

# 2024 - 2028

*Corporate Business Plan*



# Acknowledgement of **COUNTRY**

*Kaya Wanjoo Yued Boodja (pronounced “Kya Wanjoo Yued Boodja”)  
Hello – Welcome to the land of the Yued Traditional Owners.*

The Shire of Gingin would like to acknowledge the Yued Nyoongar 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.

The Yued region covers an area of 20,252km<sup>2</sup>. Their Boodja – meaning ‘their country’ – includes the Shires of Coorow, Dalwallinu, Dandaragan, Moora, Gingin, Victoria Plains, Toodyay and Chittering.

Nyoongar camping grounds, birthing areas, festival places, song lines and sacred lore sites are scattered throughout the Yued region. They are very significant and important to the Yued community.

The Shire of Gingin formally recognises the Yued Nyoongar People as an important stakeholder in the development and progression of the Shire.







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# Our Vision & Values

## Mission Statement

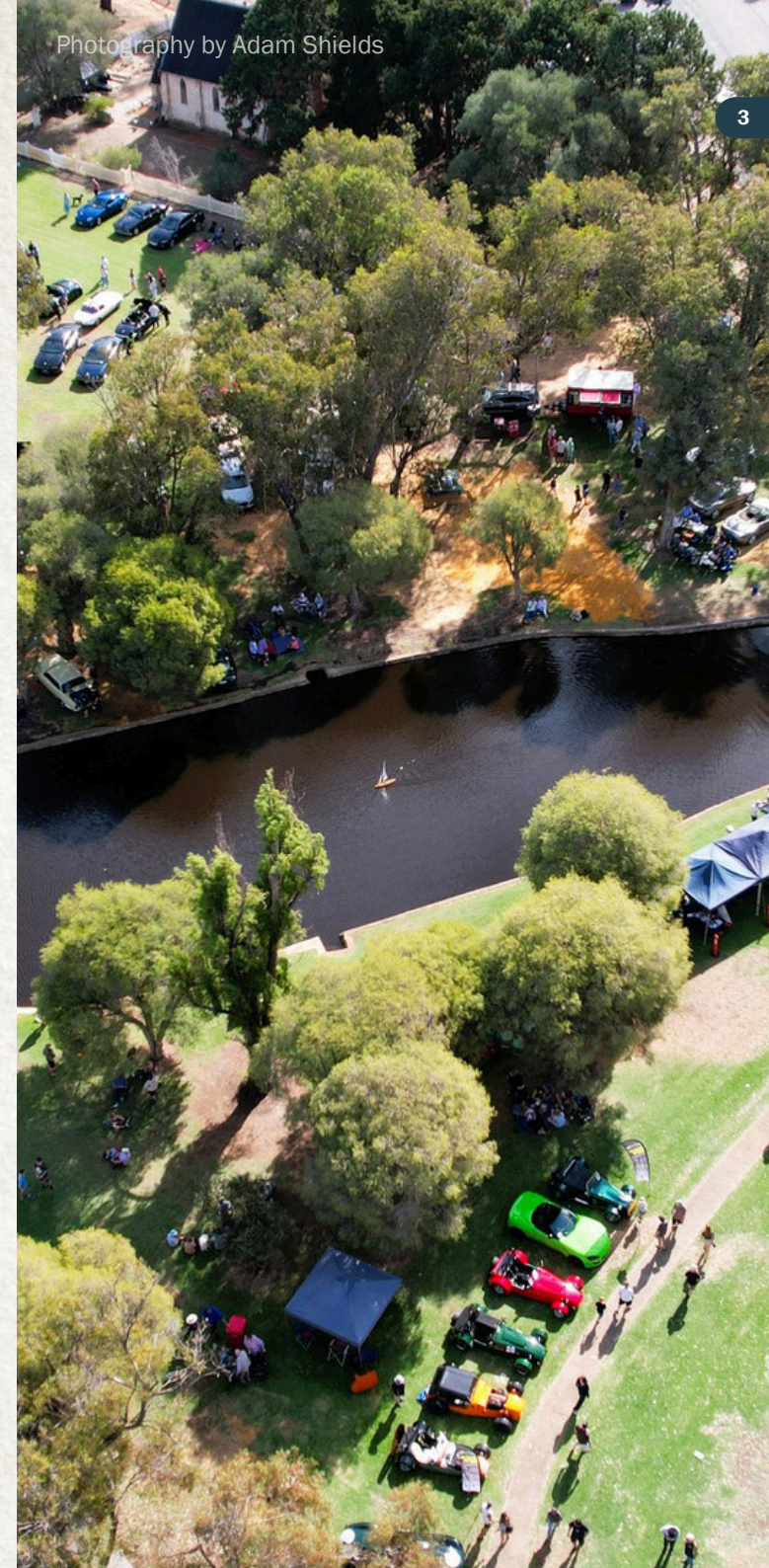
The Shire of Gingin is committed to our organisational values which aim to support, preserve and enhance our community and its unique lifestyle to make it a place our residents, local businesses and visitors can take pride in.

## Community Vision

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

## Organisational/ Business Values

- We are striving to become better at what we do and are continually looking at ways to improve ourselves.
- We successfully deliver services to our community with a strong focus on our customers.
- We appreciate the merits of and continually foster a well-trained and cooperative staff culture.
- We believe community collaboration and transparent governance practices are key aspects of good leadership.





# Introduction

## Our Shire

Home to one of WA's oldest towns, several historic shipwrecks, numerous popular coastal tourist destinations and a thriving agricultural industry, the Shire of Gingin is located on the northern doorstep of the Perth Metropolitan Area and is one of the State's fastest growing country local governments.

