



SHIRE OF SANDSTONE
SERVE THE PEOPLE

Plan for the Future

STRATEGIC COMMUNITY PLAN AND
CORPORATE BUSINESS PLAN



2021-2031

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Foreword

We are pleased to present the Shire of Sandstone 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 Sandstone will strive to work with the community to fulfil their needs and support their aspirations, while leading with fairness.



"A welcoming and friendly community, recognising our rich heritage and embracing economic opportunity, whilst nurturing our natural and built environment"

Our Sandstone 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 Sandstone.

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.

Beth Walton, President
Charlie Brown, Chief Executive Officer

Our Plan at a Glance

Our Vision

"A welcoming and friendly community, recognising our rich heritage and embracing economic opportunity, whilst nurturing our natural and built environment"



Key Objective 1: Social

A safe, welcoming and resilient community

Outcomes:

- 1.1: A welcoming and resilient community
- 1.2: A healthy and safe community

Key Objective 2: Economic

A prosperous, diverse and thriving local economy

Outcomes:

- 2.1: An attractive destination for visitors
- 2.2: A diverse and stable economy
- 2.3: An effective transport network



Key Objective 3: Environment

Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Outcomes:

- 3.1: An effectively managed natural environment
- 3.2: A built environment supporting the community and retaining our heritage

Key Objective 4: Leadership

Strong governance and leadership

Outcomes:

- 4.1: A strategically focused Council
- 4.2: An efficient and effective organisation



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 Sandstone'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 Component

The Strategic Community Plan is Council's principal 10-year strategy and planning tool, guiding the remainder of the Shire's strategic planning. Community engagement underpins the Strategic Community Plan.

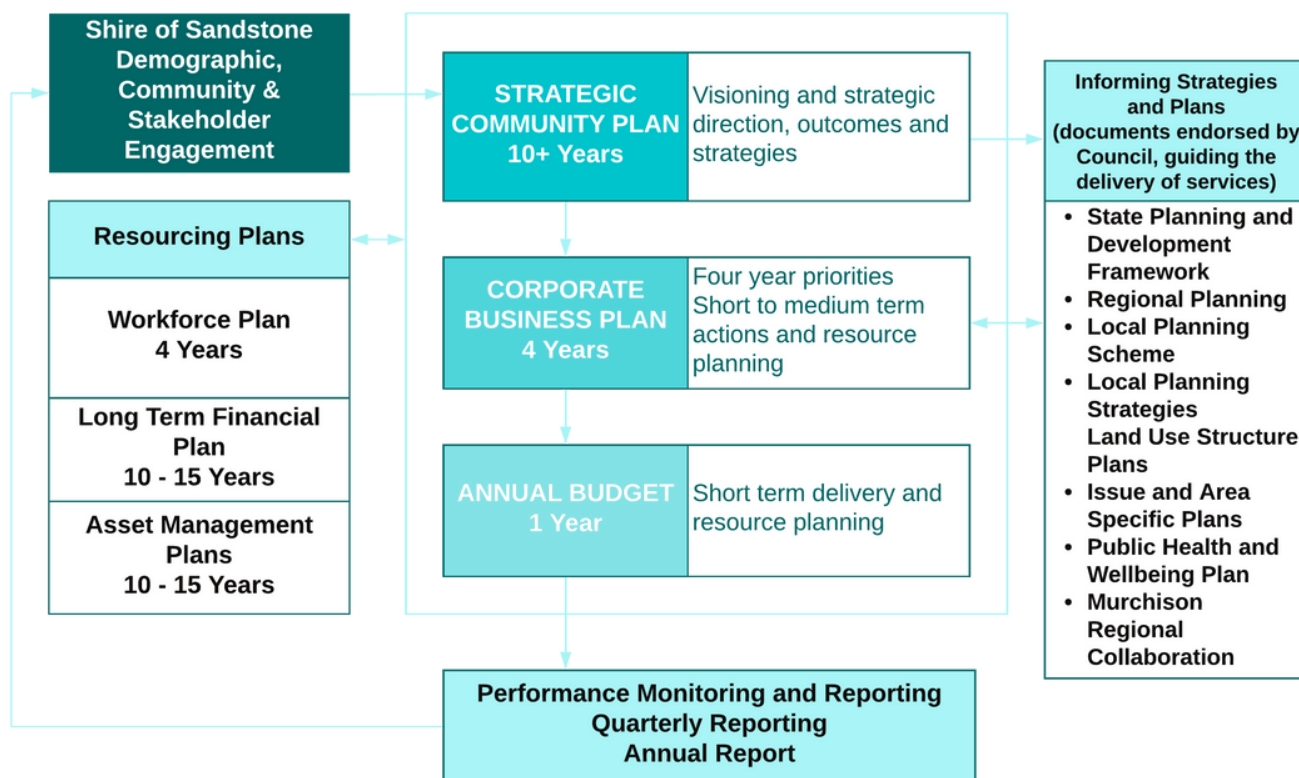
An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

