager Finance Manager	<ul style="list-style-type: none"> <li>Develop a detailed program of maintenance for all shire owned facilities</li> </ul>
Review usage of shire owned facilities (sporting facilities, town hall etc...)	April 2014		Wages	CEO WM	<ul style="list-style-type: none"> <li>Annual review of bookings/usage of facilities</li> </ul>
Replace downpipe at Town Hall and paint exterior	2013/14	\$1095	Town Hall – Maintenance budget	Maintenance Officer	<ul style="list-style-type: none"> <li>Completion of works</li> </ul>
<b>C.2.4 Invest and improve communication technology for the benefit of the community of Dowerin</b>					
Conduct community survey to gain feedback regarding shire website usage	August 2013		Wages	CDO	<ul style="list-style-type: none"> <li>Develop, conduct and advertise survey</li> <li>Analyse results of survey, compile report</li> </ul>
Research potential web hosting companies	September 2013		Wages	CDO	<ul style="list-style-type: none"> <li>Gain at least 3 quotes for web hosting and website design</li> <li>Confirm and contract web host</li> </ul>
Research possibility of developing Dowerin App	September 2013		Wages	CDO	<ul style="list-style-type: none"> <li>Gain feedback from professionals</li> <li>Gain quotation for App development</li> </ul>
Organise complete rebuild of Dowerin Website	Completed by February 2014	\$2250	Area promotion	CDO	<ul style="list-style-type: none"> <li>Utilise feedback from surveys</li> <li>Complete rebuild and launch of new website</li> </ul>
Increase utilisation of Dowerin Shire Facebook page	Ongoing		Wages	CDO	<ul style="list-style-type: none"> <li>Increase number of 'likes'/community usage of this facility</li> </ul>
Develop Dowerin Community Twitter Account	November 2013		Wages	CDO	<ul style="list-style-type: none"> <li>Develop Twitter Account</li> <li>Promote twitter account to gain followers</li> <li>Utilise Twitter Account for Harvest Ban/Fire Ban information for the</li> </ul>

					upcoming Harvest Season.
<b>C.3 Improved Community Health and Well-being</b>					
<b>C.3.1 Expand the provision of medical services in Dowerin</b>					
Continue to advertise and promote the doctors service currently operating in Dowerin	Monthly or when required		Goven-advertising	CDO	<ul style="list-style-type: none"> <li>Adverts in local media, on website, Facebook etc...</li> <li>Increase in utilisation of service</li> </ul>
Maintain the Dowerin Doctors Service	Review annually	\$40,000 (shire) \$20,000 (DEM)	Doctors Service DEM	CEO	<ul style="list-style-type: none"> <li>Doctor available in Dowerin</li> </ul>
Work in conjunction with GP Network to secure services of a podiatrist and diabetes specialist	November 2013		Wheatbelt GP Network	CEO	<ul style="list-style-type: none"> <li>Secure services of a qualified Podiatrist and Diabetes specialist in Dowerin</li> </ul>
Gain feedback from residents as to what further medical services may be required	Reviewed annually		Wages	CEO CDO	<ul style="list-style-type: none"> <li>Conduct a survey/initiate comments box to gain feedback from community</li> <li>Report findings to GP Network</li> </ul>
<b>C.3.2 Continue to support the Home and Community Care Service</b>					
Develop community HACC notice board/portfolio to keep community/potential clients informed of HACC services	2013		Wages Stationary	HACC CEO	<ul style="list-style-type: none"> <li>Increase utilisation of HACC services</li> </ul>
Review services/facilities provided to clients	Annually		Wages	HACC CEO	<ul style="list-style-type: none"> <li>Annual report</li> </ul>
Maintain the HACC building	Reviewed annually	\$4100	HACC-Building Maintenance	Maintenance Officer	<ul style="list-style-type: none"> <li>Property inspection and report</li> </ul>
<b>C.3.3 Maintain High Quality Sporting Facilities</b>					
Adhere to the sports surfaces maintenance program budget	Reviewed Annually	\$55,700	Sports Ovals and Amenities		<ul style="list-style-type: none"> <li></li> </ul>
Watering Program – Hockey Field & Football Field	October - March		Sports Ovals and Amenities	Parks & Gardens WM	<ul style="list-style-type: none"> <li>Suitable surface for winter sports season &amp; cricket</li> </ul>
Apply fertiliser to Football and Hockey fields	December, March and September		Sports Ovals and Amenities	Parks & Gardens WM	<ul style="list-style-type: none"> <li>Completed Program</li> </ul>
Apply Grosorb to Football & Hockey Fields	January & October		Sports Ovals and Amenities	Parks & Gardens WM	<ul style="list-style-type: none"> <li>Completed Program</li> </ul>
Apply Gypsum to Football & Hockey Fields	September		Sports Ovals and Amenities	Parks & Gardens WM	<ul style="list-style-type: none"> <li>Completed Program</li> </ul>
Verti-mowing to Football & Hockey Fields	September Bi-Annually		Sports Ovals and Amenities	Parks & Gardens WM	<ul style="list-style-type: none"> <li>Completed Program</li> </ul>
Verti Draining	September		Sports Ovals and Amenities	Parks & Gardens WM	<ul style="list-style-type: none"> <li>Completed Program</li> </ul>
<b>C.3.4 Investigate Options available for alternative sporting and recreational pursuits</b>					
Development of alternative plan for the Dowerin Gym	April 2014		wages	CDO	<ul style="list-style-type: none"> <li>Develop a new plan for the Dowerin Gym prior to budgeting process 2014</li> <li>Forward plan/budget to FM</li> </ul>