The Shire encompasses an area of 3,223km<sup>2</sup> and is home to a population of approximately 5,800 residents. In recent years the Shire has experienced considerable population growth and it is forecast to continue growing, with numbers expected to reach 6,155 by 2034. There are five townships within the Shire: Gingin, Guilderton, Lancelin, Ledge Point, and Seabird, and several substantial rural living estates.

Geographically, the Shire stretches from the coastline across the flat sandy soils of the Swan Coastal Plain in the west to the hinterland and foothills of the Darling Scarp in the east. It also embraces the lower reaches of Moore River together with a system of freshwater lakes, streams and swamps and the watercourse of Gingin Brook.

Agriculture is the Shire's primary economic contributor, accounting for approximately 40% of local businesses and some 137,145 hectares of land. The Shire is continuing to widen its focus from traditional broad acre farming to intensive horticulture enterprises given ongoing peri-urban growth and associated pressures on market gardening and diversification.

Local industries within the Shire include cattle and sheep grazing, apiaries, irrigated horticulture, viticulture, olive groves, aquaculture, piggeries, poultry farms, wineries, abattoirs, feedlots and crayfishing.

In addition to rural industries, the Shire's economy is also based around tourism with coastal areas consistently experiencing large influxes of people during weekends and holiday periods.

With its wide-open spaces, beautiful coastline and river systems and passionate communities, the Shire of Gingin has much to offer and is an exceptional place to live and visit.

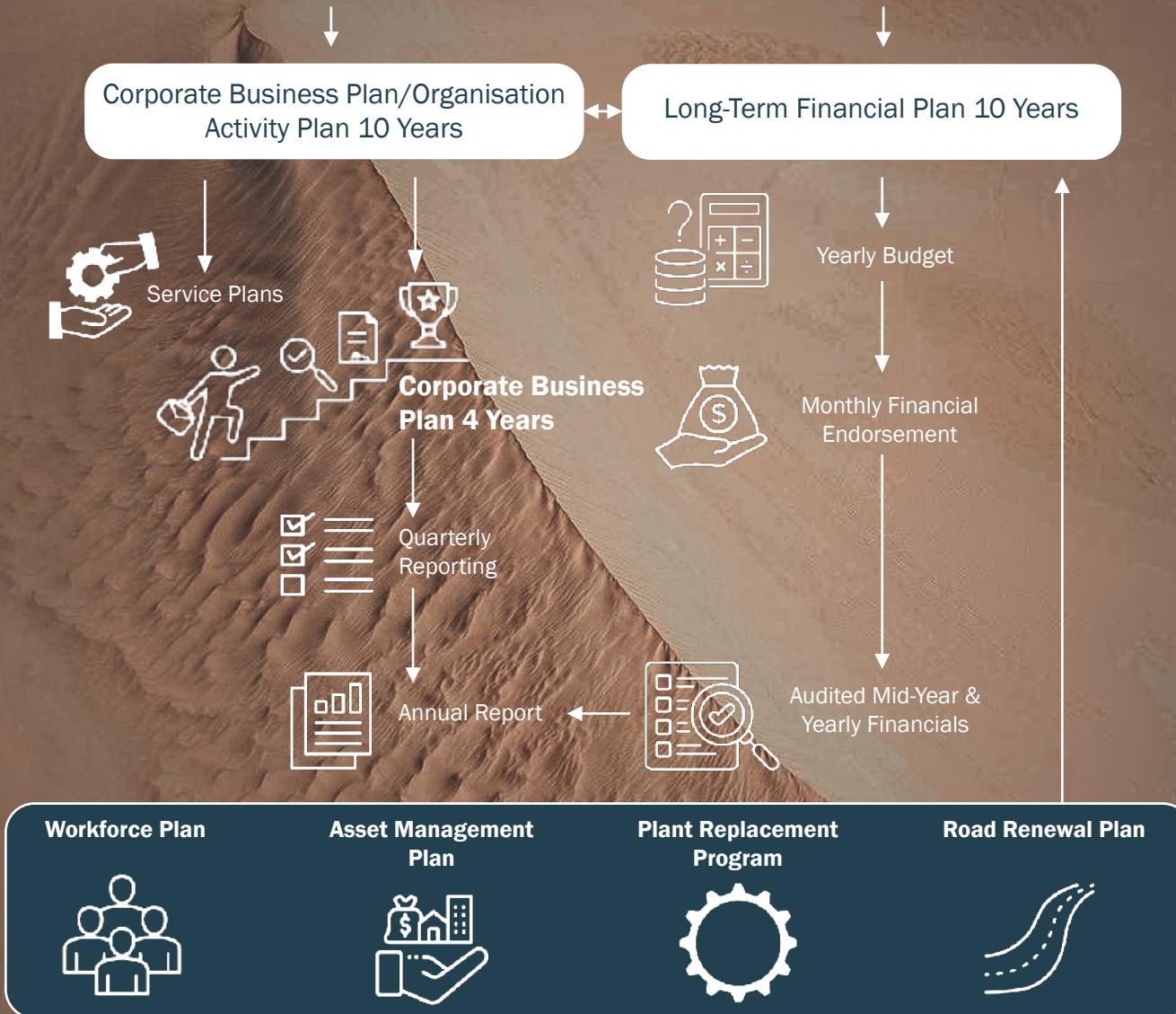




# Integrated Planning & Reporting Framework

How the Integrated Planning and Reporting Framework Applies to the Shire of Gingin

## STRATEGIC COMMUNITY PLAN



The **Integrated Planning & Reporting (IPR) Framework** is legislated under the *Local Government Act (1995)* and *Local Government (Administration) Regulations 1996*, with the apex document (the SCP) citing the collective vision for the future direction of a region. The intent is to translate community aspirations, asset management requirements and service obligations (including legislated or regulated service provision) into operational activities, and tracks the progress of those activities.

