

# Plan for the Future

2022-2032

Incorporating the Strategic Community Plan and  
Corporate Business Plan

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# Welcome to the Shire of Upper Gascoyne

## Plan for the Future

### 2022-2032

We are pleased to present the Shire of Upper Gascoyne 2022-2032 Plan for the Future: Strategic Community Plan and Corporate Business Plan.

This Plan is part of our continued commitment and focus to ensure the Shire of Upper Gascoyne will strive to work with the community to fulfil their needs and support their aspirations, while leading with fairness.



“A sustainable service base,  
supporting our local community  
and industries”

Our Upper Gascoyne Vision

This Plan shares our vision and objectives, aligned to the community’s expressed visions and aspirations for the future, outlining how we will work towards achieving these over the next decade.

This Plan could not have been produced without the valued input of the local community. We are grateful to the community for their response and especially to those who took the time to provide input into the strategic community planning process. Your responses gave us valuable insight into your vision for the future of the Shire of Upper Gascoyne.

Our community and Council recognise that, although we cover an exceptionally large land area with a small resident population, our community has a strong sense of community and are highly invested in seeing our district succeed and develop for future generations.

We believe we have continued to capture the community’s aspirations and have reflected these in our vision and desired outcomes. As a local government we will work in partnership with the community, and other key stakeholders, to deliver these outcomes.

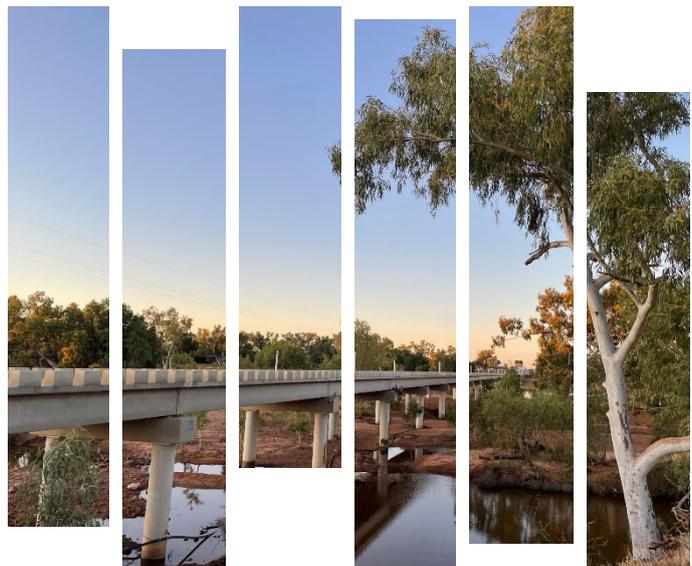
During the development of this Plan, we recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain our infrastructure and continue current levels of services to the community.

As a Council we look forward to continuing our progress and supporting our community.

Jim Caunt, Deputy Shire President  
John McCleary, Chief Executive Officer

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# Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan.

## Plan for the Future

The Shire of Upper Gascoyne's Plan for the Future is the integrated approach to combining the Strategic Community Plan and Corporate Business Plan into one document, reflecting their strategic alignment and integration.

## Strategic Community Planning

The Strategic Community Plan is Council's principal 10-year strategy and planning tool. Guiding the remainder of the Shire's strategic planning, the Strategic Community Plan is underpinned by community engagement to provide the community's vision and aspirations.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

The Shire of Upper Gascoyne intends to use the Strategic Community Plan in several ways, including:

- Guide Council's priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered. The informing plans detailed to the right provide this more detailed level of service and resource planning.

## The Integrated Planning Structure



# Integrated Planning and Reporting Framework

## Corporate Business Planning

Achieving the community's vision and the Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan.

A core component of Corporate Business Planning includes a 4-year service delivery program, aligned to the strategic direction identified during the Strategic Community Planning, and accompanied by financial projections.

## Review of the Plan for the Future

In accordance with statutory requirements, the Strategic Community Plan is reviewed and updated on a 4-year review cycle including community consultation, with a desktop review being undertaken every 2 years.

In accordance with statutory requirements, the Corporate Business Plan component of this Plan for the Future is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

## Strategic Resource Plan

The Shire took a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plan is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

## Asset Management Planning

The Shire has developed an Asset Management Plan for major asset classes. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets. Capital renewal requirements are contained within the Asset Management Plan and have been planned for to the extent the financial and workforce resources are available to enable the renewals to occur.

## Long Term Financial Planning

The Shire of Upper Gascoyne is planning for a positive future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Plan for the Future, the Long Term Financial Plan was considered. A review of the Long Term Financial Plan is planned to be updated annually, where detailed results of capital works program updates will be prepared for future reporting and planning.

## Workforce Planning

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan. Workforce issues have been considered during the development of this Plan for the Future.