Research and complete a detailed plan for the proposed Dowerin Maze	April 2014			Parks & Gardens WM	<ul style="list-style-type: none"> <li>Completion of a plan of works complete with budget</li> <li>Forward plan/budget to WM &amp; FM</li> </ul>
Develop a summer corporate sports program	November – March		Community Events	CSO	<ul style="list-style-type: none"> <li>Research Toodyay Corporate sports program</li> <li>Advertise for expressions of interest locally</li> <li>Run Program successfully</li> </ul>
Re-establish the Dowerin Outdoor Gym	December 2013		wages	WM	<ul style="list-style-type: none"> <li>Install Gym Equipment in new location</li> </ul>
Review the Dowerin Bike Plan	2013/14		2014/15 budget	CDO FM	<ul style="list-style-type: none"> <li>Complete review and update Bike Plan</li> </ul>
<b>C.4 Maintain and increase training and education opportunities</b>					
<b>C.4.1 Continue to support and promote Dowerin District High School</b>					
Liaise with senior staff at the school	Annually		Wages	CDO CSO	<ul style="list-style-type: none"> <li>Gain understanding of the challenges/needs of the school</li> <li>Develop plan of events/activities that the Shire can assist with</li> </ul>
Promote DDHS in print media and website	Review annually		wages	CDO	<ul style="list-style-type: none"> <li>Up to date information regarding the school on Shire Website</li> <li>Promotion of news and events on social media and in local paper</li> </ul>
<b>C.4.2 Support &amp; Promote the Community Resource Centre</b>					
Meet with CRC Coordinator	Quarterly		wages	FM CDO	<ul style="list-style-type: none"> <li>Gain understanding of the challenges/needs of the CRC</li> <li>Develop plan of events/activities that the Shire can assist with</li> </ul>
Gain community feedback regarding training opportunities/courses that could be run from the CRC	Reviewed twice annually		wages	CDO	<ul style="list-style-type: none"> <li>Survey on survey monkey</li> <li>Advertise on Facebook</li> </ul>
<b>C.4.3 Support and encourage local apprenticeships &amp; traineeships</b>					
Lead by example by commencing an office traineeship at the shire	November 2013		Government funding Salaries and wages budget	CEO FM	<ul style="list-style-type: none"> <li>Appointment of a trainee</li> </ul>
Support and actively promote those local businesses providing traineeships	Quarterly		Wages Shop small campaign	CDO	<ul style="list-style-type: none"> <li>At least 4 stories per year in local media</li> <li>Increased interest in other businesses in apprentice/traineeships</li> </ul>
Work in conjunction with DEM to provide 2 youth scholarships annually	January	\$3600	Youth Recreation (1800) DEM (1800)	CDO Cnr Jones Cnr Quartermaine	<ul style="list-style-type: none"> <li>2 youth scholarships presented each year</li> </ul>
Advertise and promote traineeships & apprenticeships	Quarterly		Govern- advertising	CDO	<ul style="list-style-type: none"> <li>At least 4 stories per year in local media</li> </ul>