The principal documents within the IPR Framework are the **Strategic Community Plan (SCP)** and the **Corporate Business Plan (CBP)** (legislated requirements). Both Plans are available on the Shire's website.

The SCP sets out the strategic direction with aspirational objectives including non-negotiable services that the Shire must provide.

The CBP provides a four-year snapshot outlining short and medium term major projects/programs/services to meet the aspirational objectives of the Strategic Community Plan.

Reporting on CBP current financial year activities is undertaken on a quarterly basis, with end of year progress provided in the **Annual Report** along with the audited financial statement for the given year.



# The Shire's Strategic Direction

The Shire of Gingin's Strategic Community Plan 2024-2034 (SCP) was adopted by Council in June 2024 resulting from a minor review of the SCP 2022-2032. The aspirations and objectives of the SCP are derived from community sentiment, other informing documents such as asset management plans and the day-to-day services administered from the Shire, with all components considered when planning for the future. The current SCP is the last under the current legislation framework, with any future strategic documents to be guided by the new framework.

## ASPIRATION 1 - ATTRACTIONS & ECONOMY

*Goal - Actively Pursue Tourism and Economic Development*

Objectives	
1.1	<b>Economic Growth and Tourism Support</b> Investment/Business/Infrastructure Development – foster relationships with key stakeholders, investors, and lobby state government for increased economic/business development including employment opportunities.
1.2	<b>Food Bowl</b> Support initiatives that value-add to the Shire's position within the 'food bowl' region.
1.3	<b>Attractions and Events</b> Host/support iconic community events and attractions that will entice residents and visitors throughout the year.

## ASPIRATION 2 - CONNECTIONS & WELLBEING

*Goal - Grow and Nurture Community Connectedness and Wellbeing*

Objectives	
2.1	<b>Community Safety and Support</b> Provide support and advocacy to residents and visitors so that they feel safe and secure at home and in the outdoor environment.
2.2	<b>Ageing in Place and Health Care</b> Foster relationships with key stakeholders to provide ageing in place opportunities and appropriate health care in our communities.
2.3	<b>Youth Investment</b> Promote and undertake activities that provide youth retention and capacity building in our communities.
2.4	<b>Community Capacity Building</b> Empower all ages to be culturally aware and involved in diverse community initiatives including volunteering, culture, and the arts.
2.5	<b>First Nation's Heritage and Inclusion</b> Strengthen relationships which foster mutual respect and support, in addition to cultural awareness.
2.6	<b>Services</b> Cost effective services which meet the needs of the community.



# The Shire's Strategic Direction

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## ASPIRATION 3 - PLANNING & SUSTAINABILITY

*Goal - Plan for Future Generations*

Objectives	
3.1	<b>Climate Change and Adaptation</b> Understand the impacts of climate change and identify actions to adapt and mitigate those impacts.
3.2	<b>Preservation and Management of Endangered Habitats and Coastal and Inland Reserves</b> Sustainable policy/actions supporting preservation activities.
3.3	<b>Planning and Land Use</b> Plan the use of the land to meet future requirements, incorporating economic development objectives and community amenity.
3.4	<b>Community Engagement</b> Facilitate community engagement for residents/ratepayers to provide input into shaping our future.
3.5	<b>Sustainable Waste Solutions</b> Facilitate and plan for the responsible and sustainable disposal of waste.  <i>Priority - plan for and facilitate waste management site upgrades.</i>

## ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY

*Goal - Deliver Quality Leadership and Business Expertise*

Objectives	
4.1	<b>Management of Assets</b> Maintain civic buildings, public places, plant, roads, and cycleways/pathways based on asset management plans and identified priorities.  <i>Priority - facilitate and plan for immediate road maintenance/renewal and community building maintenance requirements.</i>
4.2	<b>Effective Governance</b> Apply systems of compliance which assists Council to make informed decisions within a transparent, accountable, and principled environment.
4.3	<b>Information Sharing</b> Targeted communications that provide clear messages and are cost effective.
4.4	<b>Strategic and Sustainable Financial Planning</b> Undertake long-term resource planning and allocation in accordance with the IPR Framework.
4.5	<b>Key Stakeholder Partnerships</b> Foster applicable relationships and partnerships with key stakeholders to achieve outcomes.



# About the Corporate Business Plan 2024 - 2028

The Corporate Business Plan (CBP) is a four-year plan that is reviewed and published annually, and which is an element of the Shire's IPR Framework. The CBP is reflective of data from the Shire's Long-Term Financial, Asset and Workforce Plans and regulated services delivery, focused into a four-year output plan to deliver on SCP aspirations and objectives, with the first year of the Plan being the current financial year.

The purpose of the CBP is to activate short to medium term activities for the current financial year and the three years following. The projects/services/programs support the vision and aspirational objectives of the SCP. Reporting on activities within the current financial year of the CBP is undertaken on a quarterly basis and presented Council, and annually via the Annual Report.

Specific actions under each SCP Aspirational Area are identified within the CBP including service activity to meet the strategic objective.

Most of the activities or projects in the CBP are largely part of the Shire's regular service delivery and are funded from the yearly municipal operational budget.

A capital or development project generally relates to asset improvement or renewal and may require funding from external partners such as State or Federal Governments in order to progress. Roads capital works programs are dependent on Financial Assistance Grants and schemes such as Roads to Recovery and the Regional Road Group.