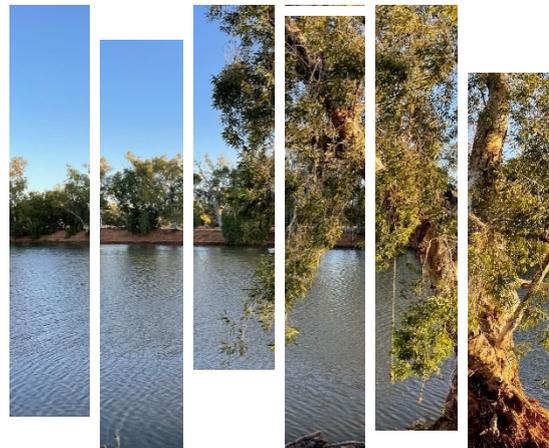
# The Shire of Upper Gascoyne

The Shire of Upper Gascoyne is one of Western Australia’s most remote local governments, covering an area of 57,809 square kilometres<sup>1</sup> in the Gascoyne region.

## Our Heritage

The first Upper Gascoyne Road Board was gazetted in 1887, with its boundaries being the Tropic of Capricorn in the north, the State border in the east, the Murchison River in the south and the Lower Gascoyne Road Board’s border in the west. The first meeting conducted by the Upper Gascoyne Road Board was held on the 28th of November in 1907.

When the first European settlers began to settle with pastoral leases in the region, it was inhabited by Aboriginal tribes who were believed to have been on the land for thousands of years. There are no written records of the boundaries each Aboriginal tribe inhabited but it was believed they were set by the rivers, hills and other such changes in the land that had set their own complex rules and social structures.

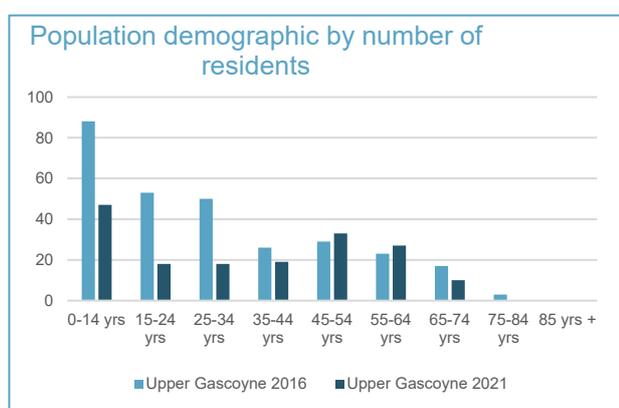
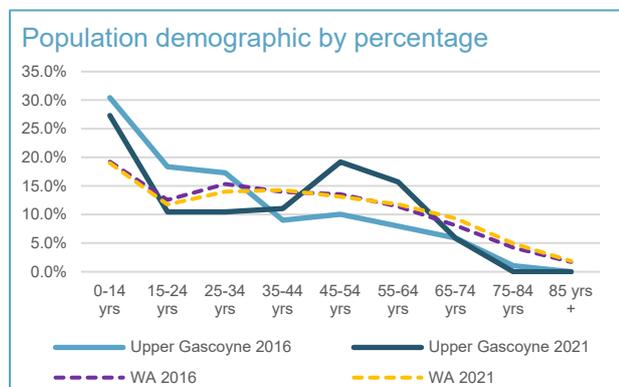


## Our People

The Shire encompasses a number of communities including the Gascoyne Junction township, Woodgamia Aboriginal Community and Burringurrah Aboriginal Community, along with pastoral stations.

The Shire of Upper Gascoyne has a resident population of 170 people<sup>1</sup>, with no significant variation forecast. This chart reflects the percentage of the estimated resident population within each age grouping for the Shire of Upper Gascoyne and Western Australia on the night of the 2021 census.

In comparison to the Western Australia demographic, the Shire has a lower proportion of younger residents in the 15-44 year old age range, with relocation for higher education and early career opportunities likely a key factor. The percentage in the 35 to 64 age range has seen an increase from 2016 to 2021, this may be due to the combination of long term residents remaining in the Shire and people of this age group choosing to settle in the area for the employment and lifestyle opportunities.



<sup>1</sup> Australian Bureau of Statistics, Upper Gascoyne (S) (LGA58470), 2021 Census of Population and Housing General Community Profile, 12 October 2022

# The Shire of Upper Gascoyne

## Upper Gascoyne Today

The town of Gascoyne Junction lies 979km north of Perth and 176km east of Carnarvon and is the administrative hub and service centre of the Shire, offering a range of facilities and activities for residents and visitors.

The Shire has 1,760 km of unsealed road and 110 km of sealed road, servicing the main industries in the district, being pastoral, mining exploration and tourism. A growing number of visitors to the region pass through Gascoyne Junction, as the gateway to the Kennedy Range National Park and Mount Augustus National Park. Wildflowers carpet the Shire from July to September each year.

Gascoyne Junction provides essential services and facilities to residents and visitors, including the Junction Pub and Tourist Park providing a range of accommodation, roadhouse and convenience store along with a pub, serving meals 7 days a week. Gascoyne Junction has a Remote Community School, Community Resource Centre and a sealed airstrip, used by the Royal Flying Doctor Service and many visitors.

The Gascoyne Junction Museum, ANZAC memorial statue, Federation Park and waterhole should be on each visitor to do list. A children's playground is located at Federation Park alongside the Gascoyne Junction Pavilion, a rotunda, providing shade for a lunchtime stop as well as free gas BBQ and wood fired pizza oven.