Corporate Business Planning Component

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.

The Integrated Planning Structure



Integrated Planning and Reporting Framework

Strategic Community Planning

The Shire of Sandstone 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 ensure objectives can be delivered. The informing plans detailed to the right provide this more detailed level of service and resource planning.

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 Planning

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 Component

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 Component

The Shire of Sandstone is planning for a positive and sustainable 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, where detailed results of capital works program updates will be prepared for future reporting and planning.

Workforce Plan

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 Sandstone

Sandstone lies in the heart of the spectacular Murchison region, 742 km north east of Perth. Sandstone is where you've got the action of gold prospecting, the mining industry and pastoral stations, all coexisting with a growing tourism industry.



Heritage

From little to large and back again:

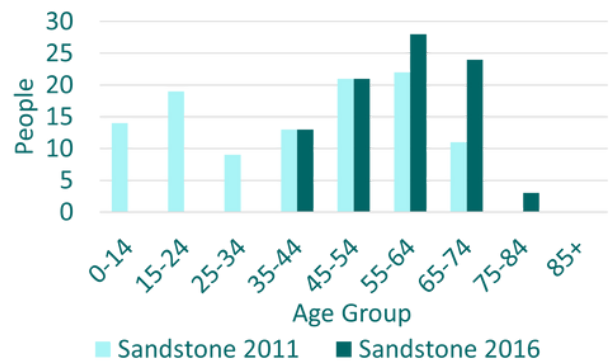
- **1894** Gold found
- **1907** Population spike of 6-8,000
- **1910** Railway arrives
- **1919** Population down to 200
- **2021** Mining, pastoral and tourism

People

- **2021** 52 est. resident population
- **April - September** 2-3,000 prospectors in residence
- **2016** 89 resident population
- **2013** school closed
- **2011** 109 resident population

While the resident population has declined, the visitor population has grown significantly.

Resident Population by Age



Landscape

In the heart of the Murchison region of Western Australia:

- **32,605** square kilometres
- **742** kilometres north east of Perth
- **9 months** sensational weather
- **Clear blue skies** and wildflowers
- **Amazing** breakaways and waterholes

Our Community's Voice

As part of the ongoing development, progression and review of the Strategic Community Plan, broad community consultation was again undertaken in 2021. The feedback received was taken into consideration during the major review in September 2021 and subsequent development of this Plan for the Future: Strategic Community Plan and Corporate Business Plan.

