



# Corporate Business Plan

2022-2026

# Shire of Gingin

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The background image shows a building with a blue roof and white columns, likely a council office. In front of the building are two flagpoles: one with the Australian flag and another with the Aboriginal flag. A large tree with dense green foliage is on the right side of the image. The text 'Contents' is overlaid on the right side of the image in a large, white, sans-serif font.

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# Our Community

Kaya Wanjoo Boodja (pronounced “Kya Wanjoo Yued Booja”)

Hello – Welcome to the land of the Yued Traditional Owners.

The Shire of Gingin would like to acknowledge the Yued People who are the traditional custodians of this land. The Shire would like to pay respect to the elders past, present and emerging of the Yued Nation and extend this respect to all Aboriginal people. The Shire also recognises the living culture of the Yued people and the unique contribution they have made to the Gingin region.

We have had some challenges over the last few years of living with COVID-19, the lingering consequences of workforce shortages, and the general down-turn of the economy, to name a few. In contrast, the Shire has seen a property boom as a result of metro-to-regional area migration, as experienced across Australia during the pandemic. Building permits and development applications have increased by 30% at the Shire’s Administration Centre which is a great indication of development in progress, and gives a bit of an insight into potential population growth and what that means for our communities.

In March 2022, Council adopted the Strategic Community Plan 2022-2032. This gives us a list of reset priorities from our communities that shape how we live, and what we want to work towards to give us a stable and well-rounded way of life. The Strategic Community Plan will be given a minor review in 2024 to ensure we are on track and amended if necessary.

As a local government, we have unique challenges. Coastal erosion and inundation are livability and financial unknowns, both of which are currently subject to vigorous research in partnership with relevant State Government bodies to determine outcome probabilities. Keeping the community engaged and informed is an important part of this process.

Aging and duplicated community infrastructure is a significant financial challenge for the Shire Administration, with many community buildings at

‘end of life’ stages. This is an emotive topic due to the importance these buildings to our constituents within their respective communities.

Let’s take a look at the achievements over the last few years:

- The completion of the Emergency Level 3 Incident Control Centre Facility in Gingin. This has been a project collaboration between the Shire and the Department of Fire and Emergency Services and has seen the development of a center that will be duplicated at strategic locations across the State.
- The \$5 million plus upgrade of Orange Springs and Sappers Roads is a route connector to the Wheatbelt for agricultural lime sand, as part of the Western Secondary Freight Network - an important contributor to the Shire’s and State’s economy.
- Fire mitigation works in partnership with DFES at Lancelin, Ledge Point, Seabird, Guilderton, Woodridge, Ocean Farm, Seaview Park and Gingin to reduce the risk to people and property.
- The townsite of Gingin’s 150th anniversary celebration - a significant community event attracting old and new community members celebrating the region’s First Australian culture, European settlement and a thriving community through the years.

Shire events (both Shire-run and community-run) continue to rank very well in Resident Perception Surveys as they continue to foster vibrant, welcoming, and inclusive communities.

Long Term Financial Planning is crucial to understand current income and expenditure implications and planning for future capital works and associated on-going costs. Rigorous reviews and updates of the Long-Term Financial Plan underpins the roll-out of the Shire’s Corporate Business Plan to deliver on community aspirations and expectations.



# Take a Look at Gingin Shire

The Shire of Gingin is situated in Western Australia to the north of the Perth metropolitan area and encompasses an area of 3,325 km<sup>2</sup>. It includes flat sandy soils of the Swan Coastal Plain in the west, and the hinterland and foothills of the Darling Range to the east. The Shire embraces the lower reaches of Moore River together with a system of freshwater swamps, lake and streams, and the watercourse of Gingin Brook.

The Shire of Gingin, with its magnificent coastline, pristine river systems and panoramic views, is a unique and exciting place to live and visit. The new Tonkin Highway extension and the freeway and rail line extensions have brought the Shire closer to the metropolitan area and all its services, including medical support.

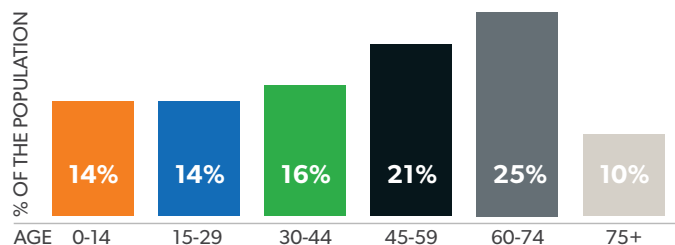
The Shire includes the inland town and administrative centre of Gingin, and coastal towns of Guilderton, Seabird, Ledge Point, and Lancelin. There are also seven rural living estates: Woodridge, Sovereign Hill, Moondah Ridge, Seaview Park, Redfield Park, Ocean Farm and Sunset Estate as well as the Gingin Rural Industrial Estate, an extensive agricultural region and a large area of national parks and reserves.

The Shire has a diverse economic base consisting of significant high intensity agriculture and horticulture industries, as well as fishing industry, thriving commercial sectors, and growing tourist industry. In addition, the towns of Gingin and Lancelin both have medical centres.

## SHIRE OF GINGIN POPULATION



**Est. Resident Population** 5,751 (ABS 2021)  
**Service Population** 11,400 (approx.)



Note:

1. Service Population = Permanent + estimated non-resident population
2. 2425 properties (non-resident) \* 2.5 (av. residents in household)



**615**  
Total number  
of businesses

### What are they?



**39%**  
Agriculture,  
Forestry, Fishing



**17%**  
Construction



**6%**  
Rental, Hiring &  
Real Estate Services



**5%**  
Retail Trade



**5%**  
Transport, Postal  
and Warehousing



**5%**  
Professional,  
Scientific,  
Technical Services

### First Nation's People



**2%**  
Shire of Gingin

**3.1%**  
WA

### % of Age Pensions

**15%**  
Shire of Gingin

**10%**  
Shire of Chittering

**14%**  
Shire of Dandaragan

### Language other than English



**8.3%**  
Shire of Gingin

### Median age



**49.2**  
Shire of Gingin

**44.7**  
Shire of Chittering

### Females in our population



**48%**  
Shire of Gingin

**47%**  
Shire of Dandaragan

### Living with a disability

**21.4%**  
Shire of Gingin

**19.5%**  
Shire of Chittering

**19.8%**  
Shire of Dandaragan

### Earn on average



**\$50,846**  
Shire of Gingin

**\$55,234**  
WA

### Shire Administration



**90 employees**  
(inc. seasonal contracts)

# About the Corporate Business Plan



The Corporate Business Plan is a four-year plan reviewed annually and is an element of the Integrated Planning and Reporting framework. The purpose of the plan is to activate short to medium term actions for the current financial year and the three following. It supports the Vision and Aspirational outcomes of the Strategic Community Plan.