The sports oval with cricket pitch and tennis courts in the centre of town is the focus for sporting activities within the Shire. The new Two Rivers Memorial Park with amphitheatre was officially opened in October 2022, providing an amazing venue for live music and events.

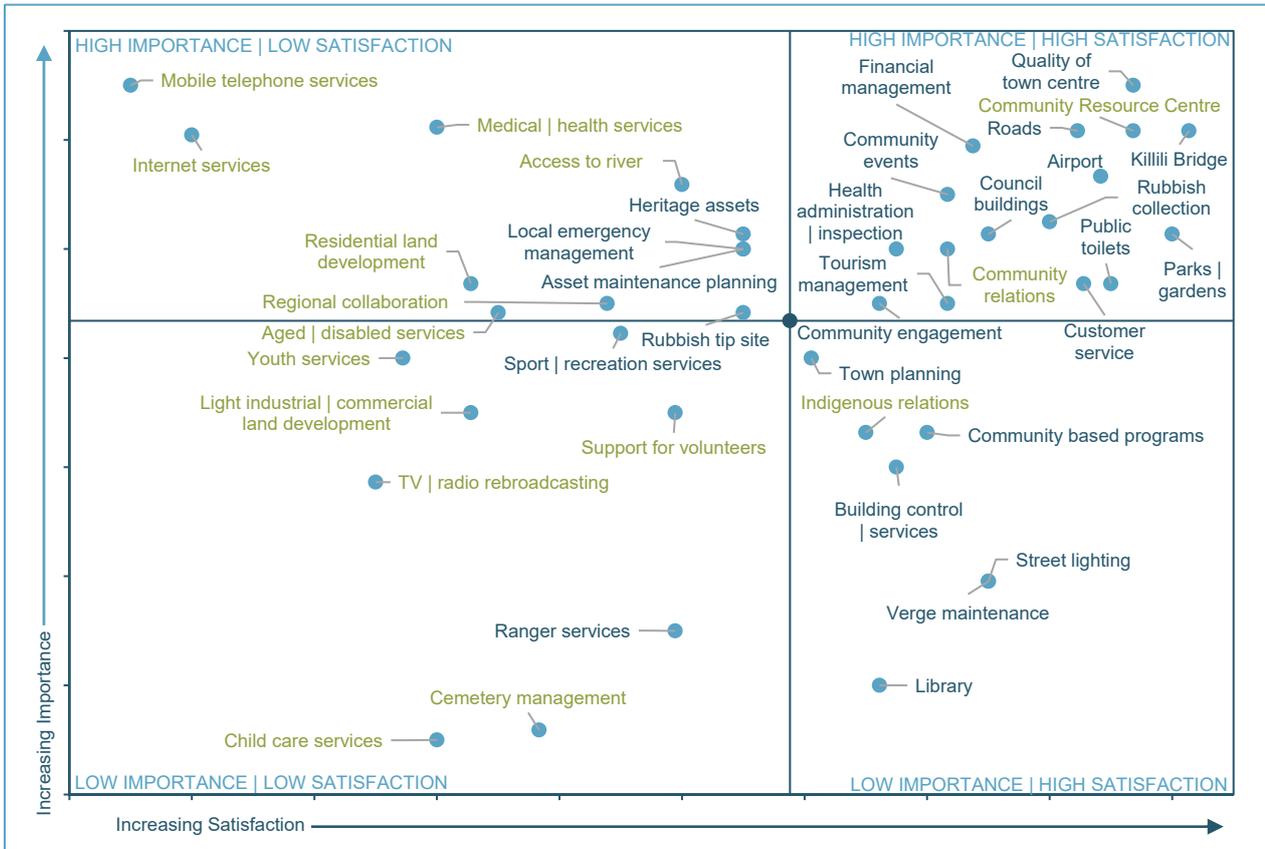






# Our Community's Voice

## Importance and Satisfaction with Current Services



### How these results are calculated

By calculating the difference between the average importance and satisfaction ratings, an importance and satisfaction gap is able to be determined.

Services and facilities with a higher-than-average importance to the community are reflected in the top half of the chart. Services and facilities the community is most satisfied with are reflected in the right half of the chart. The ratings are also included on page 20.

# Our Aspirations and Values

The feedback received during this engagement process, continues to align with the engagement responses received during previous iterations of the Strategic Community Plan. Our community identified the following aspirations and values.

The sense of community, lifestyle and amazing natural attractions in the Shire of Upper Gascoyne are highly valued.

Whilst the small resident population is one of the identified attractions for living in the district, there is recognition of the need for growth to maintain and ideally increase service provision.

Growing the resident population is currently inhibited by the shortage of accommodation and land availability. Development of permanent stay accommodation is required to meet the needs of existing business, government service providers and to encourage new economic development in the district.

Water security has also been identified as a risk, with flooding in the region causing disruption to the essential water supply to the townsite of Gascoyne Junction, currently sourced from the river. There is support for investigation and development of alternate water source infrastructure to increase water security. This increased infrastructure is also essential to support future land development.