					<ul style="list-style-type: none"> <li>Increased interest in other businesses in apprentice/traineeship</li> </ul>
<b>C.5 Increase and maintain a range of affordable housing for singles, families and seniors</b>					
<b>C.5.1 Develop a Housing &amp; Accommodation Strategy</b>					
Research need for accommodation for rental/purchase/size/type including short term accommodation	April 2014		Wages	CDO	<ul style="list-style-type: none"> <li>Distribution of surveys</li> <li>Analysis of survey</li> </ul>
Map vacant shire owned lots within the town site for possible development including potential sites for Short Term Accommodation Park	April 2014		wages	CDO	<ul style="list-style-type: none"> <li>Completed map of vacant lots</li> </ul>
Investigate options to expand number of existing aged care units on Goldfields Road	April 2014		State Government	CDO	
Research and implement a farmhouse revitalisation program	April 2014		Wages	CDO	<ul style="list-style-type: none"> <li>Implement program as part of strategy</li> </ul>
Create detailed strategy and recommendations to council	April 2014		wages	CDO	<ul style="list-style-type: none"> <li>Completed report</li> <li>Adoption of report by council</li> <li>Implementation of strategy</li> </ul>
<b>C.5.2 Develop a property maintenance calendar/program</b>					
Collaborate all property maintenance information into a Property Maintenance Program	To be reviewed following property inspections annually		Wages	FM Maintenance Officer Property Officer	<ul style="list-style-type: none"> <li>Completed program</li> <li>Implementation of program</li> </ul>
<b>C.6 Maintain the provision of High Quality Infrastructure</b>					
<b>C.6.1 Maintain Dowerin's Recreation Services and the Dowerin Community Club</b>					
Contribute to the Tennis Court and Bowling Green asset replacement fund	Annually	\$16,000	Reserve Funds	FM	<ul style="list-style-type: none"> <li>Annual increase of % in funds</li> </ul>
Continue to maintain the Recreation Reserve	Annually		Reserve Funds	FM	<ul style="list-style-type: none"> <li>Annual increase of % in reserve</li> </ul>
Monitor the lifecycle of the Dowerin Memorial Swimming Pool	Reviewed October & April Annually		wages	Pool Manager CEO	<ul style="list-style-type: none"> <li>Annual report regarding pool lifecycle</li> <li>Implementation of pool replacement</li> </ul>
Plan the replacement of the Basketball/Netball Court surface	2014	Seek Quote	Reserve Funds	CEO CDO FM	<ul style="list-style-type: none"> <li>Complete assessment of need</li> <li>Liaise with DEM and clubs</li> <li>Research surface options</li> <li>Lodge grant applications if required</li> </ul>
Assist Rifle Club with upgrades to facility	February 2014	\$22,000	Seek funding	CDO	<ul style="list-style-type: none"> <li>Contact DSR regarding eligibility for small grants program</li> <li>Seek other suitable funding provider</li> </ul>