Specific actions under each aspirational area are identified in the Corporate Business Plan. The Shire of Gingin is a participant of the Northern Growth Alliance along with the Shires of Chittering and Dandaragan. Alignment of regional priorities provides greater potential partnership funding from State and Federal Government for the delivery of regional services, projects, and programs.

The Corporate Business Plan brings together the Shire's Long-Term Financial, Asset and Workforce Plans into a four-year action plan to deliver on the Strategic Community Plan, with the first year being the current financial year.

# Trends & Challenges

Multiple factors influence the way the Shire plans and makes decisions. Good decision-making requires an understanding of global and local trends and challenges. The following influences are considered predominant challenges for the Shire.



## Ageing population/youth migration

The Shire is experiencing an aging population bringing a set of challenges to meet the needs of this demographic including the availability of housing options to downsize, local medical services and home care help. And conversely, attracting and keeping youth in our communities rather than losing this demographic to city areas.



## Aging & duplication of assets

The Shire's community assets are aging resulting in an increasing financial burden of maintaining facilities that are either duplicated throughout the Shire, under-utilised or no longer relevant to the needs of the community.



## Land use conflict/changes

Environmental outcomes including land buy-ups for protection of flora and fauna on non-productive farmland resulting in the decrease of rateable income for the Shire. A community push towards an increase in tourism rated industries for new economic development and job creation.



## Climate change

Changes in climate patterns are creating significant challenges for the Shire including erosion of coastal foreshores and an overall drier climate impacting the availability of surface and subterranean water licences, and an increasing number of fire events. Globally, greenhouse emissions are altering the global climate to creating less predictable local weather and volatile extremes. World symposiums garnering support to reduce net greenhouse emission to 1.5% by 2050 pressuring those countries lagging behind without a scheduled plan to meet this milestone.



## Covid 19 pandemic/metro to regional area shift/tourism

The pandemic has seen the Shire included in an Australia-wide phenomenon whereby a significant metro to regional area migration has/is occurring. Building, planning and health business units are seeing impacts of the increasing land and local property purchases. The Tonkin Highway extension has also increased that attractiveness for regional to metro area commuting.



## Global politics affecting local economic markets

The Shire is victim to the embargo of produce able to be exported to China. The crayfish industry, shut out overnight, lost 90% of its export market in January 2020. Beginning of June 2021 saw a sharp rise in crayfish exports through so-called 'grey trade' (indirect channels) in this case transhipped through Hong Kong.

# Strategic Community Plan 2022-2032

The Strategic Community Plan was adopted by Council in March 2022. Community workshops and surveys including the 2020 Resident Perception Survey provided the input for the plan's development for the next ten years. The following provides an overview of the community's engagement input and included in the development of Strategic Community Plan 2022-2032.

What do you love or like doing in the Shire?

- Nature/wildlife, coast and landcare
- Sport and leisure (including facilities & events)
- Relaxed lifestyle
- Local assets including parks
- Community generosity and volunteers
- Proactive community groups
- Metro convenience in a rural location
- Tourism activities
- Low population and crime rate

Focus for next 10 years

- New tourism assets, development of existing and advocacy
- Asset improvements and maintenance
- Events; more of and cultural events
- Improved aged housing options, disability services and transport
- Environmental care including erosion
- Health service improvement

# Vision

“We are a welcoming inclusive community that celebrates its unique coastal and inland landscapes with an aim to increase visitation to the region.”

## Aspirations & Strategic Objectives

### ASPIRATION 1 – ATTRACTIONS & ECONOMY



*Actively Pursue Tourism and Economic Development*

Investment Attraction Food Bowl Sub Region

Business Development Attractions and Events

Infrastructure Investment

### ASPIRATION 2 - CONNECTIONS & WELLBEING



*Grow and Nurture Community Connectedness and Wellbeing*

Community Safety and Support Community Housing

Aging in Place and Healthcare Youth Investment

First Nation’s Heritage and Inclusion Accessibility

Services and Facilities

### ASPIRATION 3 - PLANNING & SUSTAINABILITY



*Plan for Future Generations*

Climate Change and Adaption Energy Alternatives

Planning and Land Use Community Engagement

Sustainable Waste Solutions Preservation and Management of Endangered Habitat and Coastal Reserves

### ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY



*Deliver Quality Leadership and Business Expertise*

Management of Existing Assets

Effective Governance

Information Sharing Strategic and Sustainable Financial Planning

Key Stakeholder Partnerships

# Resourcing the Corporate Business Plan

## Commitment to Value

Shire services, community facilities, and capital works projects are funded through various revenue funding sources including State and Federal Government grants, private entities, rates, fees and charges, and cash reserves.

A productive and committed workforce consisting of about 57% female and 43% male currently works at the Shire. Approximately 26% of the workforce are ‘baby boomers’ (over 58), 4.4% of the workforce are First Nation, and 2.9% are culturally and linguistically diverse.

| Division                       | Vacant | Full-time | Part-time | Total |
|--------------------------------|--------|-----------|-----------|-------|
| Office of the CEO              | 1      | 4         | 7         | 11    |
| Corporate & Community Services | 1      | 6         | 15        | 21    |
| Regulatory & Development       | 2      | 15        | 2         | 17    |
| Operations & Assets            | 5      | 27        | 1         | 28    |

## Commitment to Value

*Shire of Gingin Policy Manual Policy 1.24 Risk Management*

The Shire of Gingin’s Risk Management Policy documents the commitment to and objectives for managing uncertainty that may impact the Shire’s strategies, goals, or objectives.