The road network is essential to the economy and prosperity of the district, maintaining this network is a high priority. Sealing the road to Meekatharra, whilst recognised as a major undertaking is highly desired, increasing all year access through the district, a benefit to residents and the wider region and State. Maintaining river crossings throughout the Shire was also identified as a priority to ensure the road network is traversable.

Community facilities and infrastructure are vital for our community well-being, recent upgrades and development of current infrastructure have been welcomed, whilst due to the extreme heat experienced through the summer months, there is a keen desire for development of an indoor, airconditioned multipurpose sport and recreation facility to support community events and inclusion year round.

Access to essential services, in particular medical and health providers is an area of concern to residents, due the remote location, maintaining the flying doctor service is vital. The Gascoyne Junction remote school is highly regarded, whilst attracting families to the district is needed to maintain this

Tourism and awareness of what a great destination Upper Gascoyne is has grown in recent years, and there is support for this to continue. As a region with strong cultural and pastoral heritage, an interpretive museum cultural centre was identified as a great development opportunity, to showcase the beautiful region, the important contribution early pastoralists made to the development of the local economy, and the contribution of past residents.



# Strategic Direction

The Shire of Upper Gascoyne delivers services to its community in line with the vision, values and the four key themes and strategic objectives set out below. While all are important and interrelated, Council's role may vary from being the doer, collaborating, to advocating on behalf of the community.

## Our Vision

*A sustainable service base, supporting our local community and industries.*

## Our Mission

*Work with our community, to retain and attract people and businesses to the district.*

## Our Values

*Act with integrity and consistency, pursuing sustainability, but always with the vision of progressing the Shire forward while preserving our rural lifestyle.*

## Key Objectives

The following four key strategic objectives highlight our focus, in reflection of our communities hopes for the future.



# Service Delivery

The four key strategic objectives have several outcomes the Shire will seek to achieve over the 10+ years of the Strategic Community Plan.

## Strategies and Actions

Strategies and detailed actions to achieve these have been developed as part of the Corporate Business Planning process and are detailed on the following pages.

When these actions will be undertaken is indicated also, some actions may be completed in one year, others will take longer, and some are ongoing and subject to funding.

As the Shire strives to achieve these outcomes, our community will be kept informed of the progress by means of the Shire's Annual Report.

## Identified Key Priority Service Gaps

For some time, the Shire has been investigating and pursuing options for increased water security. Reliable water availability is key to maintaining the level of services as desired by our community and to enable land development for residential, commercial and industrial land.

Residential accommodation is in short supply, attracting and retaining residents is severely restricted due to the lack of appropriate housing within the townsite. This is a significant issue for key service providers within the Shire.

## Measuring our Progress

Key performance measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.



# Key Objective 1 Social Our People

Services and facilities supporting our community lifestyle and population growth

## Outcome 1.1: Retain our senses of community and Gascoyne lifestyle

### Strategy 1.1.1 Foster our community spirit and promote our local attractions

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
1.1.1.1	Encourage / support / facilitate social and community events	✓	✓
1.1.1.2	Promote increased volunteering involvement	✓	✓
1.1.1.3	Encourage local ambassadors and foster emerging leaders	✓	✓

### Strategy 1.1.2 Support community in sporting, recreational and volunteering initiatives

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
1.1.2.1	Encourage and support local sporting events and opportunities	✓	✓
1.1.2.2	Support club development and growth	✓	✓
1.1.2.3	Foster and support volunteering initiatives	✓	✓

### Strategy 1.2.1 Support and advocate for community health and wellbeing initiatives and provision of services to the community

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
1.2.1.1	Advocate and lobby state/commonwealth/local health providers	✓	✓
1.2.1.2	Seek funding for health and wellbeing initiatives	✓	✓
1.2.1.3	Support community health and wellbeing initiatives	✓	✓
1.2.1.4	Maintain collaboration with local authorities to retain low crime levels and support local emergency management response	✓	✓

### Strategy 1.2.2 Ensure there is appropriate infrastructure, facilities and services to meet the current and future needs of our community

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
1.2.2.1	Continue to provide, maintain and improve community infrastructure and facilities in accordance with Asset Management Plans	✓	✓
1.2.2.2	Facilitate regular communication with residents to monitor service level requirements	✓	✓
1.2.2.3	Seek funding for community infrastructure development	✓	✓

## Key Objective 2 Economic Our Prosperity

A growing local economy, encouraging commercial diversity

### Outcome 2.1: An appropriate transport network supporting local industry

#### Strategy 2.1.1 Provide appropriate transport network infrastructure, supporting our community, local pastoral and mining industries and tourism

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
2.1.1.1	Maintenance and upgrade of road network in accordance with asset management planning and annual budget allocations	✓	✓
2.1.1.2	Continue to undertake road works in line with the 2040 Roads of Regional Significance document	✓	✓
2.1.1.3	Seal road between Gascoyne Junction and Meekatharra.	✓	✓
2.1.1.4	Continue upgrade of roads to meet service level requirements	✓	✓

