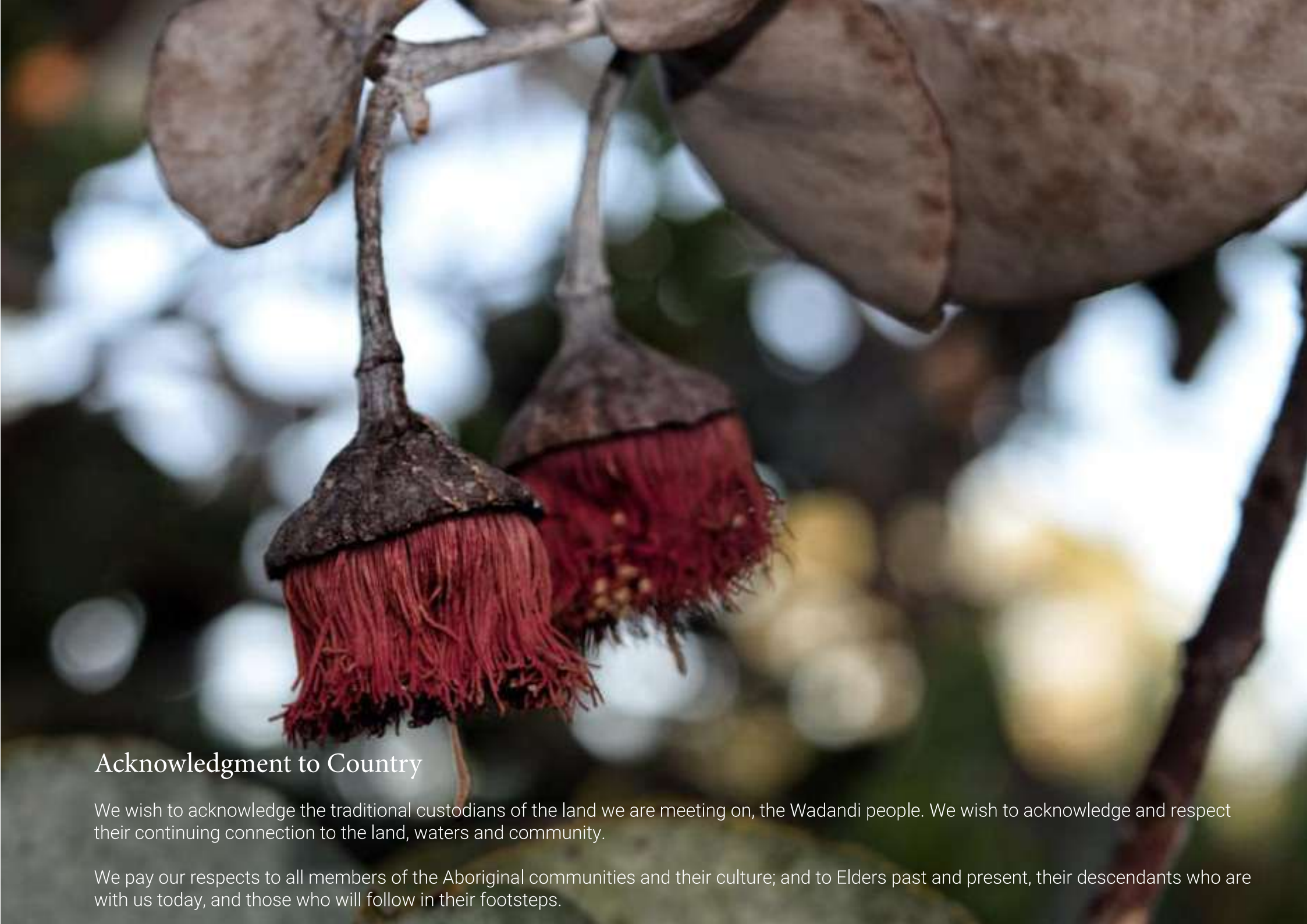


# Our Plan for the Future
# Council Plan 2026 - 2030

SHIRE of CAPEL



## Acknowledgment to Country

We wish to acknowledge the traditional custodians of the land we are meeting on, the Wadandi people. We wish to acknowledge and respect their continuing connection to the land, waters and community.