It is the Shire’s Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management) in the management of all risks that may affect the Shire, its customers, people, assets, functions, objectives, operations, or members of the public.



# Shire of Gingin's Role

The Shire is committed to working towards the Strategic Community Plan's Vision and Aspirations. In order to achieve this, and depending on the activity to achieve the outcome, there are seven differing roles that the Shire may participate. If, for example, the Shire has a legal responsibility to undertake a service such as the building permit process, then it fits under the role of Regulator. If the result is providing grant funding to an organisation to undertake an activity, then the role is that of Funder.

There are many instances where the Shire's level of influence is limited. In these cases, the Shire takes on an Advocate role to decision making entities such as State and Federal Government. There are also many cases where the Shire takes on the role of Facilitator whereby bringing entities together to garner outcomes. The Shire's role is clearly defined in the Corporate Business Plan's activity.



## Regulator

Has statutory responsibilities and directs these activities as required.



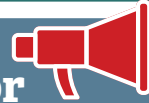
## Monitor

Gathers information and checks on progress.



## Facilitator

Encourages others to be involved in activities that enhance the quality of life in the Shire of Gingin.



## Advocator

Promotes the aspirations of the Shire to other decision-making organisations such as State and Federal Governments.



## Funder

Provides grants to community organisations.



## Partner

Works collaboratively with others to deliver products and services.



## Provider

Responsible for direct service delivery.

# ASPIRATION 1 – ATTRACTIONS & ECONOMY



## Actively Pursue Tourism and Economic Development

### Where Are We Now?

The Shire of Gingin is located on the peri-urban fringe of the Perth Metro Area attracting day trippers due to its close location.

During the holiday season the Shire's population can increase to a size three times to that experienced in the winter months with the coastal areas the main attraction.

The Shire experiences a large non-resident population. Non-resident properties are as high as 45% across the Shire. In the Upper Coastal area resident properties sits at around 33%. The development of community infrastructure/staff and services is based on the permanent population base and in this regard, catering for the influx can be problematic.

It has long been recognised that the employment of an Economic Development Officer at the Shire would be of benefit to our communities. Competing priorities has meant this has not yet been possible.

### Services/Role/Infrastructure to Deliver Activity

Advocacy/Partnership/Funder/Provider/Regulate/Monitor

Building/Planning permits & approvals

Environmental Health

Strategic Town Planning

Conservation & Environmental Management

Communications & Marketing

Caravan Parks

Development & Tourism Infrastructure

Guilderton Foreshore Developments

Parks/Reserves/Foreshore

Roads/Paths/Trails

Community Resource Centers

Operational Plans

Health Plan

Age Friendly Plan

Youth Strategy

### Recent Highlights

- Development & Installation of the Gingin Outdoor Activity Space in Gingin.



- Partnership with Wheatbelt Development Commission, Department Primary Industries, and Northern Growth Alliance (Shires Chittering, Dandaragan & Gingin) in the development of the 'Taste of the Wheatbelt Food and Beverage Capability Guide'.



- New management contracts for the Lancelin and Guilderton Caravan Parks.
- Ledge Point boat launching/marina environmental studies.
- Development of Tourism Strategy with the Northern Growth Alliance (Shires Chittering, Dandaragan & Gingin).
- Road upgrades to Orange Springs & Sappers Roads (agricultural lime sand route).

**The following table outlines the actions and estimated timeframes that support Tourism and Economic Development**

| Aspiration  | Actions   | Role                | Linked Strategies                                 | Accountability                     | Timeframe |       |       |       |
|---|---|---------------------|---|------------------------------------|-----------|-------|-------|-------|
|   |   |                     |   |                                    | 22/23     | 23/24 | 24/25 | 25/26 |
| 1.1 Investment Attraction<br>Foster relationships with key stakeholders to attract tourism/economic development initiatives that will contribute to the Shire's economy | Gingin Community Resource Centre - Tourism Initiatives to support local economic development                                      | Fund                | Operational Plan                                  | Community Development Services     | ●         | ○     | ○     | ○     |
|   | Ledge Point Signs for Information Bay   | Provide             | Tourism Strategy                                  | Executive Manager Operations       | ●         |       |       |       |
|   | Lancelin Community Resource Centre - Tourism Initiatives support local economic development                                       | Fund                | Operational Plan                                  | Community Development Services     | ●         | ○     | ○     | ○     |
|   | Ledge Point Lookout - Design Drawings   | Provide             | Operational Plan                                  | Executive Manager Operations       | ●         |       |       |       |
|   | Redfield Park Entry Statement remove and construct  | Provide             | Operational Plan                                  | Executive Manager Operations       | ●         |       |       |       |
| 1.2 Business Development<br>Foster relationships with key stakeholders to support business development and job opportunity initiatives                                  | Growing Youth Employment - Connecting key stakeholders - Integrated solutions (traineeships, work experience, local stakeholders) | Advocate/Facilitate | Youth Strategy                                    | Human Resources                    | ●         |       |       |       |
| 1.3 Food Bowl Sub-Region<br>Support initiatives that value-add to the Shire's position within the 'food bowl' region  | Regional Investment - Attraction and Marketing - Regional Growth Alliance Food Bowl initiatives including food trails             | Advocate/Facilitate | Tourism Strategy                                  | Communications & Marketing Officer | ●         | ●     | ●     | ●     |
| 1.4 Infrastructure Investment<br>Lobby State and Federal Government to establish infrastructure and development opportunities in our Shire                              | Gingin - Granville Electric Vehicle Charging Station  | Provide             | Tourism Strategy                                  | Executive Manager Operations       |           |       | ●     |       |
|   | Gingin Outdoor Activity Space - drainage  | Provide             | Tourism Strategy                                  | Executive Manager Operations       | ●         |       |       |       |
|   | Granville Park Dam System - Maintain  | Provide             | Operational Plan                                  | Executive Manager Operations       | ●         |       |       |       |
|   | Guilderton Caravan Park Replace Wastewater Installation - Design & Construction   | Provide             | Operational Plan                                  | Executive Manager Operations       | ●         |       |       |       |
|   | Guilderton Foreshore Development (Stage One) - Foreshore Upgrade  | Provide/Partner     | Tourism Strategy                                  | Executive Manager Operations       | ○         | ○     | ○     | ○     |
|   | Guilderton Foreshore Development (Stage Two) - Playground Facility  | Provide/Partner     | Tourism Strategy                                  | Executive Manager Operations       |           |       |       | ○     |
|   | Lancelin - Cunliffe Street Development  | Provide/Partner     | Tourism Strategy                                  | Executive Manager Operations       | ●         |       |       |       |
|   | Lancelin - Skate and BMX Park (Stage 2)   | Provide/Partner     | Tourism Strategy                                  | Executive Manager Operations       |           | ○     |       |       |
|   | Ledge Point Marina - Actively seek political support & progress development   | Advocate/Partner    | Tourism Strategy                                  | Chief Executive Officer            | ●         | ●     | ●     | ●     |
|   | Ledge Point to Lancelin Road & Pathway - Actively seek political support & progress development                                   | Advocate/Partner    | Tourism Strategy                                  | Executive Manager Operations       | ●         | ●     | ●     | ●     |
|   | Trail Development in the Shire - Gingin Heritage Trail Realign & Upgrade  | Provide/Partner     | Tourism Strategy, Master Trails Plan, Health Plan | Executive Manager Operations       |           | ○     | ○     |       |