<b>C.6.2 Investigate and develop youth facilities and services</b>					
Support PCYC with programs and facility	Review quarterly		Contributions & donations	CSO CDO	<ul style="list-style-type: none"> <li>• Contact PCYC with regular grant opportunities (school holiday program)</li> <li>• Assist with promotion of events &amp; activities when required</li> </ul>
Revitalise the Skate Park facility	2014/2015		Reserve Funds	CDO CSO FM	<ul style="list-style-type: none"> <li>• Conduct audit of skate park</li> <li>• Conduct workshop with students/kids utilising facility to find out any improvements required</li> <li>• Assess Budget</li> <li>• Submit grant applications if required</li> </ul>
<b>C.6.3 Continue to support the development of the Dowerin Community Child Care facility</b>					
Assist with the renovation of the facility	2013/2014	\$15,000	Contributions & donations	FM	<ul style="list-style-type: none"> <li>• Completion of works</li> </ul>
Assist with payroll, banking etc...	2014/2015		Contributions & donations	FM	<ul style="list-style-type: none"> <li>• Smooth running of the facility</li> </ul>
<b>C.6.4 Develop seniors facilities and be recognised as an aged friendly community</b>					
Conduct satisfaction survey of HACC and Medical services in Dowerin	2014		wages	HACC	<ul style="list-style-type: none"> <li>• Gain public satisfaction level re: HACC and level of medical services Shire provides</li> <li>• Highlight problem/successful areas</li> </ul>
Review Disability Inclusion Plan	Annually		wages	EHO	<ul style="list-style-type: none"> <li>• Annual review</li> </ul>
Investigate further aged care housing options	2014		wages	CDO CEO	<ul style="list-style-type: none"> <li>• Development of a housing &amp; short term accommodation strategy</li> </ul>
<b>C.6.5 Improve town site footpaths</b>					
Conduct audit of current footpaths	2014		wages	WM	<ul style="list-style-type: none"> <li>• Complete Footpath audit highlighting problem areas</li> </ul>
Update Bike Plan	2013/2014		wages	CDO WM	<ul style="list-style-type: none"> <li>• Complete bike plan update highlighting areas that maybe suitable for funding/expansion of paths to cycle lanes</li> </ul>
Submit grant funding	2014/2015		wages	CDO	<ul style="list-style-type: none"> <li>• Completed application</li> <li>• Successful grant funding</li> </ul>

C.7 Retain and improve on our attractive town and streetscape					
C.7.1 Manage and revive old/empty buildings along the main street					
Research and develop a standard 'Streetscape Policy;	2014		Wages <i>Consultant?</i>	CEO EHO Council	<ul style="list-style-type: none"> <li>Development, adoption and implementation of policy</li> </ul>
C.7.2 Continue the beautification of public spaces utilising water wise principals					
Repaint the Sundial	2014		Work Camp	WM CSO	<ul style="list-style-type: none"> <li>Completed works</li> </ul>
Develop the Community Garden concept	2014	\$2500	Funding obtained	CSO	<ul style="list-style-type: none"> <li>Secure location for facility development</li> <li>Successful community engagement</li> <li>Successful grant funding if required</li> </ul>
Arrange training for Parks & Gardens officers in water wise principals	2014		Wages – Parks & Gardens	WM P&G	<ul style="list-style-type: none"> <li>Deeper understanding of water wise principals</li> <li>Increase in implantation of water wise principals in community areas</li> </ul>
C.7.3 Encourage community pride & participation in improving aesthetics within the town site and continue community involvement in the Tidy Towns Program					
Rebrand and revitalise the Dowerin Tidy Towns Committee	February 2014		Wages	CSO	<ul style="list-style-type: none"> <li>Develop new name and focus of former Tidy Towns Committee</li> <li>Successful appointment of new committee</li> </ul>
Include 3 clean up/planting busy bees in annual events calendar (including Clean Up Australia Day	Review Annually		Wages Govern - receptions	CSO	<ul style="list-style-type: none"> <li>Program of clean ups and busy bees</li> </ul>
Implement a 'Great Front Yard' Competition	2014		Wages Govern- advertising	CSO	<ul style="list-style-type: none"> <li>Develop guidelines and prizes with the aim of residents improving the aesthetics/tidiness of their front yards</li> </ul>
Implement a noxious weed control program	Reviewed annually		Wages	WM	<ul style="list-style-type: none"> <li>Roadsides sprayed for noxious weeds</li> </ul>