#### Strategy 2.2.1 Improve essential infrastructure and services to promote and support growth

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
2.2.1.1	Continue to advocate for improved essential services	✓	✓

#### Strategy 2.2.2 Pursue water security development opportunities

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
2.2.2.1	Maintain water supply assets and seek further development opportunities	✓	✓
2.2.2.2	Investigate environmentally sustainable water source for parks and gardens usage	✓	✓

#### Strategy 2.2.3 Develop industrial, residential and commercial land development and seek investment opportunities

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
2.2.3.1	Seek appropriate land acquisition for development	✓	✓
2.2.3.2	Encourage residential, industrial and commercial development	✓	✓
2.2.3.3	Increase and upgrade Shire residential stock	✓	✓
2.2.3.4	Investigate opportunities to secure worker housing	✓	✓

# Key Objective 2 Economic Our Prosperity

A growing local economy, encouraging commercial diversity

## Outcome 2.3: Diverse economic development in the region

### Strategy 2.3.1 Increased awareness of the district and regional attractions

Corporate Business Plan Actions		Planned Timing	
		2023-24 - 2026-27	2027 →
2.3.1.1	Continue to promote our District, using a variety of mediums and collaborations	✓	✓
2.3.1.2	Support tourism development opportunities pursued by the local community where appropriate	✓	✓

### Strategy 2.3.2 Promote opportunities for economic development in the region

Corporate Business Plan Actions		Planned Timing	
		2023-24 - 2026-27	2027 →
2.3.2.1	Work with industry bodies, government and stakeholders to promote development of current and new local industries	✓	

### Strategy 2.3.3 Encourage diversity and growth of local business, industry and investment

Corporate Business Plan Actions		Planned Timing	
		2023-24 - 2026-27	2027 →
2.3.3.1	Look for opportunities to support economic growth and diversity	✓	✓



## Key Objective 3 Environment Our Place

Well maintained infrastructure and preserved natural environs for the benefit and enjoyment of present and future generations

### Outcome 3.1: Sustainable and effective environmental management

#### Strategy 3.1.1 Protect natural capital, associated infrastructure and support appropriate access

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
3.1.1.1	Investigate opportunities to increase accessibility to and facilities at our local natural attractions	✓	✓
3.1.1.2	Promote soil preservation and erosion mitigation	✓	✓

#### Strategy 3.1.2 Support biosecurity within the District

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
3.1.2.1	Continued support for community groups controlling noxious weeds and declared animals	✓	✓

#### Strategy 3.2.1 Continue planning and development of existing and new infrastructure

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
3.2.1.1	Identify infrastructure development potential and costs	✓	✓
3.2.1.2	Seek funding for new and upgrade of infrastructure	✓	✓

#### Strategy 3.2.2 Maintenance and upgrade of infrastructure

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
3.2.2.2	Maintain and upgrade infrastructure in line with asset management planning	✓	✓

#### Strategy 3.2.3 Seek statutory and legislative awareness

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
3.2.3.1	Seek compliance with new legislative requirements coming into force effecting land use and development	✓	✓

# Key Objective 4 Governance Our Leadership

Provide good governance and leadership

## Outcome 4.1: A strategically focused Council, demonstrating leadership and governance

### Strategy 4.1.1 Effectively represent and promote the Shire

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.1.1.1	Ongoing participation in Regional, State and Council boards and community events	✓	✓
4.1.1.2	Continue to actively engage and communicate with residents and ratepayers	✓	✓

### Strategy 4.1.2 Lobby and advocate for the community and district

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.1.2.1	Actively promoting and advocating on behalf of the community	✓	✓

### Strategy 4.1.3 Provide strategic leadership

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.1.3.1	Council will continue providing effective communication and strategic direction in line with legislative requirements	✓	✓
4.1.3.2	Ensure delivery, monitoring, evaluation and reporting of strategic planning outcomes	✓	✓



# Key Objective 4 Governance Our Leadership

Provide good governance and leadership

## Outcome 4.2: An efficient and effective organisation

### Strategy 4.2.1 Provide professional and efficient services to the community

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.2.1.1	Monitor service requirements and resourcing levels	✓	✓
4.2.1.2	Maintain business systems and processes and improve within operational capacity	✓	✓

### Strategy 4.2.2 Maintain accountability and financial responsibility through effective planning

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.2.2.1	Review and implement strategic and operational plans	✓	✓
4.2.2.2	Maintain effective policies, procedures and practices	✓	✓

### Strategy 4.2.3 Comply with statutory and legislative requirements

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.2.3.1	Maintain controls to ensure a high level of compliance throughout the organisation.	✓	✓
4.2.3.2	Seek a high level of legislative compliance in organisational practices and effective internal controls	✓	✓
4.2.3.3	Continue to provide appropriate regulatory services	✓	✓

### Strategy 4.2.4 Foster a positive, resilient, safe and progressive workplace

		Planned Timing	
Corporate Business Plan Actions		2023-24 - 2026-27	2027 →
4.2.4.1	Ensure implementation and commitment to continual workplace health and safety improvement	✓	✓
4.2.4.2	Support and facilitate appropriate training and development opportunities	✓	✓
4.2.4.3	Ongoing review and planning for adequate resourcing levels	✓	✓

# Funding

The following Forecast Statement of Funding is extracted from the Strategic Resource Plan 2023/24 - 2037/38 (integrated Long Term Financial Plan, Asset Management Plan and Workforce Plan) to provide an indication of the resources available to deliver services to the community.