The following grants have been received or are expected in 2024/25:

- \$2.94 million Special Roads to Recovery (Weld Street Bridge).
- \$350,061 Financial Assistance Grants Special Projects (Weld Street Bridge).
- \$844,487 Emergency Services Levy Capital Grants – fire vehicles and Gingin Emergency Services Centre.
- \$766,898 Regional Road Group funding – Mooliabeenee Road.
- \$959,701 Roads to Recovery – Sadler Road and Wannamal Road West.
- \$1.39 million Special Roads to Recovery – Orange Springs Road, Ledge Point Road and Seabird Road.
- \$428,851 Local Roads and Community Infrastructure Program (various).
- \$330,098 (various) other grants and contributions.

In addition, funding offsets for building renewal or new development, dependent on the purpose of the built development, are also secured from State or Federal Grant Schemes such as the State Government's Community Sporting and Recreation Facilities Fund.

The main features of the 2024/25 Budget include:

- Total budget expenditure of \$41.02 million.
- Operating expenditure of \$28.46 million.
- Total asset renewal expenditure of \$12.56 million investing in roads, parks and ovals, other infrastructure, land, buildings, plant, equipment, and furniture.
- Including \$3.4 million in maintenance, a total of \$11.26 million expenditure on sealed and unsealed roads.



# Shire of Gingin's Role

The Shire is committed to working towards the SCP's Aspirations and Strategic Objectives. To do this there are seven roles that could be undertaken for a specific outcome. If, for example, the Shire has a legal responsibility to undertake the building permit approval process, this activity would fit under "Regulator" whereby the Shire has statutory responsibility and directs these activities as required.

If the activity is providing grant funding to a community organisation (via the community grants process), 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 "Advocator" role to decision-making entities such as State and Federal Governments.

There are also many instances where the Shire takes on the role of "Facilitator", bringing entities together to secure community outcomes.

## Advocator



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

## Provider



Responsible for direct service delivery.

## 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.

## Regulator



Has statutory responsibilities and directs these activities as required.

## Funder



Provides grants to community organisations.

## Partner



Works collaboratively with others to deliver programs and services.





# Shire Organisational Structure

## OFFICE OF THE CHIEF EXECUTIVE

- Executive Management Team
- Human Resources
- Integrated and Corporate Planning and Reporting
- Communications and Marketing
- Emergency Services Planning and Management
- Council Meetings Agenda and Minute Preparation
- CEO Administration and Financial Management
- Tourism and Economic Development
- Coastal Management Projects
- Local Law and Policy Development
- Cemetery Services

## OPERATIONS & ASSETS

- Executive Management Operations and Assets
- Road Works
- Environmental/Coastal Maintenance
- Council Items and Reporting
- Shire Facilities' Cleaning
- Shire Event Support
- Asset and Infrastructure Management
- Infrastructure Planning
- Tenders and Contractual Agreements
- Civil Engineering
- Parks and Gardens
- Traffic Management
- Project Management
- Operations Administration and Financial Management

## REGULATORY & DEVELOPMENT SERVICES

- Executive Management R&D
- Building/Development Applications and Permits
- Ranger Services
- Environmental Health Services
- Compliance
- Guilderton Caravan Park
- Stable Fly Control
- Council Items and Reporting
- Local Planning Strategy and Schemes
- Waste Services
- R&D Administration and Financial Management
- Local Public Health Plan

## CORPORATE & COMMUNITY SERVICES

- Executive Management C&CS
- Annual Budget and Rates
- Long Term Financial Plan
- Accounts and Invoicing
- Information Technology
- Events - Planning/Approvals
- C&CS Administration and Financial Management
- Customer Services
- Records Management
- Council Items and Reporting
- Commercial and Community Leases
- Department of Transport Licencing Agency
- Concept Enquiries
- Library Services (Lancelin)
- Community Development
- Shire Community Grants Funding and Reporting
- Aquatic Centre
- Recovery Coordination
- Payroll



# ASPIRATION 1 - ATTRACTIONS & ECONOMY

## Goal - Actively Pursue Tourism and Economic Development

### Integrated Strategies and Frameworks

- Operational Plans
- Local Health Plan
- Youth Strategy
- Regional Growth Alliance Northern Growth Corridor - Infrastructure Priority Report (not completed)
- Asset Management Plan
- Trails Master Plan
- Legislation/Regulation

Services	Sub-Service
Building/Planning/Environmental Health	Building/Planning Permits and Approvals
	Environmental Health
	Strategic/Statutory Planning
Operations	Maintenance of Community Infrastructure
	Capital Improvements/Renewal of Community Infrastructure
Tourism	Funding Partnerships with Community Resource Centres / Visitor Centres
	Parks/Reserves/Foreshores/Natural Environment
	Roads/Paths/Trails
	Communications and Marketing