We heard from:



What our community love about living in Sandstone



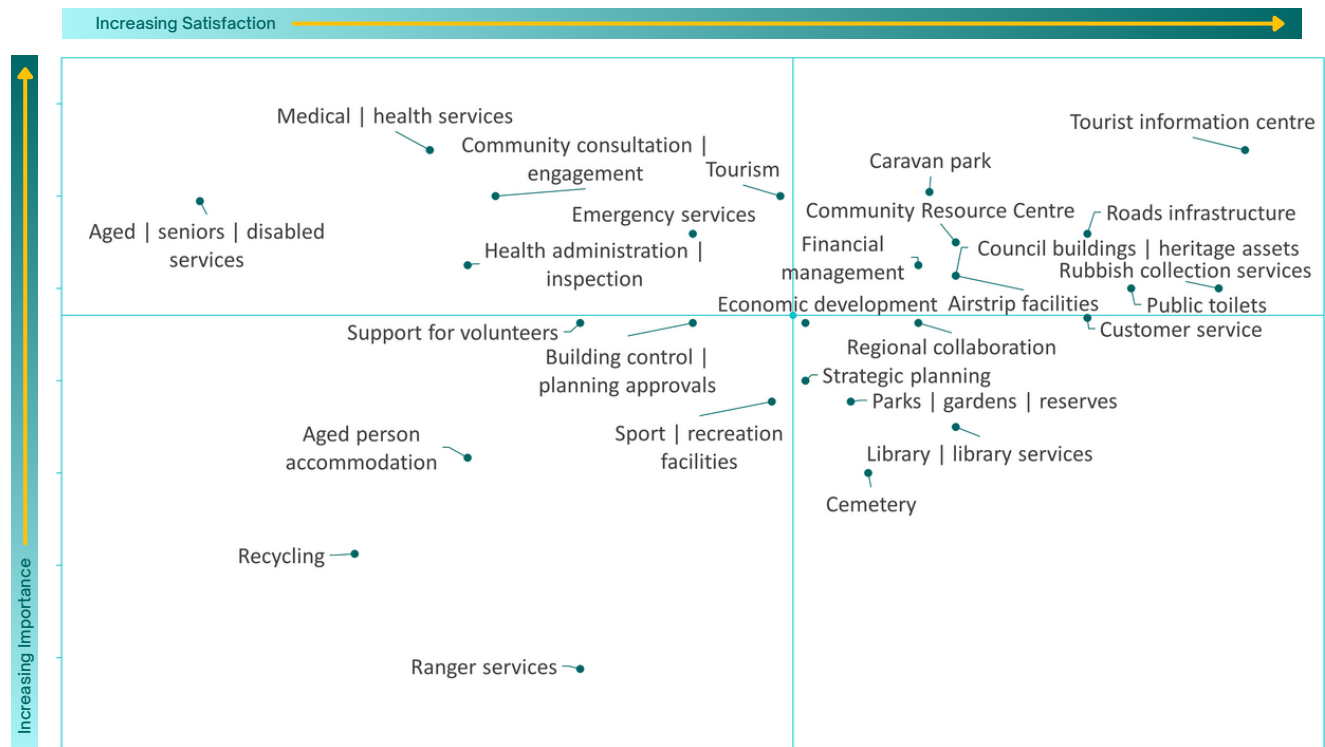
What our community wants for Sandstone



Our Community's Voice

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services, facilities and support. Based on the survey results, the importance and satisfaction of various Shire services, community facilities and infrastructure were determined, relative to each other.

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 overall satisfaction and importance averages have increased from 2017, when a similar survey was undertaken. The ratings are also included on page 18.

Our Aspirations and Values

The feedback received during this engagement process, continues to align with the engagement responses received in 2017 during the previous iteration of the Strategic Community Plan. Our community identified the following aspirations and values.



Social Cohesion

The local community expressed their value of the wide open spaces, fresh air and amazing natural attractions.

The peace and quiet of this small community is highly regarded with a strong desire to retain these qualities.

Great Services and Facilities

Our community expressed appreciation for the feeling of safety living here.

With fantastic weather for many months of the year along with great facilities, natural attractions and rich heritage, there is a desire to attract increased visitor numbers to support our resident small business and local services.