| Aspiration   | Actions   | Role                        | Linked Strategies   | Accountability                 | Timeframe |       |       |       |
|--|---|-----------------------------|---|--------------------------------|-----------|-------|-------|-------|
|  |   |                             |   |                                | 22/23     | 23/24 | 24/25 | 25/26 |
| 1.5 Attractions & Events<br>- Host/support iconic community events and attractions that will entice residents and visitors throughout the year | Shire/Community managed Community Events<br>- Plan, coordinate and support targeted 'all ages' events to support community health and well-being. | Fund/Provide/<br>Facilitate | Tourism Strategy, Age Friendly Plan, Youth Strategy, Disability Access & Inclusion, Health Plan | Community Development Services | ●         | ○     | ○     | ○     |

● Currently fully funded

○ Requires additional partnership funding

# ASPIRATION 2 - CONNECTIONS & WELLBEING



## Grow and Nurture Community Connectedness and Wellbeing

### Where Are We Now?

Shire events and library services have continued to rate as high satisfaction in the last two Resident Perception Surveys (2020 & 2018).

How the Shire communicates with the community indicated a higher satisfaction level in 2020 and we continue to explore ways to get information in a timely and thorough manner to our communities.

Improved senior housing options still rates as a priority for the community - work is in progress to enable these developments within the Shire.

Health service improvements are important to the community – this service area is monitored and given contribution funding to ensure, as much as practicable, that services continue and, where possible, increase.

### Services/Role/Infrastructure to Deliver Activity

Advocacy/Partnership/Funder/Provider/Regulate Monitor

Community Programs/Services

Environmental Health

General Practitioner

Emergency Services

Rangers

Marketing & Communications

Parks/Reserves/Trails

Senior Services

Seniors' Units

Shire Events

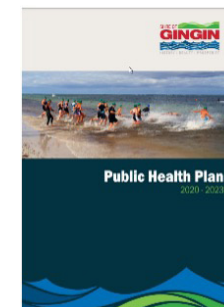
Waste Services

Community Facilities

Gingin Community Resource Centre – Library Services

### Recent Highlights

- Fire mitigation works throughout the Shire.
- Level 3 Incident Control Centre Gingin
- Gingin's 150th Anniversary Celebration
- Develop and implement Local Health Plan
- Beach Emergency Signs
- COVID-19 response including newsletters, vulnerable person and accommodation register, employment and financial information, and pop-up pantry in partnership with the CRC.



The following table outlines the actions and estimated timeframes that support Community Connectedness and Wellbeing

| Aspiration   | Actions   | Role                    | Linked Strategies  | Accountability                                      | Timeframe |       |       |       |
|--|---|-------------------------|--------------------|---|-----------|-------|-------|-------|
|  |   |                         |                    |   | 22/23     | 23/24 | 24/25 | 25/26 |
| 2.1 Community Safety & Support - Provide support and advocacy to residents and visitors so that they feel safe and secure at home & in the community | Continuous Telecommunications - Advocacy for continuous telecommunications access especially during emergency situations  | Advocate                | Emergency Services | Chief Executive Officer                             | ●         | ●     | ●     | ●     |
|  | Gingin Emergency Level 3 Facility Construction  | Provide/Partner         | Emergency Services | Community Emergency Services Manager                | ●         |       |       |       |
|  | Gingin Fire Shed Building (Robinson Street) - Repair termite damage and replace asbestos fence  | Provide                 | Emergency Services | Executive Manager Operations                        | ●         |       |       |       |
|  | Guilderton Fire Shed Building - Install sink, toilet and shower   | Provide                 | Emergency Services | Executive Manager Operations                        | ●         |       |       |       |
|  | Guilderton Foreshore - Installation of CCTV - Surveillance of foreshore and infrastructure  | Provide                 | Emergency Services | Executive Manager Operations                        | ●         |       |       |       |
|  | Lancelin Off-road Vehicle Area - Signage  | Provide                 |                    | Executive Manager Regulatory & Development Services | ●         |       |       |       |
|  | Ledge Point Off-Road Vehicle Area - Development of area   | Provide/Partner         |                    | Executive Manager Regulatory & Development Services | ●         |       |       |       |
|  | Ledge Point Off-Road Vehicle Area - Installation of cross-over  | Provide                 |                    | Executive Manager Regulatory & Development Services | ●         |       |       |       |
|  | Local Emergency Services - Local emergency management planning and management of local emergencies  | Provide/Partner         |                    | Community Emergency Services Manager                | ●         | ●     | ●     | ●     |
|  | Ranger Services - Delivery of local ranger services including management of off-road vehicle areas  | Provide                 |                    | Executive Manager Regulatory & Development Services | ●         | ●     | ●     | ●     |
| 2.2 Community Housing - Foster relationships with key stakeholders to provide community housing options for seniors/youth                            | Address Accommodation Shortages - Pursue partnerships/advocate with housing providers and seek opportunities for the delivery of community housing options (seniors) within the Shire | Advocate/<br>Facilitate |                    | Chief Executive Officer                             | ●         | ●     | ●     | ●     |
|  | Gingin ECO Lifestyle Village - Shire to purchase properties   | Provide                 |                    | Chief Executive Officer                             | ●         |       |       |       |
|  | Lancelin Independent Living Units - Replace pex pipework to units 6-11, replace fence, external paint   | Provide                 |                    | Executive Manager Operations                        | ●         |       |       |       |
|  | Management of Shire Community/Social Housing - Manage existing Community/Social Housing units in Lancelin and Gingin  | Provide                 |                    | Recovery & Leasing Officer                          | ●         | ●     | ●     | ●     |