Photography by Michael Sarich



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
1.1 Economic Growth and Tourism Support - Investment/Business/Infrastructure Development: Foster relationships with key stakeholders, investors, and lobby State Government for increased economic/business development including employment opportunities.								
Gingin Community Resource Centre	Tourism initiatives to support local economic development (Community Funding Program).	Operational	\$10,000		<div><input checked="" type="checkbox"/> \$10,000</div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>
Lancelin Community Resource Centre	Tourism initiatives to support local economic development (Community Funding Program).	Operational	\$10,000		<div><input checked="" type="checkbox"/> \$10,000</div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>
Growing Youth Employment	Connecting key stakeholders and implementing integrated solutions (traineeships, work experience, local stakeholders).	Operational	Service Activity		<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>
Guilderton Foreshore Development	Guilderton Foreshore upgrade including playground.	Capital	\$1,050, 000	Yes	<div><input checked="" type="checkbox"/> \$50,000</div>	<div><input checked="" type="checkbox"/> \$500,000</div>	<div><input checked="" type="checkbox"/> \$500,000</div>	
Ledge Point Marina	Actively seek political support and progress development.	Operational	Service Activity	Yes	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>
Ledge Point to Lancelin Road and Pathway	Actively seek political support and progress development.	Operational	Service Activity		<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>
Trail Development	Gingin Heritage Trail realign and upgrade.	Capital	\$122,500	Yes	<div><input checked="" type="checkbox"/> \$10,000</div>	<div><input checked="" type="checkbox"/> \$112,500</div>		
	Moore River and Silver Creek Trail upgrade.	Capital	\$230,000	Yes			<div><input checked="" type="checkbox"/> \$10,000</div>	<div><input checked="" type="checkbox"/> \$220,000</div>
1.2 Food Bowl - Support initiatives that value-add to the Shire’s position within the ‘food bowl’ region.								
Deliver Key Service Area	Continue to work with the Northern Growth Alliance on upcoming initiatives/regional projects.	Operational	Service Activity		<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>
1.3 Attractions and Events - Host/support iconic community events and attractions that will entice residents and visitors throughout the year.								
Shire/Community Managed Community Events	Includes the Community Funding Program, community group event contributions and management.	Operational	Service Activity	Yes	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>	<div><input checked="" type="checkbox"/></div>



## ASPIRATION 2 - CONNECTIONS & WELLBEING

### Goal - Grow and Nurture Community Connectedness and Wellbeing

#### Integrated Strategies and Frameworks

- Local Emergency Management Arrangements
- Youth Strategy
- Disability Access & Inclusion Plan
- Sustainable Club/Groups Plan
- Reconciliation Action Plan and Cultural Heritage Management Plan
- Local Health Plan
- Legislation/Regulation
- Waste Management Plan



Photography by James Morton

Services	Sub-service
Community Services	Community Programs/Services
	Library Services Lancelin/funding partnership with the Gingin Community Resource Centre for Gingin Library
	Communications and Marketing
	Shire Events and Community-Run Events
	Community Facilities
Medical Practitioner Support	General Practitioner Support
	Advocacy - improved health services
Health	Environmental Health
	Sporting Clubs and Associations Support
	Parks/Reserves/Trails
	Waste Services
	Partnership Funding with Medical Practitioners
	Contribution Funding Ambulance Services
Senior Services	Seniors' Units Management
	Seniors' Events/Programs
	Community Car Transportation Support - access to health services
Community Safety	Emergency Services Management and Recovery
	Ranger Services
	Police Presence Support



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
2.1 Community Safety and Support - Provide support and advocacy to residents and visitors so that they feel safe and secure at home and in the outdoor environment.								
Continuous Telecommunications	Advocacy for continuous telecommunications access, especially during emergency situations.	Operational	Service Activity		✓	✓	✓	✓
Gingin Emergency Service Centre	Additional final works.	Capital	\$40,187	DFES	✓			
Local Emergency Recovery	Local emergency recovery planning and management of local emergency recovery activities.	Operational	Service Activity		✓	✓	✓	✓
Local Emergency Services	Local emergency management planning, and management of local emergencies.	Operational	Service Activity	Yes	✓	✓	✓	✓
Mitigation Activity Fund Mitigation Works	Covering all areas of the Shire.	Operational	\$500,000	Yes	✓			
Mindaroo Foundation	Community Resilience Project.	Operational	\$56,100	Yes	✓			
	Seed funding allocation 2024-25.	Operational	\$25,000	Yes	✓			
	Shire of Gingin Community Fire Awareness/Planning.	Operational	\$100,000	Yes	✓			
Ledge Point Off-Road Vehicle Area Phase 2	Fencing, construction of platform for viewing, construction of wheelchair access and landscaping.	Capital	\$57,515	Yes	✓			
Police Presence	Contribution to Neighbourhood Watch (Community Funding Program).	Operational	\$1,000		✓ \$1,000	✓	✓	✓
	Contribution to Police accommodation in Guilderton.	Operational	\$12,372		✓ \$12,372	✓	✓	✓
Ranger Services	Delivery of local Ranger services including management of off-road vehicle areas.	Operational	Service Activity		✓	✓	✓	✓