# **Local Economy & Business**

THEME TWO: LOCAL ECONOMY & BUSINESS					
ACTIONS	TIMEFRAME	ESTIMATED COST	FUNDING SOURCE	OFFICER RESPONSIBLE	KEY PERFORMANCE INDICATION
<b>EB.1 A diverse and growing economic base that will provide local employment</b>					
<b>EB.1.1 Increase availability of light industrial land</b>					
Review & adopt Avon Region Industry Plan	2013/2014			CEO	<ul style="list-style-type: none"> <li>Respond to draft plan – re: changes</li> <li>Adoption of plan WDC</li> </ul>
Implement recommendations from Avon Region Industry Plan	2014	2014/15 Budget	Wages Regional Development Assistance Program	CEO	<ul style="list-style-type: none"> <li>Engage with Stakeholders</li> <li>Application to RDAP for assistance to develop potential industrial sites.</li> <li>Make a TPS amendment to rezone areas to industrial.</li> <li>Develop industrial land in partnership with landholders</li> </ul>
Seek and support the development of suitable light industrial blocks	Review Annually			CEO Council	<ul style="list-style-type: none"> <li>Increase number of industrial lots available</li> </ul>
<b>EB.1.2 Investigate alternative economic development opportunities</b>					
Review the 'Broader Horizon's in Dowerin' report	2014		wages	CDO CEO COUNCIL	<ul style="list-style-type: none"> <li>Review &amp; update of report</li> </ul>
<b>EB. 1.3 Advertise and negotiate for tradespeople, professionals and small businesses to meet the gaps in required services</b>					
Review 'gaps in services' and advertise opportunities in regional media and on the Dowerin website	Review annually		Govern – advertising Wages	CDO	<ul style="list-style-type: none"> <li>Increased awareness of services needed in Dowerin</li> <li>Website update</li> <li>Despatch articles</li> </ul>
Liaise with neighbouring shires regarding 'gaps in services' in attempt to share services	2014		Wages	CEO CDO	<ul style="list-style-type: none"> <li>Meeting with CEO of Wyalkatchem, Koorda &amp; Goomalling regarding shared services</li> </ul>
Support and promote a vet service to town	Review annually	\$1000	Building Maintenance Govern – Advertising	CDO Maintenance Officer	<ul style="list-style-type: none"> <li>Secure vet service</li> <li>Promote service locally</li> </ul>
<b>EB.2 A Growing Tourism Industry</b>					
<b>EB.2.1 Market Dowerin and region as a tourist destination</b>					
Continue to advertise in tourism publications (Cooks Tours, Eastern Wheatbelt Visitor Guide, Australia's Golden Outback etc)	Reviewed annually	\$800	Tourism-area promotion	CSO	<ul style="list-style-type: none"> <li>Updated publications</li> <li>Variety of publications</li> <li>Accommodation providers to complete Visitor Statistics Form</li> </ul>
Investigate additional free advertising avenues	Reviewed annually		Wages	CSO	<ul style="list-style-type: none"> <li>Increased exposure to a wide variety of</li> </ul>



					<ul style="list-style-type: none"> <li>people/regions</li> <li>Accommodation providers to complete Visitor Statistics Form</li> </ul>
Expand and increase Social Media Marketing	2014		Wages	CSO	<ul style="list-style-type: none"> <li>Increased number of 'likes' and more community interaction</li> </ul>
<b>EB.2.2 Continue to work with key stakeholders to provide quality events</b>					
Work with DEM to create a memorable event for the 50th Dowerin GWN Machinery Field Days	2013 – August 2014		Wages	CSO CDO	<ul style="list-style-type: none"> <li>A successful 50<sup>th</sup> Anniversary event Including: <ul style="list-style-type: none"> <li>50 tractors</li> <li>Entrance Statement</li> <li>Photobook</li> </ul> </li> </ul>
Establish an annual 4wd event in Dowerin as a regional and possibly inter region/interstate event	May – August 2014		Wages - <i>Events Corp</i>	CSO	<ul style="list-style-type: none"> <li>Establishment of suitable contacts</li> <li>Enhancement of the 4wd track</li> <li>Successful event</li> </ul>
<b>EB.2.3 Develop 'experience' based opportunities that add to existing tourist activities</b>					
Establish a farm tour concept	2014		Wages	CSO	<ul style="list-style-type: none"> <li>Create a plan for the farm tour concept</li> <li>Meet and discuss concept with local accommodation providers</li> <li>Establish a list of willing farmers/property owners willing to part take in this program</li> <li>Market the program regionally and to the metro area</li> </ul>
<b>EB.2.4 Continue to develop and market 4WD opportunities and activities</b>					
Market Dowerin as a destination for 4WD enthusiasts	2013-2014		Tourism-area promotion	CSO	<ul style="list-style-type: none"> <li>Include Dowerin 4wd experience in 4wd related publications</li> <li>Establish a 4wd connections (distribution list)</li> </ul>
Develop marketing campaign for "Torture Track & Tours" and group events			Tourism – area promotion	CSO	<ul style="list-style-type: none"> <li>Regular group bookings at 4WD Track and camp grounds</li> </ul>
Contact all WA based 4WD clubs and send an information pack	Monthly		Tourism – area promotion Wages	CSO	<ul style="list-style-type: none"> <li>Welcome email to 4WD distribution list</li> <li>Monthly updates to 4WD distribution list</li> <li>Regular group bookings at 4WD Track and camp grounds</li> </ul>