Economic Prosperity

Creating economic growth and employment opportunities is challenging for the district, with increased promotion of the region seen as a priority.

Maintaining and improving the transport and communication networks throughout the district is essential to continued prosperity.

Strategic Direction

The Shire of Sandstone 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.



Key Objective 1: Social

A safe, welcoming and resilient community

Outcomes:

- 1.1: A welcoming and resilient community
- 1.2: A healthy and safe community

Key Objective 2: Economic

A prosperous, diverse and thriving local economy

Outcomes:

- 2.1: An attractive destination for visitors
- 2.2: A diverse and stable economy
- 2.3: An effective transport network



Key Objective 3: Environment

Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Outcomes:

- 3.1: An effectively managed natural environment
- 3.2: A built environment supporting the community and retaining our heritage

Key Objective 4: Leadership

Strong governance and leadership

Outcomes:

- 4.1: A strategically focused Council
- 4.2: An efficient and effective organisation



Service Delivery

As shown above, each of the four key strategic objectives has several outcomes the Shire will seek to achieve over the 10+ years of the Strategic Community Plan.

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.

The prioritisation of the actions is reflected by the sliding scale bar, indicating when the action is planned to be undertaken, if all three markers are shown the action is ongoing.



Short Term
Year 1



Short - Medium Term
Years 2 - 4



Longer Term
Year 5 onwards

Key Objective 1: Social



A safe, welcoming and resilient community

Outcome 1.1 A welcoming and resilient community

Strategies	Actions	Timing
1.1.1 Support for community events and groups	1.1.1.1 Support and promote community events	
	1.1.1.2 Provide facilities, services and support for community and sporting groups	
	1.1.1.3 Support local emergency services and encourage community volunteers	

Outcome 1.2 A healthy and safe community

Strategies	Actions	Timing
1.2.1 Maintain and improve health care facilities and services	1.2.1.1 Continue to support provision of health services and facilities to meet community needs	
	1.2.1.2 Advocate for improved access to health and medical service by use of new technologies	
1.2.2 Maintain and promote a safe community	1.2.2.1 Maintain community safety infrastructure in line with asset management planning	
	1.2.2.2 Support and participate in the local emergency management committee	
	1.2.2.3 Advocate and lobby for improved telecommunication services in the region	
1.2.3 Support and plan for a healthy, active community	1.2.3.1 Implement Public Health and Wellbeing Plan actions in line with annual budget	

Key Objective 2: Economic



A prosperous, diverse and thriving local economy

Outcome 2.1 An attractive destination for visitors

Strategies	Actions	Timing
2.1.1 Provide quality tourism facilities, events and information	2.1.1.1 Promote our district in collaboration with the Murchison and wider regions	
	2.1.1.2 Maintain quality tourism assets in line with asset management planning	
	2.1.1.3 Continue to fund and manage the Visitors Centre	
	2.1.1.4 Provide and enhance visitor accommodation in line with asset management planning	
	2.1.1.5 Support local event initiatives and promote our local attractions	
	2.1.1.6 Upgrade trails interpretive signage and develop walk trails in line with asset management planning	
	2.1.1.7 Seek RV friendly status and provide associated services	

Key Objective 2: Economic



A prosperous, diverse and thriving local economy

Outcome 2.2 A diverse and stable economy

Strategies	Actions	Timing
2.2.1 Support local business and open to new local start up initiatives	2.2.1.1 Explore availability of commercial, industrial and residential land	
2.2.2 Explore opportunities to partner with industry for the development of the district	2.2.2.1 Maintain relationships with mining operators for the communities benefit	
2.2.3 Maintain key stakeholder and industry relationships for the benefit of Sandstone	2.2.3.1 Continue to engage with and participate on relevant boards and committees	