| Aspiration   | Actions  | Role       | Linked Strategies | Accountability                      | Timeframe |       |       |       |
|--|--|------------|-------------------|-------------------------------------|-----------|-------|-------|-------|
|  |  |            |                   |                                     | 22/23     | 23/24 | 24/25 | 25/26 |
| 2.3 Aging in Place & Health Care - Foster relationships with key stakeholders to provide aging in place opportunities and appropriate health care in our communities | Assisted Transport Services/Community Cars (access to health services) - Support the on-road costs for the Gingin and Lancelin community cars  | Provide    |                   | Community & Development Services    | ●         | ●     | ●     | ●     |
|  | Medical Services - Improved medical and allied health services that are accessible across the Shire.   | Advocate   |                   | Chief Executive Officer             | ●         | ●     | ●     | ●     |
|  | Protecting People's Health - Environmental Health - Protect the health and wellbeing of all who live in, work in and visit the Shire through the effective application of State and local public health, food, waste and environmental legislation   | Regulate   |                   | Public Environmental Health Officer | ●         | ●     | ●     | ●     |
|  | Public Health Stakeholder Network/Healthy Aging Advisory Committee - Aged Housing & Care Service Provision Working Group - Establish a 'Public Health Stakeholder Network' that provides opportunities for the community to work together, identify common goals and achieve efficiencies. | Facilitate |                   | Community & Development Services    | ●         | ●     | ●     | ●     |
|  | Student Council (Gingin District High School) - Shire supports Student Council through mentoring and support   | Provide    |                   | Community & Development Services    | ●         | ●     | ●     | ●     |
| 2.4 Youth Investment - Promote and undertake activities that provide youth retention and capacity building in our communities  | Youth-care School Chaplain Program (Gingin District High School) - Shire to continue to support School Chaplin program which assists with youth resilience, life skills, support and development   | Fund       |                   | Community & Development Services    | ●         | ○     | ○     | ○     |
|  | Youth-Managed Projects - Youth Engagement Project to then inform updated Youth Strategy  | Provide    |                   | Community & Development Services    | ●         | ●     | ●     | ●     |
|  | Community Grants Program - Community Grants Program that supports a 'place' that is inclusive, vibrant, connected and a sense of pride   | Fund       |                   | Community & Development Services    | ●         | ●     | ●     | ●     |
| 2.5 Community Capacity Building - Empower all ages to be culturally aware and involved in diverse community initiatives including volunteering, culture and the arts | Funding Assistance Program - Funding Assistance Program for partnership projects/ programs contributing to SCP outcomes (re-occurring projects/programs)   | Fund       |                   | Community & Development Services    | ●         | ●     | ●     | ●     |
|  | Volunteer Coordination - Develop a sustainable volunteer program to capitalise on community skills to assist with identified community needs.  | Provide    |                   | Community & Development Services    | ●         | ●     | ●     | ●     |

| Aspiration   | Actions   | Role    | Linked Strategies | Accountability                   | Timeframe |       |       |       |
|--|---|---------|-------------------|----------------------------------|-----------|-------|-------|-------|
|  |   |         |                   |                                  | 22/23     | 23/24 | 24/25 | 25/26 |
| 2.6 First Nation's Heritage and Inclusion - Strengthen relationships which foster mutual respect and support in addition to cultural awareness |   |         |                   |                                  |           |       |       |       |
|  | Shire Acknowledgement - Welcome to Country Events - Shire to acknowledge the Traditional Owners, the Yued Nyoongar past, present and emerging | Provide |                   | Community & Development Services | ●         | ●     | ●     | ●     |

- Currently fully funded
- Requires additional partnership funding



# ASPIRATION 3 - PLANNING & SUSTAINABILITY



## Plan for Future Generations

### Where Are We Now?

We have unique challenges. Coastal erosion and inundation are largely livability and financial unknowns, both of which are receiving vigorous research with outcome probabilities in financial partnership with the State Government.

Environmental off-set property buy-backs by State Government has a negative effect on the capacity to raise rates on these properties within the Shire. Knowing that the natural environment is important to Shire communities, other income sources must be found to off-set the loss of rates income on these properties.

The updated Local Planning Strategy is currently being reviewed by the Development Commission and will be completed and implemented this year. Following this, the Planning Scheme will be amended along with associated policies.

### Services/Role/Infrastructure to Deliver Activity

Advocacy/Partnership/Funder/Provider/Regulate/Monitor

Conservation & Environmental Management

Rangers

Waste Services

Building/Planning Permits & Approvals

Strategic Planning

Statutory Planning

Shire's Funding Assistance Scheme – Environmental allocation

Waste Facilities

Coastal Management Strategy

Regulatory/Compliance

Integrated Planning & Reporting Framework

### Recent Highlights

- Ledge Point boat launching/marina environmental studies of the location are complete. Advocating the importance of the development to State Government and securing partnership funding is the next step to seeing delivery of this project.
- Waste Services continues to rate as high satisfaction in the Resident Perception Survey. Satisfaction with local rubbish tips at 91% (satisfied plus very satisfied) – a significant improvement since 2016.
- Nature, wildlife, coast, and land-care rates as the top reason why the residents of the Shire live where they live.