Look into paid & free advertising in 4WD publications/websites	November 2013		Tourism – area promotion Wages	CSO	<ul style="list-style-type: none"> <li>• Include free advertising to 4wd publications/websites</li> <li>• Greater exposure in 4WD world</li> </ul>
<b>EB.2.7 Develop further accommodation options within Dowerin</b>					
Conduct audit of vacant land within the town site for feasible short term accommodation park purposes	2014		Wages	CDO	<ul style="list-style-type: none"> <li>• Develop options for the site of a new short term accommodation facility</li> </ul>
Conduct audit of visitors, neighbouring communities and DEM as to number/style of accommodation options that should be available	2014		Wages	CSO CDO	<ul style="list-style-type: none"> <li>• A deeper understanding of the level/type/number of short term accommodation facilities that would be suitable</li> </ul>
Develop concept plans of the proposed facility	2014/2015	To budget	Economic services	CDO FM	<ul style="list-style-type: none"> <li>• Plan of a short term accommodation facility</li> </ul>
Gain quotes for scope of works (earthworks, power, construction of permanent ablution facilities, bunk house accommodation and chalet/unit accommodation	2014/2015	To budget	Economic services	CDO	<ul style="list-style-type: none"> <li>• Detailed quotes received</li> <li>• Budget for project drawn up</li> </ul>
<b>EB.2.8 Continue developing the Wheatbelt Heritage Rail Project</b>					
Continue to support Project Manager Chris Le Marshall	2013/2014		Wheatbelt Heritage Rail	CEO FM CDO WM	<ul style="list-style-type: none"> <li>• Provide support via telephone, email and in person</li> </ul>
Completion of accreditation process	2013		Wheatbelt Heritage Rail	C. Le Marshall	<ul style="list-style-type: none"> <li>• Wheatbelt Heritage Rail to be accredited for main line operation</li> </ul>
Assist with the relocation of rolling stock	2013/2014		Wheatbelt Heritage Rail	WM	<ul style="list-style-type: none"> <li>• Assist and ensure rolling stock arrives in Dowerin safely</li> </ul>
Assist with the coordination and delivery of rail construction material.	2013		Wheatbelt Heritage Rail	WM	<ul style="list-style-type: none"> <li>• The successful delivery of rail construction material on site</li> </ul>
Commence and complete the shire of Dowerin's contribution to the earthworks at the Minnivale site	November 2013		Wheatbelt Heritage Rail	WM	<ul style="list-style-type: none"> <li>• Removal of dirt</li> <li>• Grading</li> </ul>



# **Caring for our Environment**

THEME THREE: CARING FOR OUR ENVIRONMENT					
ACTIONS	TIMEFRAME	ESTIMATED COST	FUNDING SOURCE	OFFICER RESPONSIBLE	KEY PERFORMANCE INDICATION
<b>ENV: 1 Continue to be a leader in waste management and sustainable living in the Wheatbelt</b>					
<b>ENV 1.1 Foster community involvement to volunteer at the Dowerin Recycling Centre</b>					
A quarterly 'Recycling Blitz' morning workshop to blitz work in the recycling shed with sausage sizzle and refreshments to follow	Quarterly	\$500	Refuse-recycling	CSO WM	<ul style="list-style-type: none"> <li>% increase in number of volunteers working at the Recycling Centre</li> </ul>
Improve facilities, signage etc... in order to stream recycling process	December 2013	\$3700	DEC – waste grant	CSO WM	<ul style="list-style-type: none"> <li>Successful grant funding for works</li> <li>Design, printing and installation of signage</li> <li>Expansion of the area with the installation of new concrete pad</li> </ul>
<b>ENV 1.2 Promote waste minimization and sustainable waste disposal</b>					
Increase the recyclable waste going through the Dowerin Recycling Centre through increased awareness via print media, emails and website updates	Monthly		Wages	CSO	<ul style="list-style-type: none"> <li>The introduction of a regular 'recycling centre' update in local paper/website including funds raised and distributed</li> </ul>
Work in conjunction with Dowerin District High School to conduct waste/recycling workshops with the school kids	2014		Wages	CSO	<ul style="list-style-type: none"> <li>Plan and develop a waste/recycling workshop at Dowerin District High School</li> <li>If successful plan a community workshop targeting men's shed, CRC etc...</li> </ul>
<b>ENV 1.3 Encourage efficient use of natural resources</b>					
Shire to lead by example	Review half yearly			CEO WM	<ul style="list-style-type: none"> <li>Parks &amp; Gardens adopt more water wise principles in parks and gardens</li> <li>Ensure all lights are turned off at Shire office/depot after use</li> </ul>
Promote and encourage local involvement in the annual 'Earth Hour' event	March 2014		wages	CSO	<ul style="list-style-type: none"> <li>Advertise in local media/website</li> <li>Create and implement an event to mark Earth Hour and increase awareness of this event locally</li> </ul>
Develop an Energy Saving Action Plan including solar energy usage on community buildings	February 2014		wages	CEO	<ul style="list-style-type: none"> <li>Develop an energy saving action plan</li> <li>Research annual statistics</li> <li>Council adopt energy saving action plan</li> </ul>