Outcome 2.3 An effective transport network

Strategies	Actions	Timing
2.3.1 Enhance and maintain our transport network	2.3.1.1 Continue to seek funding for transport network	
	2.3.1.2 Maintain, renew and upgrade transport network in line with asset management planning	
	2.3.1.3 Upgrade/seal airstrip subject to funding	
2.3.2 Advocate for adequate road infrastructure	2.3.2.1 Advocate for upgrades to Main Roads infrastructure to support and maintain transport safety associated with increased usage and heavy loads	

Key Objective 3: Environment



A natural and built environment, recognising our heritage for the benefit of present and future generations

Outcome 3.1 An effectively managed natural environment

Strategies	Actions	Timing
3.1.1 Support environmental diversity and bio-security of the district	3.1.1.1 Support the improved conservation of our natural environs, bio-security measures and control of domestic and feral animals	
3.1.2 Effective and efficient resource utilisation	3.1.2.1 Maintain and seek efficient use of energy sources	
	3.1.2.2 Promote and maintain efficient use and management of water resources including rainfall harvesting	
3.1.3 Efficient and effective waste management	3.1.3.1 Continue to provide an effective waste management service	
	3.1.3.2 Promote waste minimisation strategies	
	3.1.3.3 Investigate and provide liquid waste disposal options	

Key Objective 3: Environment



A natural and built environment, recognising our heritage for the benefit of present and future generations

Outcome 3.2 A built environment supporting the community and retaining our heritage

Strategies	Actions	Timing
3.2.1 Maintain community and heritage infrastructure	3.2.1.1 Maintain and implement asset management planning in line with annual budget	
	3.2.1.2 Enhance and provide well maintained and presented town gardens, parks and verges, with the development and implementation of a Street Tree Master Plan	
	3.2.1.3 Regular inspection and maintenance of community buildings and infrastructure	
	3.2.1.4 Support maintenance of heritage assets	
	3.2.1.5 Develop the geo trail	
	3.2.1.6 Install interpretive panels in collaboration with Murchison regional tourism group	
3.2.2 Provide multi-purpose community facilities	3.2.2.1 Redevelop and maintain multi-use community facilities, seeking to maximise asset usage	

Key Objective 4: Leadership



💡💡 *Strong governance and leadership* 💡💡

Outcome 4.1 A strategically focused Council

Strategies	Actions	Timing
4.1.1 Engage and communicate with the community	4.1.1.1 Ongoing communication and engagement with the community	
	4.1.1.2 Provide and encourage leadership within the community	
	4.1.1.3 Provide long term strategic leadership	
4.1.2 Strongly advocate for the Shire's interests	4.1.2.1 Continue to lobby and advocate on behalf of the community	
	4.1.2.2 Advocate for maintenance and improvement of government services	
	4.1.2.3 Participate in regional collaboration for the benefit of the district	

Outcome 4.2 An efficient and effective organisation

Strategies	Actions	Timing
4.2.1 Provide appropriate services to the community in a professional and efficient manner	4.2.1.1 Continue to deliver quality local government services and facilities and maintain a high level of compliance	
	4.2.1.2 Provide professional development opportunities for elected members and staff	
	4.2.1.3 Maintain long term strategic planning and management	
	4.2.1.4 Maintain a safe work environment	
	4.2.1.5 Provide effective regulatory and compliance services	

Funding

The following Forecast Statement of Funding is extracted from the Strategic Resource Plan 2017-2032 (integrated Long Term Financial and Asset Management Plan) to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Strategic Resource Plan 2017-2032 (integrated long term financial and asset management plan), and its underlying assumptions and predictions.