**The following table outlines the actions and estimated timeframes that support Planning for the Future Generations**

| Aspiration   | Actions  | Role            | Linked Strategies  | Accountability                 | Timeframe |       |       |       |
|--|--|-----------------|--|--------------------------------|-----------|-------|-------|-------|
|  |  |                 |  |                                | 22/23     | 23/24 | 24/25 | 25/26 |
| 3.1 Climate Change & Adaption - Understand the impacts of climate change and identify actions to adapt and mitigate those impacts                  | CHRMAP & Inundation Study Integration/ Upgrade   | Provide/Partner | Coastal Hazard Risk Management Adaption Plan                               | Coordinator Strategic Planning | ●         |       |       |       |
|  | Coastal Management Strategy - Develop and Implement a Coastal Management Strategy to protect and enhance our coast       | Provide/Partner | Coastal Management Strategy & Coastal Hazard Risk Management Adaption Plan | Chief Executive Officer        | ●         |       |       |       |
| 3.2 Preservation & Management of Endangered Habitat & Coastal Reserves - Sustainable policy/actions supporting preservation activities             | Coastal Monitoring - Beach Access Replenishment  | Provide         | Operational Plan   | Executive Manager Operations   | ●         | ○     | ○     | ○     |
|  | Coastal Protection Works and Erosion Control - Sand renourishment Grace Darling Park to Edward Island Point              | Provide/Partner | Operational Plan   | Executive Manager Operations   | ●         | ○     | ○     | ○     |
|  | Environmental Allocation to Groups   | Fund            | Operational Plan – Environmental allocation                                | Community Development Services | ●         |       |       |       |
|  | Seabird Erosion Project - Repairs to seawall and public boat ramp  | Provide         | Operational Plan   | Executive Manager Operations   | ●         |       |       |       |
|  | Water Allocation issues -Advocacy to the Department of Water - Water allocation challenges on behalf of key stakeholders | Advocate        | Operational Plan   | Chief Executive Officer        | ●         | ●     | ●     | ●     |
| 3.3 Planning & Land Use - Plan the use of the land to meet future requirements incorporating economic development objectives and community amenity | Building/Planning Permits - Deliver key service area ensuring accessibility and inclusion                                | Regulate        | Regulatory/ compliance   | Building Surveyor              | ●         | ●     | ●     | ●     |
|  | Local Planning Policy Review   | Regulate        | Regulatory/ compliance   | Coordinator Strategic Planning | ●         |       |       |       |
|  | Local Planning Scheme - Consolidation of scheme incorporating all amendments   | Regulate        | Regulatory/ compliance   | Coordinator Strategic Planning | ●         |       |       |       |
|  | Local Planning Strategy Review   | Regulate        | Regulatory/ compliance   | Coordinator Strategic Planning | ●         |       |       |       |

| Aspiration  | Actions   | Role              | Linked Strategies                                     | Accountability                                      | Timeframe |       |       |       |
|---|---|-------------------|---|---|-----------|-------|-------|-------|
|   |   |                   |   |   | 22/23     | 23/24 | 24/25 | 25/26 |
| 3.4 Community Engagement - Facilitate community engagement for residents/ ratepayers to provide input into shaping our future       |   |                   |   |   |           |       |       |       |
|   | Community Perception Survey - Integrated Planning & Reporting   | Provide           | Integrated Planning & Reporting Framework/ compliance | Coordinator Corporate Planning                      | ●         |       | ●     |       |
| 3.5 Sustainable waste solutions - Incorporate opportunities that support that support responsible and sustainable disposal of waste | Waste Management Plan - Develop a strategic waste plan to set the future direction in providing best practice services and disposal facilities Stages 2-5 | Provide/ Regulate | Waste Facilities/ Operational Plan                    | Executive Manager Regulatory & Development Services | ●         |       |       |       |

● Currently fully funded

○ Requires additional partnership funding

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# ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY



## Deliver Quality Leadership and Business Expertise

### Where Are We Now?

The Integrated Planning and Reporting Framework is requirement under the *Local Government Act 1995* for all local governments in WA to regulate the way they set community priorities, financially plan, and report to communities.

Integrity is important to the Shire along with an enduring commitment to its Customer Service Charter and staffing ethos "TRACK" – Trust, Respect, Accountability, Commitment and Knowledge.

### Services/Role/Infrastructure to Deliver Activity

Advocacy/Partnership/Funder/Provider/Regulate/Monitor  
Community & Civic Buildings  
Sport & Recreation Facilities  
Customer Service  
Elected Members' Service  
Gingin Cemetery  
Governance  
Human Resources  
Integrated Planning & Reporting  
Marketing & Communications  
Roads & Paths  
Drainage  
Furniture & Equipment  
Information Technology  
Corporate Services

### Recent Highlights

- Development of the Strategic Plan 2022-2032



- \$5 million Orange Springs & Sappers Road upgraded agricultural lime sand route
- Changeover to new accounting system general ledger account identifiers.