We pay our respects to all members of the Aboriginal communities and their culture; and to Elders past and present, their descendants who are with us today, and those who will follow in their footsteps.

# Leadership Message

It is our pleasure to present the next Plan for the Future for the Shire of Capel. Over the past four years, our Shire has reached a point of genuine strategic maturity. We have not merely maintained but refreshed and strengthened our core foundations.

Council has adopted and refined a suite of critical strategic documents. Ranging from the Local Planning Scheme 8, updated Local Planning Policies, Corporate Business Plan, Long-Term Financial Plan, Workforce Plan, the Sports Spaces Plan, Trails Master Plan and more. These are not just plans on paper, they are the scaffolding upon which Shire of Capel's future will be built.

This strategic refresh has put us in a strong position, where we no longer react to growth we guide it. We do not simply hope for sustainable development - we plan for it. We do not see our townsites as disconnected patches, but as caring, character-rich places woven into a shared district.

A core element of this strategy is the Integrated Growth Framework Plan (IGFP) – the centrepiece for how we will shape Capel, Boyanup, Dalyellup, Gelorup, and Peppermint Grove Beach (and surrounding localities) for decades to come. This document was recently endorsed by Council and provides a strategic blueprint for the future.

The IGFP is not just another document. It represents our unified, districtwide vision: *"A Lifestyle of Choice, Connecting Community, Culture and Country"*. It lays out four key components – the Vision Framework, the Place Design Guide, high-level Masterplan Concepts, and an Implementation Matrix – each working in harmony to ensure growth is
sustainable, well planned, and character-enhancing.

Importantly, this work has been built on meaningful community engagement. The IGFP acknowledges and protects the social, economic, and environmental values that make each of our localities unique – including those places where further growth is not intended.

Alongside this, we have strengthened our commitment to good governance, transparency, and ethical decision-making.

Our organisation's values – Honesty, Empathy, Accountability, Respect, and Teamwork – continue to guide how we serve our residents every day.

We have invested in improving customer service, modernising systems through the roll out of a new Enterprise Resource Program (commenced), the introduction of a new three directorate structure, and lifting our responsiveness to ensure the community experience is consistent, reliable, and people focused.

We have also sharpened our economic development priorities, working to support local business, attract new investment, and build a diverse and resilient local economy that creates opportunities across all our townsites.

There are still challenges ahead and growth is never easy, but with the right framework and strategies in place, we can streamline planning processes, provide clarity for investors and developers, and accelerate sustainable infrastructure, while safeguarding what makes the Shire of Capel unique.

Our Shire is growing, but growth does not mean losing who we are. Instead, we will grow in a way that respects our character, environment, celebrates our heritage, and ensures that future generations enjoy that Capel Shire has to offer.

As we move forward with the next version of the plan – leveraging these strategic foundations, implementing the Integrated Planning Reporting Framework, and translating vision into reality - we encourage every resident, business owner, and visitor to stay engaged.

Your voice, your passion, and your care for place are what give life to these plans.
The is not just Council's roadmap – it's ours, together.



Cr John Fergusson
Shire President



Samantha Chamberlain
Chief Executive Officer

# Our Council Members

The Shire operated under a no-ward system, meaning all Councillors are elected by the whole district and represent the interests of the Shire, rather than specific locations.

Councillors are elected for a term of four years, with elections held every two years on a rotating basis. This ensures continuity in leadership while also providing regular opportunities for community input and renewal. The Shire President is elected directly by the Council and serves as both a representative of the people and the presiding member of Council.