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
2.2 Ageing in Place and Health Care - Foster relationships with key stakeholders to provide ageing in place opportunities and appropriate health care in our communities.								
Address Accommodation Shortages	Advocacy to relevant housing providers.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Management of Shire Community/Social Housing	Manage existing community/social housing units in Lancelin and Gingin.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Community Cars	Support the on-road costs and renewal for the Gingin and Lancelin community cars (for access to health services).	Operational	Service Activity		<input checked="" type="checkbox"/> \$3,914	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Public Health Stakeholder Network - Healthy Ageing	Aged Housing and Care Service Provision working group.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Medical Services	Advocate for improved medical and allied health services that are accessible throughout the Shire.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Contribution to New Ambulances	Lancelin x 6 and Gingin x 2	Capital	\$24,000		<input checked="" type="checkbox"/> \$24,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Doctor Subsidy Payment and Accomodation	Support for GP Services Gingin and Lancelin.	Operational	\$83,909		<input checked="" type="checkbox"/> \$83,909	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Protecting People's Health	Protect the health and wellbeing of all who live, visit and work in the Shire through the effective application of State and local public health, food, waste, and environmental legislation.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2.3 Youth Investment - Promote, and undertake activities that provide youth retention and capacity building in our communities.								
School Program	Continue to support school programs which assist with youth resilience, life skills, support and development (Community Funding Program).	Operational	\$5,000		<input checked="" type="checkbox"/> \$5,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Lancelin Primary School Camp (Community Funding Program)	Operational	\$2,000		<input checked="" type="checkbox"/> \$2,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
(CONTINUED) 2.3 Youth Investment - Promote, and undertake activities that provide youth retention and capacity building in our communities.								
Student Council	Shire support and mentoring of Gingin District High School Student Council.	Operational	\$1,323		☑ \$1,323	☑	☑	☑
Youth-Managed Projects	Including Youth Strategy update, youth events and ongoing youth consultation.	Operational	Service Activity		☑	☑	☑	☑
2.4 Community Capacity Building - Empower all ages to be culturally aware and involved in diverse community initiatives including volunteering, culture, and the arts.								
Community Funding Program	Contributions to projects over \$10,000 including larger community events and community projects contributing to SCP outcomes (Council Budget Request).	Operational	\$38,000		☑ \$38,000	☑	☑	☑
	Contributions to funding projects under \$10,000 including community events and small community projects contributing to SCP outcomes.	Operational	\$57,208		☑ \$57,208	☑	☑	☑
	Contributions to Public Liability Insurance costs for community groups contributing to SCP outcomes.	Operational	\$6,500		☑ \$6,500	☑	☑	☑
	Funding Assistance Scheme for re-occurring projects/ programs contributing to SCP outcomes.	Operational	\$43,000		☑ \$43,000	☑	☑	☑
Volunteer Management	Implement a comprehensive volunteer digital system to register and track volunteers, match community skills with local needs, and coordinate assignments efficiently.	Operational	Service Activity		☑	☑	☑	☑
2.5 First Nation's Heritage and Inclusion - Strengthen relationships which foster mutual respect and support, in addition to cultural awareness.								
Reconciliation Action Plan and Cultural Heritage Management Plan	Review of both plans.	Operational	\$3,500		☑			
NAIDOC Week Event	Shire-run event held in July annually.	Operational	\$2,000		☑	☑	☑	☑
Traditional Owners 'Welcome to Country'	Undertaken at appropriate Shire-run events.	Operational	\$3,500		☑	☑	☑	☑



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
2.6 Services - Cost effective services which meets the needs of the community.								
Customer Service (Customer Service Charter)	Deliver key service areas.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Services Provided by the Shire	Monthly updates provided by Administration Staff for Council (statistics, challenges, trends etc).	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



Photography by Stanley Aryanto



## ASPIRATION 3 - PLANNING & SUSTAINABILITY

### Goal - Plan for Future Generations

#### Integrated Strategies and Frameworks

- Coastal Hazard Risk Management Plan (not completed)
- Coastal Management Strategy (not completed)
- West Australian Waste Strategy
- Local Waste Strategy
- Communications Strategy (not completed)
- Community and Stakeholder Engagement Policy (Shire of Gingin)
- Legislated Regulatory/Compliance
- DPLH Planning Policies
- Local Planning Policies

Services	Sub-service
<b>Planning and Building</b>	Building/Planning Permits and Approvals
	Strategic/Statutory Planning
<b>Waste</b>	Waste Services
	Waste Facilities
<b>Conservation and Environmental Management</b>	Shire's Community Funding Program - Environmental Allocation
	Ranger Services
	Coastal Management and Interventions



Photography by Alan Brown



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
3.1 Climate Change and Adaptation - Understand the impacts of climate change and identify actions to adapt and mitigate those impacts.								
CHRMAP and Inundation Study	Upgrade, implement and integrate.	Operational	\$6,186		☑	☑		
Coastal Management Strategy	Develop and implement a strategy to protect and enhance our coast.	Operational	Service Activity		☑	☑		
3.2 Preservation and Management of Endangered Habitats and Coastal and Inland Reserves - Sustainable policy/actions supporting preservation activities.								
Coastal Protection Works and Erosion Control	Sand renourishment at Grace Darling Park to Edward Island Point.	Capital	\$90,000	Yes	☑			
Shire of Gingin Contribution to State NRM Program	Community Stewardship.	Operational	\$12,000		☑			
Allocation to Environmental Groups	Community Funding Program.	Operational	\$15,000		☑ \$15,000	☑	☑	☑
Seabird Erosion Project	Repairs to seawall and boat ramp.	Operational	\$48,158		☑ \$48,158	☑	☑	☑
Water Allocation Issues	Advocacy to DWER in relation to water allocation challenges on behalf of key stakeholders.	Operational	Service Activity		☑	☑	☑	☑
3.3 Planning and Land Use - Plan the use of land to meet future requirements, incorporating economic development objectives and community amenity.								
Building/Planning Permits	Deliver key service areas ensuring accessibility, inclusion, amenity and economic development.	Operational	Service Activity		☑	☑	☑	☑
Local Planning Policy Development	Development of Local Planning Policies.	Operational	\$50,000		☑	☑		
Local Planning Strategy/ Scheme	Finalisation of Omnibus Scheme Amendment.	Operational	\$12,000		☑			
3.4 Community Engagement - Facilitate community engagement for residents/ratepayers to provide input into shaping our future.								
Active Promotion of Community Engagement	Activities eg, surveys, for residents and ratepayers to have their say as stakeholders in decisions affecting the Shire.	Operational	Service Activity		☑	☑	☑	☑