	2022-23	2023-24	2024-25	2025-26
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	1,181,461	1,210,997	1,241,272	1,272,305
Operating grants, <u>subsidies</u> and contributions	3,532,841	3,603,498	3,675,569	3,749,081
Fees and charges	213,126	217,390	221,738	226,172
Interest earnings	142,808	149,260	155,803	161,117
Other revenue	366,869	374,207	381,689	389,323
	<u>5,437,105</u>	<u>5,555,352</u>	<u>5,676,071</u>	<u>5,797,998</u>
Expenses				
Employee costs	(1,271,265)	(1,296,692)	(1,322,623)	(1,349,075)
Materials and contracts	(1,886,520)	(1,924,262)	(1,962,738)	(2,001,992)
Utility charges (electricity, gas, water etc.)	(137,062)	(139,804)	(142,592)	(145,443)
Depreciation on non-current assets	(3,040,837)	(3,103,319)	(3,165,261)	(3,229,756)
Insurance expense	(109,271)	(111,458)	(113,687)	(115,962)
Other expenditure	(76,999)	(78,540)	(80,109)	(81,712)
	<u>(6,521,954)</u>	<u>(6,654,075)</u>	<u>(6,787,010)</u>	<u>(6,923,940)</u>
	<u>(1,084,849)</u>	<u>(1,098,723)</u>	<u>(1,110,939)</u>	<u>(1,125,942)</u>
Funding Position Adjustments				
Depreciation on non-current assets	3,040,837	3,103,319	3,165,261	3,229,756
Net Funding <u>From</u> Operational Activities	<u>1,955,988</u>	<u>2,004,596</u>	<u>2,054,322</u>	<u>2,103,814</u>
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	354,741	258,454	374,931	274,871
Non-operating grants, <u>subsidies</u> and contributions	732,573	734,824	737,120	739,462
Outflows				
Purchase of property plant and equipment	(1,001,622)	(760,061)	(1,316,943)	(927,834)
Purchase of infrastructure	(1,611,686)	(1,801,367)	(1,495,377)	(1,742,010)
Net Funding <u>From</u> Capital Activities	<u>(1,525,994)</u>	<u>(1,568,150)</u>	<u>(1,700,269)</u>	<u>(1,655,511)</u>
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	0	0	90,000	0
Outflows				
Transfer to reserves	(429,994)	(436,446)	(444,053)	(448,303)
Net Funding <u>From</u> Financing Activities	<u>(429,994)</u>	<u>(436,446)</u>	<u>(354,053)</u>	<u>(448,303)</u>
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0
Estimated Surplus/Deficit June 30 C/Fwd	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Capital Projects

A number of projects are forecast to be undertaken during the life of the Corporate Business Plan 2022-2025, which result 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) 2017-2032.

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	Forecast Timing	Project Value
Plant, Furniture and Equipment	2022 - 2026	\$3,406,460
Road Program - Roads to Recovery	2022 - 2026	\$2,000,000
Road Program - Regional Road Group	2022 - 2026	\$720,000
Road Program - MRWA	2022 - 2026	\$463,979
General Road Renewals	2022 - 2026	\$2,648,204
Building renewals and upgrades	2022 - 2026	\$600,000
Other Infrastructure Renewals	2022 - 2026	\$160,000
Water Park Renewal	2024 - 2025	\$658,257
Total	2022 - 2026	\$10,656,900

We want Sandstone to:

*Continue to be a safe,
welcoming and well maintained
place for both residents and
visitors to enjoy.*