John Fergusson
**Shire President**



Rosina Mogg
**Deputy Shire President**



Kieran Noonan
**Councillor**



Emily Montgomery
**Councillor**



Sebastian Schiano
**Councillor**



Terri Sharp
**Councillor**



Brian Hastie
**Councillor**



Peter McCleery
**Councillor**



Martin Voyez
**Councillor**

# Living in the Shire

Our Shire is comprised of a range of communities, each having a distinctive character and spirit, ranging from rural villages to more urbanized neighbourhoods.

The Shire of Capel region spans 558km$^2$, is home to an estimated 20,500 residents and includes vast stretches of pristine coastland, high quality urban and leafy rural areas, historic country towns and natural forests.

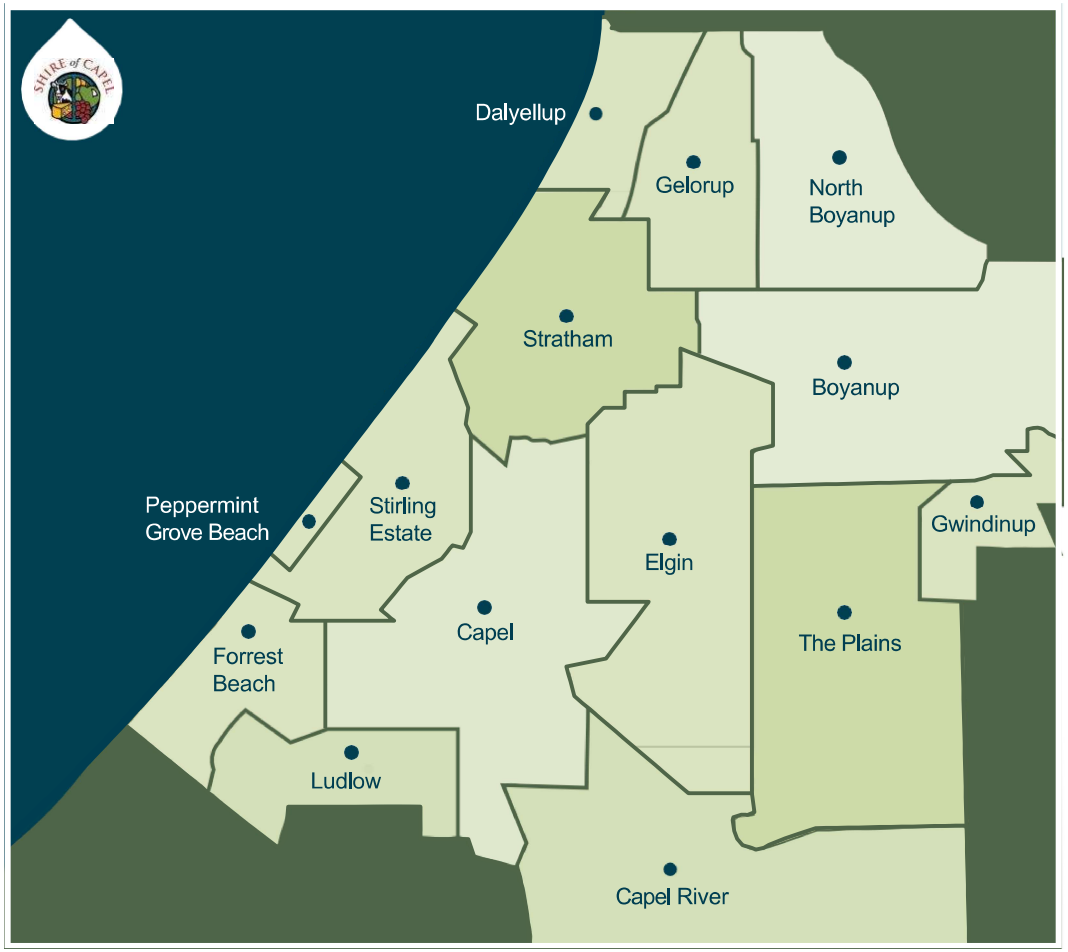
The Capel region is one of the most bio-diverse areas globally – home to the world's last remaining Tuart forest. Once thing that connects us all is the appreciation of the lifestyle that our environment and cohesive community provides.