					<ul style="list-style-type: none"> <li>Implement energy saving action plan</li> </ul>
<b>ENV 1.4 Continue to support Drum Muster program conducted by the local Apex Group</b>					
Support program by way of use of Shire text messaging service to alert farmers of upcoming drum muster events	Monthly			FM	<ul style="list-style-type: none"> <li>Send monthly text messages to distribution list</li> </ul>
Promote drum muster program in local media	Monthly		Drumuster	CDO	<ul style="list-style-type: none"> <li>Include upcoming drum musters in Council Comments</li> </ul>
<b>ENV 1.5 Continue oil recycling program</b>					1.
Relocate to oil facility from Stewart Street to the Amery Refuse site	July 2014	2014/15	Refuse-recycling	WM	<ul style="list-style-type: none"> <li>Relocation of facility and rehabilitation of current location</li> </ul>
Promote and educate oil recycling program to local residents	Quarterly		Govern-advertising	WM CDO	<ul style="list-style-type: none"> <li>4 advertisements in local media annually</li> </ul>
<b>ENV: 2. Protect and conserve our natural environment</b>					
<b>ENV 2.1 Continue to support the role of the Natural Resource Management Officer</b>					
Include funding in the annual budget for the role of Natural Resource Management Officer	Annually	\$23,000	Wages	FM CEO	<ul style="list-style-type: none"> <li>Ensure that there is an active NRMO at the Shire of Dowerin</li> </ul>
Seek and take advantage of training programs for NRMO	Review monthly	\$1500	NRM Training	NRMO	<ul style="list-style-type: none"> <li>Regular searches for training opportunities</li> <li>2 training courses annually</li> </ul>
Provide support and direction to NRMO	Ongoing – reviewed monthly		wages	CEO CDO NRMO	<ul style="list-style-type: none"> <li>Discuss projects and NRMO role at Monthly Management Meetings</li> </ul>
Develop a monthly NRMO newsletter to local landholders	Monthly			NRMO	<ul style="list-style-type: none"> <li>Establish a newsletter format that can be used monthly to email farmers about NRMO activities including grants</li> </ul>
<b>ENV 2.2 Work to manage native and feral flora and fauna</b>					
Promote and conduct Annual Fox Shoot	Annually			NRMO	<ul style="list-style-type: none"> <li>Promotion at least 2 weeks before event</li> <li>Emails to farmers and articles in local media</li> <li>Successful plan and running of the event</li> </ul>
Promote and conduct Fox Baiting Program (twice yearly)	Spring & Autumn annually			NRMO	<ul style="list-style-type: none"> <li>Submit expression of interest into baiting program with Wheatbelt NRM</li> <li>Advertise locally</li> <li>Successful planning and implementation of</li> </ul>



					baiting program
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# **Local Government Leadership**