Services and Facilities

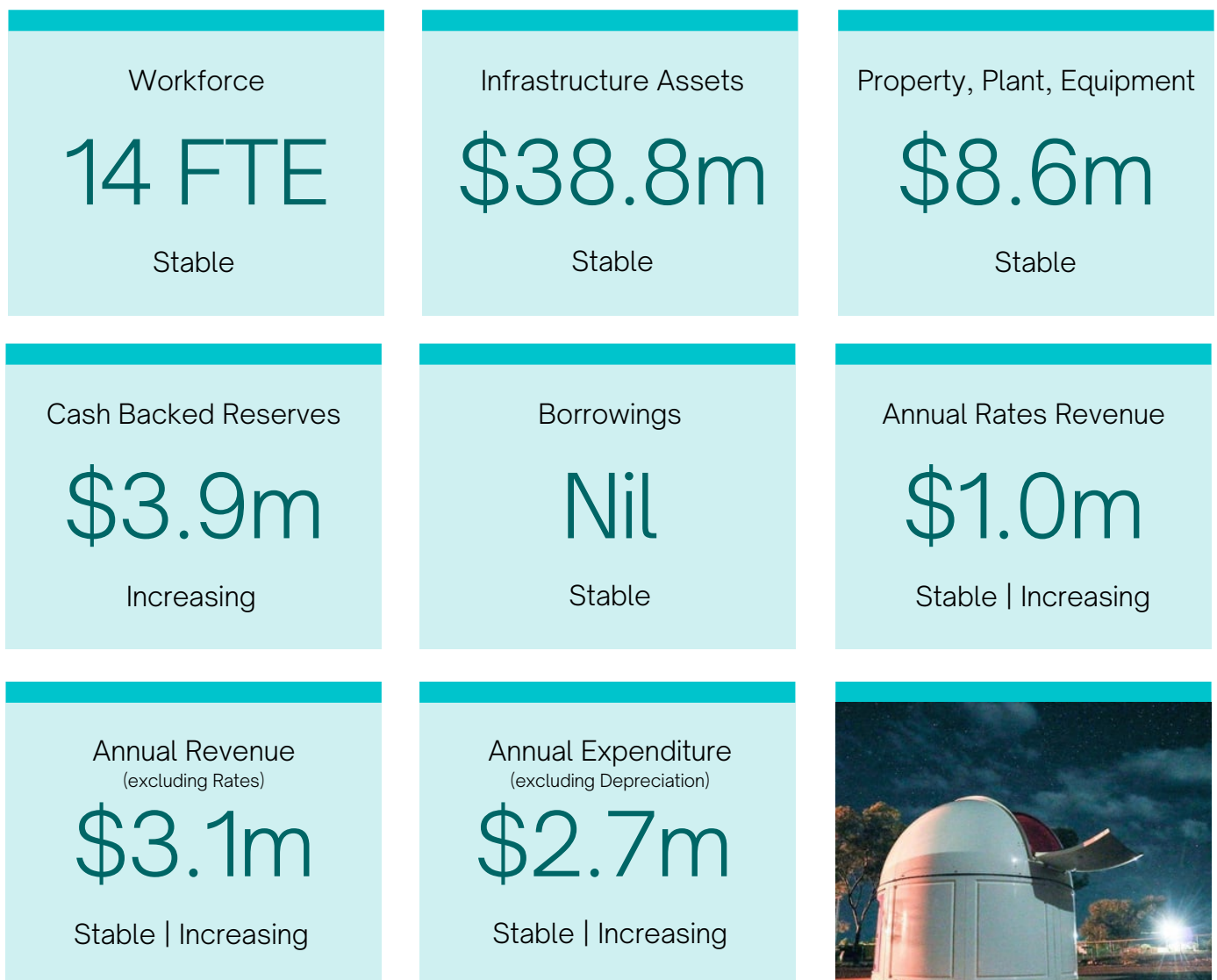
Services and facilities provided by the Shire have been linked with the relevant strategies identified in the Strategic Community Plan, providing a connection with the desired outcomes and community vision. The average rating of importance and satisfaction from survey respondents in 2021 is also included, with a scale of 1 being not important/satisfied, 2 being important/satisfied and 3 being very important/satisfied.