Just over 2% of the Shire's population identified as Indigenous, and our strong Aboriginal culture and heritage is reflected in the Wadandi place names throughout our Shire such as Boyanup, Gelorup, Dalyellup and Gwindinup.

We also have a strong settler heritage, which is demonstrated by our historic agricultural and settlement links.

Our communities continue to change, diversify and become more complex as many seek a unique coastal or rural lifestyle, close to the amenities and employment opportunities of a growing shire and nearby cities.

This change brings challenges in maintaining quality service Delivery for residents; preserving what makes us special, embracing the opportunities the future holds and growing the local economy and regional connectedness that will enable a sustainable and prosperous community that lives here.



# Snapshot of Capel Shire



Size - **558 km2**
Localities - **14**



Population - **20,500**



Aboriginal & Torres Strait Islander poplulation - **2.7%**
Born Overseas - **26.7%**



Dwellings - **8,005**
Av. Household Size - **3.4**
Median Weekly House hold Income - **$1,949**



Schools - **9**

# Economy



Local Jobs - **4,100**



Largest Industry of Employment - Health care and social assistance - **14.6%**



Level of Education - **30.1%** - Advanced Diploma or above



Visitor Expenditure Per Dollare - **$0.14M** on Arts & Recreation Services



Local Businesses - **1,160**

# Environment



Location - **80km** south of Perth
Coastline - **28km**



Rural Zoned Land - **38,990** hectares



Tuart Forest National Park - **2,050** hectares
Threatened Eclogical Communities - **4**

# Integrated Planning and Reporting

The Local Government Act 1995 requires the adoption of an integrated planning and reporting framework for corporate planning and reporting.

## Strategic Community Plan (SCP)

- 10-year period
- Sets strategic direction
- Reflects community aspirations, goals and priorities
- Minor review – every 2 years
- Major review – every 4 years

## Corporate Business Plan (CBP)

- 4-year operational document
- Outlines the strategic initiatives, major projects and the resources (financial, assets and workforce) to deliver the Strategic Community Plan
- The CBP also guides (and guided by) informing strategies / strategic enablers
- Reviewed annually

## Measurement, assessment and reporting

- CBP progress reporting quarterly to Council
- Published in the Annual Report



# Our Role

## ADVOCATE

We provide a voice for the local community promoting our priorities, desired projects, important issues and local interests.



## FACILITATE

We help to make it possible, remove the barriers or easier for others to meet the needs of our local community.



## FUND

We assist with grant funding or other resources to community groups or organisations to enable them to provide community services.



## LEAD

We provide direction through policy and practices and take a direct and 'out front' approach to meeting the needs of the community.



## PARTNER

We form strategic alliances and collaborate with external stakeholders to deliver projects and services.



## PROVIDE

We directly provide a range of services and facilities to our community.



## REGULATE

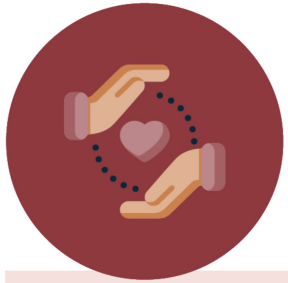
We ensure compliance with legislation, regulation and local laws.



## STEWARDSHIP

Careful and responsible management of the Shire's natural environment, development and Community.





## 1. People

Strengthen and enhance the well-being of our community



## 2. Planet

Manage, protect and enhance our environment



## 3. Prosperity

Foster a dynamic, diverse and strong local economy



## 4. Performance

Deliver good leadership, governance and decision making outcomes



## 5. Places

Provide and maintain desirable infrastructure and facilities for our community



## 6. Relationships

Effective communication, engagement and relationship development

# How to read the plan:

Service Area indicates the Organisational Team that is responsible for leading the achievement.