The following table outlines the actions and estimated timeframes that support Quality Leadership and Expertise

| Aspiration   | Actions   | Role             | Linked Strategies   | Accountability                   | Timeframe                         |       |       |       |
|--|---|------------------|---|----------------------------------|-----------------------------------|-------|-------|-------|
|  |   |                  |   |                                  | 22/23                             | 23/24 | 24/25 | 25/26 |
| 4.1 Management of Assets<br>- Maintain civic buildings, sporting facilities, public places, plant, road and cycle way/pathways based on asset management plans and identified priorities | Annual road program - Continue to undertake well planned maintenance/renewal of Shire infrastructure (roads) that contributes to safe access & egress                             | Provide/Partner  | Operational Plans, Health, Age Friendly Plans                             | Executive Manager Operations     | ●                                 | ○     | ○     | ○     |
|  | Appropriate road networks - To support increased agri-business and extractive enterprises such as lime sand and gravel  | Provide/Partner  | Lime Strategy initiatives, Operational Plan                               | Executive Manager Operations     | ●                                 | ●     | ●     | ●     |
|  | Asset maintenance planning/Accessible Infrastructure - Continue to undertake well planned maintenance/renewal of community infrastructure that contributes to safe access for all | Provide          | Disability Access and Inclusion, Age Friendly, Health & Operational Plans | Executive Manager Operations     | 22/23 project(s) break-down below | ●     | ●     | ●     |
|  | Bridge Maintenance Program - Repairs and Inspection   | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 | ●     | ●     | ●     |
|  | Computers & Equipment   | Provide          | ICT Strategic Plan  | Information Technology           | ●                                 | ●     | ●     | ●     |
|  | Delivery of pathways - Continue to provide walkable neighbourhoods through implementation of the Shire's '10 Year Pathway Program'  | Provide          | Age Friendly, Health & Operational Plans                                  | Executive Manager Operations     |                                   | ●     | ●     | ●     |
|  | Drainage Design - Lancelin Plaza  | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Drainage Construction - Renewal of drainage infrastructure - Flood Damage   | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Drainage Construction - Renewal of drainage infrastructure  | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 | ●     | ●     | ●     |
|  | Gingin Aquatic Centre - pool retiling, replace sand filter  | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Gingin Bowling Club - Replace roof  | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Gingin Hardcourts - Repair cracks   | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Gingin Pistol Club Contribution Building renewal - Demolish and replace facility  | Provide/Partner  | Operational Plan  | Community & Development Services | ●                                 |       |       |       |
|  | Gingin Recreation Centre - Football change rooms repairs, storage wall repairs, septic system replacement   | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Gingin Shire Administration Centre - Internal Ceiling Repairs   | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
|  | Guilderton Foreshore Infrastructure - Replace timber on boardwalk, replace roof on shelters   | Provide          | Operational Plan  | Executive Manager Operations     | ●                                 |       |       |       |
| Guilderton Gabbadah Park ablution block - Shift and replace leach drains   | Provide   | Operational Plan | Executive Manager Operations  | ●                                |                                   |       |       |       |

| Aspiration | Actions  | Role                     | Linked Strategies                   | Accountability               | Timeframe |       |       |       |
|------------|--|--------------------------|-------------------------------------|------------------------------|-----------|-------|-------|-------|
|            |  |                          |                                     |                              | 22/23     | 23/24 | 24/25 | 25/26 |
|            | Guilderton River Access Boardwalk - Remove Silver Creek Boardwalk  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Horan Street - Lions' /Men in Sheds' carpark renewal   | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | ITV Platinum support subscription - Product support  | Provide                  | Operational Plan                    | Information Technology       | ●         | ●     | ●     | ●     |
|            | Lancelin - Back Beach Ablution Block (Fisher Way) - Verandah repairs   | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Lancelin - Upgrade of solar lighting - CBD area including carpark and pedestrian space   | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Lancelin - Wangaree Community Centre Building - Replace air conditioner  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Lancelin Beach Shelter and Walkway – contribution  | Fund                     | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Lancelin Sporting Complex - Second multi-court (netball/basketball)  | Provide/Partner          | Coastal Facilities master Plan      | Executive Manager Operations | ○         |       |       |       |
|            | Lancelin Sporting Complex - Concrete/rust repairs  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Lancelin Sporting Complex - Replace, upgrade and undergrounding of 415V, 3 phase power line, upgrade switchboards inc. football pavilion | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Lancelin/Ledge Point Depot - Raise roller doors  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Ledge Point De Burgh Street Ablution Block - Plumbing & Fixture Replacement  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Ledge Point Recreation Complex - Replace & Upgrade switchboard   | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Ledge Point Townsite to Lancelin Road – Road Project Development   | Provide/Partner/Advocate | Operational Plan & Tourism Strategy | Executive Manager Operations | ○         | ○     | ○     | ○     |
|            | Plant Replacement Program - Scheduled plant replacement  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         | ●     | ●     | ●     |
|            | Playground Renewal - Scheduled works   | Provide                  | Operational Plan                    | Executive Manager Operations |           | ●     | ●     | ●     |
|            | Redfield Park First Aid Post - Engineers Report  | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |
|            | Sovereign House - Demolish building, replace septic system   | Provide                  | Operational Plan                    | Executive Manager Operations | ●         |       |       |       |