Services	Responding Strategies	Average Rating	
		Importance	Satisfaction
Facilities Infrastructure			
Aged person accommodation	4.1.2	2.3	1.7
Airstrip facilities	2.3.1	2.7	2.3
Caravan park	2.1.1 3.2.1	2.9	2.3
Cemetery	3.2.1	2.3	2.2
Council buildings maintenance heritage assets	3.2.1	2.7	2.3
Library library services	4.2.1	2.4	2.3
Parks gardens reserves	3.2.1	2.5	2.2
Public toilets	3.2.1	2.7	2.6
Roads infrastructure	2.3.1	2.8	2.5
Sport recreation facilities	3.2.1 3.2.2	2.5	2.1
Tourist information centre	2.1.1	3.0	2.7
Shire Services			
Building control planning approvals	4.2.1	2.6	2.0
Community consultation	4.1.1	2.9	1.8
Customer service	4.2.1	2.6	2.5
Economic development	2.2.1 2.2.2	2.6	2.1
Emergency services	1.1.1 1.2.2	2.8	2.0
Financial management	4.1.1 4.2.1	2.8	2.3
Health administration inspection	4.2.1	2.8	1.7
Ranger services	4.2.1	1.9	1.9
Strategic planning	4.1.1 4.2.1	2.5	2.1
Rubbish collection services	3.1.3	2.7	2.7
Community Support Advocacy			
Aged seniors disabled services	1.1.1 1.2.1	2.9	1.4
Medical health services	1.2.1	3.0	1.7
Recycling	3.1.3	2.1	1.6
Regional collaboration	2.1.1 3.2.1	2.6	2.3
Support volunteers	1.1.1 4.2.1	2.6	1.9
Tourism	2.1.1	2.9	2.1

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 2020, 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.



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.

Key Objective 1 Social: A safe, welcoming and resilient community

Measure	Desired Trend
Website activity	Increase level of posts and engagement rates
Provision of health services	Maintain level of service

Key Objective 2 Economic: A prosperous, diverse and thriving local economy

Visitor numbers	Increasing
Road expenditure	In line with budget
Statutory asset management ratios	Maintain healthy ratios

Key Objective 3 Environment: Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Compliance with waste management regulations	Maintain compliance
Building maintenance and renewal	In line with budget

Key Objective 4 Leadership: Strong governance and leadership

Statutory financial ratios	Maintain healthy ratios
Currency of strategic plans and reports	Maintain currency

Strategic Risk Management

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

External Factors	Internal Factors
<ul style="list-style-type: none">Increasing community expectations in relation to service levels and delivery	<ul style="list-style-type: none">The objectives and strategies contained in the Council's current Strategic Community Plan
<ul style="list-style-type: none">Demand for resourcing due to potential expansion in service delivery	<ul style="list-style-type: none">The timing and actions contained in the Council's Corporate Business Plan
<ul style="list-style-type: none">Rapid changes in information technology changing the service delivery environment	<ul style="list-style-type: none">Organisational size, structure, activities and location
<ul style="list-style-type: none">Increased compliance requirements due to Government Policy and Legislation	<ul style="list-style-type: none">Human resourcing levels and staff retention
<ul style="list-style-type: none">Cost shifting by Federal and State Governments	<ul style="list-style-type: none">The financial capacity of the Shire
<ul style="list-style-type: none">Reducing external funding for infrastructure and operations	<ul style="list-style-type: none">Allocation of resources to achieve strategic outcomes
<ul style="list-style-type: none">Changes in mining and pastoral practices and the associated social impacts	<ul style="list-style-type: none">Maintenance of corporate records
<ul style="list-style-type: none">Climate change and subsequent response	
<ul style="list-style-type: none">COVID-19 Pandemic	

References

Acknowledgement and appreciation are expressed to the ratepayers and residents of the Shire of Sandstone, 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 Sandstone 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 Sandstone Strategic Community Plan 2017 - 2027;
- Shire of Sandstone, Corporate Business Plan 2017 - 2021
- Council website: www.sandstone.wa.gov.au;
- Australian Bureau of Statistics, Sandstone (S) (LGA57630), 2016 Census of Population and Housing General Community Profile, 12 July 2017;
- Shire of Sandstone Annual Financial Report 2019-20;
- *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.

Document Management

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Prepared with the assistance of:

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Disclaimer

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