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source Required	Delivery Year			
					24/25	25/26	26/27	27/28
3.5 Sustainable Waste Solutions - Facilitate and plan for the responsible and sustainable disposal of waste. <i>Priority - Plan for and facilitate waste management site upgrades.</i>								
Minimising Waste	Continue supporting and implementing the “7 Rs” programs and campaigns to reduce waste going to landfill.	Operational	Service Activity		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Waste Management	Construction of weigh bridge, sundry items and hardstand at Gingin Landfill (24/25), preliminary document preparation to convert Gingin Landfill to transfer station (26/27).	Capital / Operational	\$489,458		<input checked="" type="checkbox"/> \$350,000		<input checked="" type="checkbox"/> \$139,458	
	Lancelin Landfill preliminary document preparation to convert to transfer station.	Operational	Service Activity					<input checked="" type="checkbox"/> \$144,199
	Seabird Landfill capping costs (25/26) preliminary documents, (27/28) stage 1 capping.	Operational	\$691,734			<input checked="" type="checkbox"/> \$98,390		<input checked="" type="checkbox"/> \$593,344



Photography by Emily Agnew



## ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY

### Goal - Deliver Quality Leadership and Business Expertise

#### Integrated Strategies and Frameworks

- Asset Management Plans
- 10-year Pathway Plan
- Legislation/Regulation including Integrated Planning and Reporting Framework
- Corporate Compliance Calendar
- Risk Profiles
- Community and Stakeholder Engagement Policy
- Communications Strategy (not completed)
- Resident Perception Survey



Photography by Meredith Taylor

Services	Sub-service
Community Assets	Community and Civic Buildings
	Sport and Recreation Facilities
	Gingin Cemetery
	Roads and Pathways
	Drainage
	Furniture and Equipment
	Information Technology
Community Interaction	Communications and Marketing
	Customer Service
	Resident Perception Survey
Financial Planning	Integrated Planning and Reporting
	Corporate Services
Staff/Council	Human Resources
	Elected Members Services
	Governance
	Communications and Marketing



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source	Delivery Year			
					24/25	25/26	26/27	27/28
4.1 Management of Assets - Maintain civic buildings, public places, plant, roads and cycleways/pathways based on asset management plans and identified priorities. Priority - facilitate and plan for immediate road maintenance/renewal and community building maintenance requirements.								
Annual Road Program	Continue to undertake well planned maintenance/ renewal of Shire infrastructure (roads) that contributes to safe access and egress.	Capital	Capital Projects breakdown below:		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Ledge Point Road	Capital	\$168,669	R2R	<input checked="" type="checkbox"/>			
	Orange Springs Road - final seal.	Capital	\$1,124,118	R2R	<input checked="" type="checkbox"/>			
	Seabird Road.	Capital	\$162,030	R2R	<input checked="" type="checkbox"/>			
	Sadler Road.	Capital	\$364,656	R2R	<input checked="" type="checkbox"/>			
	Wannamal Road West.	Capital	\$611,735	R2R	<input checked="" type="checkbox"/>			
	Cullalla Road.	Capital	\$428,853		<input checked="" type="checkbox"/>			
	Mooliabeenee Road.	Capital	\$1,459,335	RRG	<input checked="" type="checkbox"/>			
	Country Heights Estate Cheriton Road Upgrade Contribution.	Capital	\$117,500		<input checked="" type="checkbox"/>			
	Bridge Replacement Program - Weld Street bridge.	Capital	\$3,292,066	R2R, FAGS, bridge funding	<input checked="" type="checkbox"/>			
	Road Maintenance	Operational	\$3,461,000		<input checked="" type="checkbox"/> \$3,461,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Drainage Construction	Renewal of drainage infrastructure.	Operational	\$30,000		<input checked="" type="checkbox"/> \$30,000	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Drainage Brockman/ Weld Streets	Studies and drainage design.	Operational	\$40,000		<input checked="" type="checkbox"/>			
Bus Shelters	Replacement program.	Capital	\$16,557		<input checked="" type="checkbox"/> \$16,557	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Delivery of pathways	Continue to provide walkable neighbourhoods through implementation of the Shire’s ‘10 Year Pathway Program’.	Capital	\$205,063	WABN	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source	Delivery Year			
					24/25	25/26	26/27	27/28
(CONTINUED) 4.1 Management of Assets - Maintain civic buildings, public places, plant, roads and cycleways/pathways based on asset management plans and identified priorities. Priority - facilitate and plan for immediate road maintenance/renewal and community building maintenance requirements.								
Asset Maintenance Planning and Accessible Infrastructure	Continue to undertake well planned maintenance/renewal of community infrastructure that contributes to safe access for all.	Capital	Capital Projects breakdown below:		✓	✓	✓	✓
Granville Park	\$14,750 benches and seating replacement; and \$20,000 turf replacement.	Capital	\$34,750		✓			
Jim Gordon VC Trail	Concept design for renewal of trail.	Capital	\$10,000		✓			
Regional Hardcourt Facility	\$15,000 upgrade to basketball courts and rings - Gingin Basketball Association (Community Funding Program), and \$7,000 hardcourt maintenance.	Capital	\$22,000		✓			
Gingin Bowling Club	Alfresco decking contribution (Community Funding Program).	Capital	\$7,500		✓			
Granville Civic Centre	Replace kitchen, ovens, cook tops, work benches, and fridges.	Capital	\$60,000		✓			
Shire of Gingin Administration Centre Upgrades	\$7,000 towards partial roof replacement; and \$75,000 towards design and construction of a new front counter.	Capital	\$82,000		✓			
Guilderton Caravan Park	Caravan Park Office and Residence upgrades.	Capital	\$25,000		✓			
	Stage 1 Capital Upgrade Program.	Capital	\$325,000		✓			
	Design, construction and installation of new waste water system.	Capital	\$650,000		✓			
Guilderton Country Club	Ipex pipe replacement and wall repair.	Capital	\$10,000		✓			
Harold Park, Lancelin	Remove and reinstate gazebo in Harold Park.	Capital	\$30,000		✓			
Lancelin Independent Living Units	\$113,622 towards plumbing repairs (Ipex pipework) for 3 units, and \$39,000 towards external painting.	Capital	\$152,622		✓			
Lancelin Pioneer Park	Replacement of earthenware plumbing pipes.	Capital	\$8,300		✓			
Lancelin Sporting Complex	Disabled access ramp.	Capital	\$550,000	Yes			✓	
	Lancelin Bowling Green project.	Capital	\$253,219	CSRFF	✓			
	Power upgrade.	Capital	\$63,500		✓			