	2023-24	2024-25	2025-26	2026-27
	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>				
<b>Revenues</b>				
Rates	1,291,774	1,619,280	1,716,436	1,819,420
Operating grants, subsidies and contributions	4,570,211	4,707,317	4,848,536	4,993,992
Fees and charges	34,590	35,628	36,697	37,798
Interest earnings	155,187	153,662	161,945	163,291
Other revenue	181,344	186,785	192,388	198,161
	<u>6,233,106</u>	<u>6,702,672</u>	<u>6,956,002</u>	<u>7,212,662</u>
<b>Expenses</b>				
Employee costs	(1,661,995)	(1,781,860)	(1,835,314)	(1,890,371)
Materials and contracts	(2,168,200)	(2,263,249)	(2,331,148)	(2,401,088)
Utility charges (electricity, gas, water etc.)	(173,537)	(178,744)	(184,110)	(189,636)
Depreciation on non-current assets	(6,557,456)	(6,939,041)	(7,276,855)	(7,707,701)
Interest expense	(25,186)	(56,367)	(49,287)	(41,866)
Insurance expense	(288,940)	(297,608)	(306,538)	(315,732)
Other expenditure	(85,284)	(87,844)	(90,478)	(93,192)
	<u>(10,960,598)</u>	<u>(11,604,713)</u>	<u>(12,073,730)</u>	<u>(12,639,586)</u>
	<u>(4,727,492)</u>	<u>(4,902,041)</u>	<u>(5,117,728)</u>	<u>(5,426,924)</u>
<b>Funding position adjustments</b>				
Depreciation on non-current assets	6,557,456	6,939,041	7,276,855	7,707,701
<b>Net funding from operational activities</b>	<u>1,829,964</u>	<u>2,037,000</u>	<u>2,159,127</u>	<u>2,280,777</u>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>				
<b>Inflows</b>				
Proceeds on disposal	159,650	220,667	109,273	354,535
Non-operating grants, subsidies and contributions	8,065,786	5,325,786	4,201,666	5,989,467
<b>Outflows</b>				
Purchase of property plant and equipment	(2,989,550)	(1,433,544)	(1,438,919)	(2,036,968)
Purchase of infrastructure	(7,558,278)	(5,638,278)	(4,790,000)	(6,559,200)
<b>Net funding from capital activities</b>	<u>(2,322,392)</u>	<u>(1,525,369)</u>	<u>(1,917,980)</u>	<u>(2,252,166)</u>
<b>FUNDING FROM FINANCING ACTIVITIES</b>				
<b>Inflows</b>				
Transfer from reserves	854,900	537,877	879,646	1,232,433
New borrowings	600,000	0	0	0
<b>Outflows</b>				
Transfer to reserves	(831,643)	(869,204)	(933,409)	(1,066,235)
Repayment of past borrowings	(130,829)	(180,304)	(187,384)	(194,809)
<b>Net funding from financing activities</b>	<u>492,428</u>	<u>(511,631)</u>	<u>(241,147)</u>	<u>(28,611)</u>
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

This forecast statement should be read in conjunction with the full Strategic Resource Plan 2023/24 – 2037/38, and its underlying assumptions and predictions.

## Capital Projects

A number of capital projects are forecast to be undertaken during the life of the Corporate Business Plan 2023-2027, resulting in additional capital expenditure.

The projects include new, expansion, upgrade and renewal of assets and are detailed in the forecast capital expenditure provided in the Long Term Financial Plan (LTFP) 2023/24 – 2037/38.

A number of the projects listed in the LTFP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Project	Indicative Project Value				External Funding
	2023-24	2024-25	2025-26	2026-27	
	\$	\$	\$	\$	\$
Plant Replacement Program	1,014,550	758,544	988,919	1,586,968	
Cobra Gifford Creek Road Works	348,000	348,000			464,000
Carnarvon Mullewa East Road Works	4,900,802	400,802			5,301,604
Carnarvon Mullewa West Road Works	193,873	289,476			322,233
Town Streets Works	95,603				63,735
Gregory Street Culverts Works			200,000		133,333
Carnarvon-Meekatharra Road Works		4,500,000	3,000,000	3,000,000	10,500,000
Wansborough Road Works				400,000	200,000
Road Renewals			840,000	1,059,200	1,532,800
Front Office / Reception Area Upgrade	125,000	25,000			
Workers Accommodation Development	800,000	200,000			800,000
Staff Housing	600,000				
Gascoyne Junction Light Industrial Land	150,000	150,000	150,000	150,000	
Gascoyne Junction Residential Land	300,000	300,000	300,000	300,000	
Computer Systems Upgrade		50,000			
Dalgety Brook Floodway Works	1,600,000				1,600,000
Depot Security Gate	80,000				
Landor – Gascoyne River Crossing Realignment				1,800,000	1,800,000
Rubbish Tip Fence		50,000			
Town Oval Lighting				300,000	150,000
Gascoyne River Access	300,000				300,000
War Memorial Seating Cover	40,000				40,000
Electronic Gates for Road Closures / Signage			750,000		375,000
	<b>10,547,828</b>	<b>7,071,822</b>	<b>6,228,919</b>	<b>8,596,168</b>	<b>23,582,705</b>

The Shire will require additional funding to adequately renew and maintain its road network.