| Aspiration   | Actions   | Role   | Linked Strategies   | Accountability  | Timeframe                  |       |       |       |
|--|---|--|---|---|----------------------------|-------|-------|-------|
|  |   |  |   |   | 22/23                      | 23/24 | 24/25 | 25/26 |
| 4.2 Effective Governance - Apply systems of compliance which assists Council to make informed decisions within a transparent, accountable and principled environment | CEO's Review of Risk Management, Internal Control and Legislative Compliance                          | Provide/Regulate   | Regulatory/compliance   | Governance Officer                                      | ●                          |       | ●     |       |
|  | Council Polices & Local Laws - Undertake periodic Local Law reviews and Council Policies as required  | Provide/Regulate   | Regulatory/compliance   | Governance Officer                                      | ●                          |       |       |       |
|  | Customer Service (Customer Service Charter) - Deliver Key Service Area                                | Provide  | Operational Plan, Access & Inclusion Plan                                 | Executive Manager Corporate Community Services          | ●                          | ●     | ●     | ●     |
|  | Employee Recognition Program - Employee recognition in staff/council newsletter                       | Provide  | Operational Plan  | Human Resources   | ●                          | ●     | ●     | ●     |
|  | Human Resources - Deliver Key Service Area including recruitment processes to be inclusive/accessible | Provide/Regulate   | Operational & Disability Access Plan & Regulatory/compliance              | Human Resources   | ●                          | ●     | ●     | ●     |
|  | LGIS Regional Risk Coordinator Program Service Plan   | Provide/Partner  | Specialised Delivery Plan   | Human Resources   | ●                          | ●     | ●     | ●     |
|  | Organisation Culture & Job Satisfaction Survey  | Provide  | Specialised Delivery Plan   | Human Resources   | ●                          |       | ●     |       |
|  | Reconciliation Action Plan Review   | Provide  | Reconciliation Action Plan  | Community Development Services                          | ●                          |       | ●     |       |
|  | Review Code of Conduct  | Provide  | Specialised Delivery Plan   | Chief Executive Officer                                 |                            |       | ●     |       |
|  | Review Disability Access & Inclusion Plan   | Provide/Regulate   | Disability Access & Inclusion, Age Friendly Plans & Regulatory/Compliance | Building Surveyor                                       | ●                          |       |       |       |
|  | Review Local Health Plan - Annual Review  | Provide/Regulate   | Local Health, Age Friendly Plans & Regulatory/Compliance                  | Executive Manager Regulatory & Development              | ●                          | ●     | ●     | ●     |
|  | TRACK Leadership - Executive Management Team  | Provide  | Specialised Delivery Plan   | Chief Executive Officer                                 | ●                          | ●     | ●     | ●     |
|  | Training & Development - Elected member training (legislated requirement)                             | Regulate/Provide   | Regulatory/Compliance   | Governance Officer                                      | ●                          | ●     | ●     | ●     |
|  | Training & Development - Staff training (personal development)  | Provide  | Operational Plan  | Human Resources   | ●                          | ●     | ●     | ●     |
|  | 4.3 Information Sharing - Targeted communications that provide clear messages and are cost effective  | Targeted Communications - Seek opportunities to improve all aspects of Shire communication aimed at specific target groups such as youth, seniors and disability | Provide/Facilitate  | Age Friendly, Access & Inclusion Plans & Youth Strategy | Communications & Marketing | ●     | ●     | ●     |



| Aspiration   | Actions   | Role             | Linked Strategies                              | Accountability                                 | Timeframe |       |       |       |
|--|---|------------------|--|--|-----------|-------|-------|-------|
|  |   |                  |  |  | 22/23     | 23/24 | 24/25 | 25/26 |
| 4.4 Strategic & Sustainable Financial Planning - Undertake long-term resource planning and allocation in accordance with the Integrated Planning and Reporting Framework | Asset Management Plan   | Provide          | Operational Plan                               | Executive Manager Operations                   | ●         | ●     | ●     | ●     |
|  | Corporate Business Plan & Quarterly Reporting - Annual Review & Publishing & Reporting process  | Provide/Regulate | Regulatory/compliance                          | Coordinator Corporate Planning                 | ●         | ●     | ●     | ●     |
|  | ICT Strategic Plan Implementation   | Provide/Regulate | Regulatory/compliance                          | Information Technology                         | ●         | ●     | ●     | ●     |
|  | Land and Building, Plant and Furniture/ Equipment Assets Re-Value   | Provide/Regulate | Regulatory/compliance                          | Executive Manager Operations                   |           |       | ●     | ●     |
|  | Long Term Financial Plan - Review   | Provide/Regulate | Regulatory/compliance                          | Executive Manager Corporate Community Services | ●         | ●     | ●     | ●     |
|  | Road Assets Re-Value & Sealed Condition Assessment  | Provide/Regulate | Regulatory/compliance                          | Executive Manage Operations                    | ●         | ●     | ●     | ●     |
|  | Strategic Community Plan - 2-year minor (23/24) & 4-year major (25/26) reviews  | Provide/Regulate | Regulatory/compliance                          | Coordinator Corporate Planning                 |           | ●     |       | ●     |
|  | Workforce Plan - Yearly Review - to be completed mid-May  | Provide/Regulate | Regulatory/compliance                          | Coordinator Corporate Planning                 | ●         | ●     | ●     | ●     |
| 4.5 Key Stakeholder Partnerships - Foster applicable relationships and partnerships with key stakeholders to achieve outcomes  | Northern Growth Alliance - Deliver Key Service Area - Continue to work with the alliance on upcoming initiatives/regional projects/LG support | Advocate         | Tourism Strategy & Operational Management Plan | Chief Executive Officer                        | ●         | ●     | ●     | ●     |

● Currently fully funded

○ Requires additional partnership funding



# Reporting

Corporate Business Plan yearly actions are reported quarterly to the Executive Management Team and Council to keep the progress of projects and programs in focus, and reported more generally in the Shire's Annual Report.

Additionally, the Council is provided a monthly update on activity within each division of the Shire.

## ASPIRATION 1 – ATTRACTIONS & ECONOMY

*Actively Pursue Tourism and Economic Development*



### How will we measure our progress?

- Increase in visitation (Tourism WA)
- Increase in Planning/Building applications and/or permits for tourism/service industries
- Number of attendees at local events/festivals
- Number of local employees (ABS statistics)
- Increase in Food Bowl Sub Region food production and/or diversity of production
- Resident Perception Survey – satisfaction with eve

## ASPIRATION 2 - CONNECTIONS & WELLBEING

*Grow and Nurture Community Connectedness and Wellbeing*



### How will we measure our progress?

- Resident Perception Survey
- How satisfaction levels are tracking on:
    - Living in the Shire of Gingin
    - Services and Facilities

## ASPIRATION 3 - PLANNING & SUSTAINABILITY

*Plan for Future Generations*



### How will we measure our progress?

- Resident Perception Survey
- How satisfaction levels are tracking on:
    - Coastal and Erosion Management
    - Waste Management

## ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY

*Deliver Quality Leadership and Business Expertise*



### How will we measure our progress?

- Resident Perception Survey
- How satisfaction levels are tracking on:
    - Facilities and Assets including roads, pathways and parklands
    - Public Perception of the Shire of Gingin Council
    - Public Perception of the Shire Administration
    - How effective is information communicated from the Shire Administration