Objective	Actions	Operational/ Capital Funding	Total Budget	External Funding Source	Delivery Year			
					24/25	25/26	26/27	27/28
(CONTINUED) 4.1 Management of Assets - Maintain civic buildings, public places, plant, roads and cycleways/pathways based on asset management plans and and identified priorities. Priority - facilitate and plan for immediate road maintenance/renewal and community building maintenance requirements.								
Plant Replacement Program	Scheduled plant replacement.	Capital		Capital Projects breakdown below:	✓	✓	✓	✓
Purchase	Purchase Flat Bed Crew Cab Truck GG056.	Capital	\$350,000		✓			
Purchase	Large generator for Gingin Aquatic Centre to run pumps during power outages.	Capital	\$10,000		✓			
Purchase	New Administration Pool Car and trade 9GG.	Capital	\$100,000		✓			
Replace	Water truck and trade GG066.	Capital	\$359,035		✓			
Replace	Prime Mover and trade GG002	Capital	\$378,550		✓			
Replace	Prime Mover and trade GG045	Capital	\$378,550		✓			
Replace	Beermullah Light Tanker GG076	Capital	\$255,200	DFES	✓			
Replace	Guilderton Fire Tanker GG077	Capital	\$549,100	DFES	✓			
4.2 Effective Governance - apply systems of compliance which assists Council to make informed decisions within a transparent, accountable, and principled environment.								
Risk Management, Internal Control and Legislative Compliance.	CEO’s review.	Operational	\$20,000		✓ \$20,000			✓
Annual Audit	Fees for Annual Audit.	Operational	\$40,000		✓ \$40,000	✓	✓	✓
Council Election	Election expenses.	Operational	\$33,545			✓ \$33,545		
Employee Recognition Program	Employee recognition at staff meetings and in the Team Focus internal staff newsletter.	Operational	Service Activity		✓	✓	✓	✓
Human Resources	Deliver Key Service Area including recruitment processes to be inclusive and accessible.	Operational	Service Activity		✓	✓	✓	✓
Local Government Insurance Scheme	Regional Risk Coordinator Program Service Plan.	Operational	\$15,000		✓ \$15,000	✓	✓	✓
Code of Conduct	Review.	Operational	Service Activity				✓	



Objective	Actions	Operational /Capital Funding	Total Budget	External Funding Source	Delivery Year			
					24/25	25/26	26/27	27/28
(CONTINUED) 4.2 Effective Governance - Apply systems of compliance which assists Council to make informed decisions within a transparent, accountable, and principled environment.								
Disability Access & Inclusion Plan.	Yearly Report.	Operational	Service Activity				✓	
Lease Agreements - Community and Commercial Operators	Review of current and expired lease agreements.	Operational	Service Activity		✓	✓	✓	✓
TRACK Leadership	Executive Management Team.	Operational	Service Activity		✓	✓	✓	✓
Training & Development	Elected member training (legislated requirement).	Operational	Service Activity		✓	✓	✓	✓
	Staff training (professional development).	Operational	Service Activity		✓	✓	✓	✓
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 all target groups.	Operational	Service Activity		✓	✓	✓	✓
Communications Strategy	Develop and implement.	Operational	Service Activity		✓			
Website content	Yearly review.	Operational	Service Activity		✓	✓	✓	✓
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	Yearly review.	Operational	\$10,769		✓ \$10,769	✓	✓	✓
Corporate Business Plan and Quarterly Reporting	Annual review and reporting processes.	Operational	Service Activity		✓	✓	✓	✓
Valuation Report	Fair Values review.	Operational	\$99,600		✓ \$49,600			✓ \$50,000
Long Term Financial Plan	Review.	Operational	\$10,000		✓ \$10,000	✓	✓	✓
Financial Management Systems	Review.	Operational	Service Activity				✓	



Objective	Actions	Operational /Capital Funding	Total Budget	External Funding Source	Delivery Year			
					24/25	25/26	26/27	27/28
(CONTINUED) 4.4 Strategic & Sustainable Financial Planning - Undertake long-term resource planning and allocation in accordance with the Integrated Planning and Reporting Framework.								
Strategic Community Plan	Major review (in-line with new legislation).	Operational	Service Activity			✓		
Workforce Plan	Yearly review.	Operational	Service Activity		✓	✓	✓	✓
Valuation Expenses	Landgate interim valuations.	Operational	\$25,775		✓			
4.5 Key Stakeholder Partnerships - foster applicable relationships and partnerships with key stakeholders to achieve outcomes.								
Northern Growth Alliance (NGA)	Continue to work with NGA on upcoming initiatives/regional projects/LG support.	Operational	Service Activity		✓	✓	✓	✓







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