Significant upgrades are required to the depot workshop to achieve compliance with Work Health and Safety obligations, external funding is required to undertake these works and should these become available this project would be brought forward as a matter of urgency.

## Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies identified in the Strategic Community Plan, providing a connection with the desired outcomes and community vision.

The average rating of importance and satisfaction from survey respondents in 2022 is also included, with a scale of 1 being not important/satisfied, 2 being important/satisfied and 3 being very important/satisfied.

Services / Facilities	Responding Strategy	Average Rating	
		Importance	Satisfaction
<b>Facilities   Infrastructure</b>		2.8	2.6
Airport	2.1.1.	2.7	2.4
Council buildings	3.2.2	2.7	2.0
Heritage assets	3.2.2	2.9	2.7
Killili Bridge	3.2.2	2.7	2.7
Parks   gardens	3.2.2	2.6	2.6
Public toilets	3.2.2	3.0	2.6
Quality of town centre	3.2.2	2.6	2.0
Rubbish tip site	3.2.2	2.9	2.5
Roads	2.1.1	2.5	1.8
Sport   recreation services	1.2.2	2.1	2.4
Street lighting	1.2.2	2.1	2.4
Verge maintenance	1.2.2	2.8	2.6
<b>Shire Services</b>			
Asset maintenance planning	2.2.2   3.2.2	2.7	2.0
Building control   services	1.2.3	2.3	2.3
Community based programs	1.1.2	2.4	2.3
Community engagement	1.1.1	2.6	2.2
Community events	1.1.1   1.1.2	2.8	2.3
Customer service	4.2.1	2.6	2.6
Financial management	4.2.1   4.2.2.	2.9	2.4
Health administration   inspection	4.2.1	2.7	2.3
Library	4.2.1	1.9	2.2
Local emergency management	1.2.1   4.2.1	2.7	2.0
Ranger services	4.2.1   4.2.3	2.0	1.9
Rubbish collection	4.2.3	2.8	2.5
Tourism management	2.3.1   2.3.2   2.3.3	2.6	2.3
Town planning	4.2.1   4.2.3	2.5	2.1
<b>Community Support   Advocacy</b>			
Access to river	3.1.1	2.8	1.9
Aged   disabled services	2.2.1	2.6	1.6
Cemetery management	3.1.1.	1.8	1.7
Childcare services	2.2.1	1.8	1.5
Community Resource Centre	4.2.1	2.9	2.6
Indigenous relations	4.1.1   4.1.2	2.4	2.2
Community relations	4.1.1   4.1.2	2.7	2.3
Internet services	2.2.1	2.9	1.1
Light industrial   commercial land development	2.2.3   3.2.3	2.4	1.6
Medical   health services	1.2.1	2.9	1.5
Mobile telephone services	2.2.1	3.0	1.0
Regional collaboration	2.3.2   4.1.1.	2.6	1.8
Residential land development	2.2.3   3.2.3	2.6	1.6
Support for volunteers	1.1.1	2.4	1.9
TV   radio rebroadcasting	1.2.3	2.3	1.4
Youth services	1.2.3	2.5	1.4

# Resources

This Plan for the Future was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. There are a number of projects forecast to be undertaken during the life of the Corporate Business Plan, which result in additional capital expenditure. A number of the projects are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

As at 30 June 2022, the Shire had the following estimated current resource profile. Future resource capacity is not currently known and is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Plan for the Future.

## Financial Resources

### Income

Rates Revenue <i>(Source: 2022/23 Adopted Annual Budget)</i>	<b>\$1.3m</b>
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Federal Assistance Grants <i>(Source: 2022/23 Allocation)</i>	<b>\$4.1m</b>
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### Expenditure

Cash Operating (excluding flood damage) <i>(Source: 2022/23 Adopted Annual Budget)</i>	<b>\$4.2m</b>
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Depreciation <i>(Source: 2022/23 Adopted Annual Budget)</i>	<b>\$3.2m</b>
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Reserves <i>(Source: 2021/22 Annual Financial Report)</i>	<b>\$2.4m</b>
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Borrowings <i>(Source: 2021/22 Annual Financial Report)</i>	<b>\$1.0m</b>
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## Asset Resources

Infrastructure <i>(Source: 2021/22 Annual Financial Report)</i>	<b>\$87.4m</b>
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Property, Plant and Equipment <i>(Source: 2021/22 Annual Financial Report)</i>	<b>\$10.8m</b>
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Net Current Assets <i>(Source: 2021/22 Annual Financial Report)</i>	<b>\$4.8m</b>
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Net Assets <i>(Source: 2021/22 Annual Financial Report)</i>	<b>\$102.1m</b>
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## Workforce Resources

Employees <i>(Source: August 2022 Employee Report)</i>	<b>16</b>
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# Measuring our Progress

The following key measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.