THEME FOUR: LOCAL GOVERNMENT LEADERSHIP					
ACTIONS	TIMEFRAME	ESTIMATED COST	FUNDING SOURCE	OFFICER RESPONSIBLE	KEY PERFORMANCE INDICATION
<b>LG. 1 Maintain and further develop an efficient and informative organisation</b>					
<b>LG. 1. 1 Develop and implement a workforce plan to meet current and future workforce needs</b>					
Develop workforce plan	August 2013 to be reviewed annually			FM	<ul style="list-style-type: none"> <li>Present Workforce plan to council</li> <li>Adoption of workforce plan</li> <li>Annual review of workforce plan</li> </ul>
Implement the workforce plan	2013		wages	CEO WM FM	<ul style="list-style-type: none"> <li>Implementation of workforce plan</li> </ul>
<b>LG. 1. 2 Provide timely and efficient service to customers, residents, rate payers and visitors</b>					
Develop customer service plan & policy	December 2013		Wages	FM	<ul style="list-style-type: none"> <li>Research</li> <li>Development of plan &amp; policy</li> </ul>
Implementation of plan & policy	June 2014 To be reviewed annually		Wages	FM	<ul style="list-style-type: none"> <li>Council endorse plan</li> <li>Customer feedback (survey)</li> </ul>
<b>LG. 1. 3 Strengthen the role of staff and councillors by providing regular training opportunities</b>					
Provide training opportunities and PD opportunities	Review Monthly	\$41,000	Wages Govern-staff training Govern – HACC Govern – Works Govern - Members	CEO	<ul style="list-style-type: none"> <li>Create councillor training section in CEO info report</li> <li>Create staff training section in FM info report</li> <li>Update training register</li> </ul>
<b>LG. 1. 4 Ensure information is communicated to the public regularly and effectively</b>					
Provide weekly council information to the public via the Council Comments in the Dowerin Despatch	Weekly			CDO	<ul style="list-style-type: none"> <li>Weekly Council Comments segment in local paper</li> </ul>
Provide regular updates to facebook users on Shire Facebook page	3 times per week			CDO CSO	<ul style="list-style-type: none"> <li>Regular status updates of events, activities or reminders on facebook</li> </ul>
Provide Resident/Rate payer newsletters	August and December annually			CDO	<ul style="list-style-type: none"> <li>2 newsletters per year</li> </ul>
Ensure website is up to date	Reviewed weekly			CDO	<ul style="list-style-type: none"> <li>Ensure website is always up to date with latest news, events etc...</li> </ul>
<b>LG. 1. 5 Provide opportunities for the community to have input into Council's decision making</b>					
Create specialty forums in conjunction with council meetings	Quarterly		Wages Govern-advertising	CEO	<ul style="list-style-type: none"> <li>At least 4 forums annually to coincide with Council meetings (sports, business owners, emergency services)</li> </ul>
Promote and encourage attendance at public question time at monthly council meetings	Monthly			CDO CEO	<ul style="list-style-type: none"> <li>Advertise in local media</li> <li>Invite school council to part take once per year</li> </ul>
Promote and encourage public feedback in regard to new projects, council works etc... via survey's and the public	Monthly			CEO FM WM CDO	

comments register					
<b>LG. 2 Strong leadership and governance</b>					
<b>LG. 2.1 Review Strategic Community Plan</b>					
Conduct minor review of the Strategic Community Plan in consultation with community and council	Biannually (2015)			CDO	Update of Strategic Community Plan June 2015
Review visions, aspirations and priorities of the Strategic Community Plan	Every 4 years (June 2017)			CDO	Overhaul of the Strategic Community Plan June 2017
<b>LG. 2.2 Represent the Shire of Dowerin in regional, state and national forums</b>					
Participate in regional groups/organisations	Reviewed annually	Annual Subsc	Members subscriptions	CEO STAFF	Involvement in WDC, GECZ, WALGA. LGMA WA
<b>LG. 2.3 Collaborate with other surrounding shires to strengthen the region</b>					
Continue to attend and participate in AROC meetings	Bi-monthly	\$5000	Members contributions	CEO Cr Metcalf	<ul style="list-style-type: none"> <li>Attendance at AROC meetings</li> </ul>
Continue to attend regional road group meetings	Quarterly		Wages	CEO WM Cr Hagboom	<ul style="list-style-type: none"> <li>Attendance at Regional Road Group Meetings</li> </ul>