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Ensure all Shire staff have up-to-date Professional Development Plans and annual reviews that algin to the CBP and Departmental Operational Plan. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Delivery of 2026/27 funded and Council-adopted Corporate Business Plan 2026 to 2030 outcomes against agreed timeframes and budgets by 30 June 2027. | Executive Team | ✓ | ✓ | ✓ | |
| | Annual Sustainability Modelling through the review of the Shire's endorsed LTFP informing future rating strategies to successfully deliver outcomes detailed in the SCP, CBP and Asset Management Strategy. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Activate the Shire's Integrated Growth Framework data through local planning policy decision making and operational / townsite development guidelines. | Executive Team | ✓ | ✓ | ✓ | ✓ |

SCP Directions describe the desirable result or benefits to community from delivering services, facilities, activities and projects.

CBP Timeline shows when an action is planned to take place.

CBP Actions describes the specific projects the Shire will undertake with consideration for community needs and resourcing constraints.

# 1. People: Strengthen and enhance the well-being of our community

Built on a foundation of volunteer's dedication and commitment, our people support and connect with one another with a camaraderie that transcends generations. Active, inclusive community groups and clubs cater to diverse interests, all ages and all abilities. Community facilities, events and services abound, nurturing the wellbeing and enrichment of all who call this place home.

Customer experiences are generally positive and more reliably improving. The growth of our community across different localities with varied needs, poses challenges into the future for equitable provision of Shire resources.

The address local needs, the community would like the Shire to focus on improving access to facilities youth, sport and recreation, library), public transport options, services for all ages and abilities, events that bring us together and reducing anti-social behaviour / vandalism.

## Services and Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the People Direction and outcomes, including:

- Youth services – programs and community events
- Sport and recreation services
- Library facilities
- Community Safety and Ranger Services
- Delivering and maintenance of Shire owned and managed assets

## SCP Directions:

**People: Strengthen and enhance the well-being of our community**

1.1 A more engaged community
1.2 A capable community that drives community activation and participation
1.3 An inclusive community
1.4 A safe and prepared community
1.5 A healthy and active community
1.6 A community that welcomes, celebrates and protects its Indigenous Australian's and heritage

## Informing Strategies:

- Community Engagement Framework
- DLYH Operational Plan
- Communications Strategy
- Workforce Plan
- Local Planning Strategy
- Sports Spaces Strategy
- Integrated Growth Framework
- Customer Service Charter
- Local Recovery Plan
- Emergency Management Plan
- Economic Development Framework