Measure	Desired Trend
<b>Key Objective 1 Social: Our People</b>	
<b>Services and facilities supporting our community lifestyle and population growth</b>	
Positive engagement through variety of media activities	Maintain level
Activities and events	Regular events and activities
Facilities usage rates	Maintain   Increase
Community health and well-being initiatives	Communications in support of appropriate services
Local emergency management	Participation in local emergency management arrangements and preparedness
Asset management	Maintain in line with asset management planning and budget allocations
Service level requirements	Monitor and review
Service delivery	In line with Adopted Budget
Community infrastructure development	Seek funding (if available and appropriate)
<b>Key Objective 1 Economic: Our Prosperity</b>	
<b>A growing local economy, encouraging commercial diversity</b>	
Asset management	Maintain in line with asset management planning and budget allocations
Road network maintenance	In line with asset management planning and budget allocations
Essential services provision	Continue advocating
Water supply assets	Maintain assets
Land and housing availability	Adequate level available
Residential accommodation	Seek collaborative housing investment opportunities
Visitor statistics	Maintain   Increase
Promotion of the District	Maintain / Increase
Tourism development	Open to opportunities
Economic development	Maintain involvement with industry bodies, government and stakeholders
Accessibility to local natural attractions	Seek funding to increase appropriate access

# Measuring our Progress

## Key Objective 1 Environment: Our Place

Well maintained infrastructure and preserved natural environs for the benefit and enjoyment of present and future generations

Capital works and projects In line with Adopted Budget

Waste management regulations Maintain compliance

Infrastructure maintenance, renewals and upgrades In line with Adopted Budget

## Key Objective Governance: Our Leadership

Provide good governance and leadership

Employee retention rates Maintain/increase

Shire attendance / participation in regional boards and committees Maintain attendance and input

Financial sustainability In accordance with LTFFP

Compliance calendar On track

Attendance / participation on boards, committees and collaborative meetings Maintain

Policies and procedures Current and in use



# Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Upper Gascoyne operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Shire. The following table shows the broad risks that have been recognised in connection to the strategic outcomes of this Plan for the Future.

## Risk Identified – External Factors

Increasing community expectations in relation to service levels and service delivery

Demand for resourcing due to potential expansion in service delivery

Rapid changes in information technology changing the service delivery environment

Increased compliance requirements due to government policy and legislation

Cost shifting by federal and state governments

Reducing external funding for infrastructure and operations

Changes in mining and pastoral practices and the associated social impacts

Climate change and subsequent response

Covid-19 Pandemic

Increased inflation with no corresponding increase in grant revenue

Increased compliance requirements for the Aboriginal Cultural Heritage Act

Increased compliance requirements for the Work Health and Safety Act

## Risk Identified – Internal Factors

The objectives and strategies contained in the Council's current Strategic Community Plan

The timing and actions contained in the Council's Corporate Business Plan

Organisational size, structure, activities and remote location

Human resourcing levels and staff retention due to remote location, limited accommodation, services and facilities

The financial capacity of the Shire

Resources are not available to maintain desired levels of services to the community

Allocation of resources to achieve strategic outcomes

Inadequate resources and support available for community activities and operations

Maintenance of corporate records

Insufficient essential services available to support the community

Inadequate planning and management of services

Inadequate policies in relation to accountable and transparent operations

Insufficient resources to achieve compliance with the Native Title Act and Aboriginal Cultural Heritage Act

Insufficient resources to upgrade the works depot to achieve compliance with implementing the new Work Health and Safety Act

# References and Acknowledgements

Acknowledgement and appreciation are expressed to the ratepayers and residents of the Shire of Upper Gascoyne, for their time and effort in being a part of the community engagement process and for their invaluable input into the Strategic Community Plan.

The Shire of Upper Gascoyne Plan for the Future: Strategic Community Plan and Corporate Business Plan, has been developed by engaging the community and other stakeholders. Council's Elected Members, management and staff also provided input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources were made during the preparation of the Plan for the Future:

- Shire of Upper Gascoyne Strategic Community Plan 2016/17 – 2026/27;
- Shire of Upper Gascoyne, Corporate Business Plan 2017 - 2021
- Council website:  
[www.uppergascoyne.wa.gov.au](http://www.uppergascoyne.wa.gov.au);
- Australian Bureau of Statistics, Upper Gascoyne (S) (LGA58470), 2021 Census of Population and Housing General Community Profile, 12 October 2022;
- Shire of Upper Gascoyne Annual Financial Report 2021-22;
- Shire of Upper Gascoyne Adopted Annual Budget 2022-23
- *Local Government Act 1995, Section 5.56(1)*;
- *Local Government (Administration) Regulations 1996, Paragraph 19BA*; and
- Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016.

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## Disclaimer

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