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| 1.1: A more engaged community<br><br>1.2: A capable community that drives community activation and participation<br><br>1.3: An inclusive community<br><br>1.4: A safe and prepared community<br><br>1.5 A healthy and active community<br><br>1.6: A community that welcomes, celebrates and protects its Indigenous Australian's and heritage | Ensure the management of the Boyanup Sales Yards is operating in accordance with State and statutory regulations and current leasing conditions are maintained. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Develop a Customer Experience Strategy to guide the Shire in the implementation of customer centric systems and processes. This strategy will ensure continuous improvement, enhance customer satisfaction, and strengthen community trust. | Customer Relations | | ✓ | | |
| | Install PIN keypads across all Shire facilities to seamlessly integrate SpacetoCo and Integrity systems. This upgrade will enhance access control and security while removing the inefficiency of physical key collection and returns. | Customer Relations | | ✓ | | |
| | Projects: Livestock Pound Investigation - aligned to Animal Welfare Plan and suitable holdings. | Customer Relations | | ✓ | | |
| | Investigate opportunities to Improve digital accessibility for staff while not in the office, including remote work and frontline workers. | Business & Technology | ✓ | ✓ | | |
| | Design and continuously seek to improve internet services and other public access technologies at Shire owned facilities. | Business & Technology | ✓ | ✓ | ✓ | |
| | Community Projects: Implement Community Safety Strategy. | Community Development | | ✓ | ✓ | ✓ |
| | Develop a Shire of Capel Aboriginal Engagement Framework. | Community Development | ✓ | | | |
| | Develop a Community Grants Framework. | Community Development | ✓ | | | |
| | Sports Spaces Plan - LTFP implementation schedule. | Community Development | ✓ | ✓ | ✓ | ✓ |
| | South Dalyellup Sporting Space master planning. | Community Development | | ✓ | | |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Preliminary master planning of Capel Regional Equestrian Park (CREP). | Community Development | ✓ | | | |
| | Conduct a feasibility study to explore the potential conversion of part of the Capel Library into a gallery/exhibition space. This initiative aims to preserve and showcase local history while enhancing community access to cultural and archival resources. | Community Development | | ✓ | | |
| | Implement fit-for-purpose software designed to protect and manage digital artefacts effectively. By investing in robust digital preservation strategies, the Shire will safeguard its historical records, ensuring they remain accessible for future generations. | Community Development | ✓ | ✓ | | |
| | Develop a libraries and heritage strategy. | Community Development | | ✓ | | |
| | Shire of Capel Mosquito Management Plan review and implementation. | Development Services | ✓ | ✓ | ✓ | ✓ |
| | Investigate and implement long term mosquito management outcomes with environmental considerations with other agency stakeholders at Minninup Road Stratham between Rich Road and Five Mile Brook diversion drain known as "Muddy Lakes" to reduce risk of mosquito borne virus to residents within radius at risk. | Development Services | | ✓ | ✓ | ✓ |
| | Prepare and implement Public Health Plan that meets the requirements of the Public Health Act 2016 and aligns to State Public Health Plan. | Development Services | ✓ | ✓ | ✓ | |
| | Implementation of Waste Strategy: Review of WTS license. | Parks, Waste & Natural Environment | ✓ | ✓ | ✓ | ✓ |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Implementation of Stage 5 of the Public Health Act 2016, enforcement shifts from the Health (Miscellaneous Provisions) Act 1911 and will consist of managing changes in repeal of Regulations and new regulations. Note that this includes Local Law provisions to be repealed. Costs TBC following strategy completion. | Development Services | ✓ | ✓ | ✓ | ✓ |
| | Stirling BFB - Prepare preliminary design for replacement building and prepare grant funding applications. | Emergency Services | | | ✓ | |
| | Capel BFB - Investigate and identify suitable land options for replacement building. | Emergency Services | | ✓ | | |
| | Capel Bush Fire Brigade: Prepare preliminary design for replacement building and prepare grant funding applications. | Emergency Services | ✓ | | | |
| | Review and update all Bush Fire local laws in consultation with Governance. | Emergency Services | ✓ | ✓ | ✓ | |
| | Deliver a road network condition survey of the Shire's sealed and unsealed road network. | Projects, Facilities & Assets | ✓ | | | |
| | Develop the Capel Depot Master Plan including staging and funding strategy. | Projects, Facilities & Assets | ✓ | | | |

# 2. Planet: Manage, protect and enhance our environment

The Shire is blessed with a unique natural environment: diverse habitats and scenic landscapes: from the 29kms of Indian Ocean coastline, rural coastal plains, State Forest, world significant remanent Tuart Forest through to the rising Darling Scarp. Community members and visitors highly value the opportunity to interact with the natural environment but also place significant importance on the responsibility of being custodians to our remarkable landscapes.

Local risks and challenges include coastal erosion, historical land contamination, protection of waterways, impact of domestic animals on native fauna and urban growth and loss of native vegetation.

Community members would like a focus on conservation and environmental management, adoption of sustainable practices and the reduction of waste generated.

## Services and Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Plant Direction and outcomes, including:

- Waste Transfer Station
- Community waste education
- Emergency Services
- Sustainability and climate action
- Management of reserves
- Fire Hazard Mitigation treatment

## SCP Directions:

**Planet: Manage, protect and enhance our environment**

2.1 Improved management of our natural environment assets and attractions
2.2 Increased community capacity in supporting positive environmental management
2.3 A Shire committed to sustainable practices
2.4 Lesser impact of pests, feral animals and domestic animals
2.5 Improved connection and access to natural assets of the forest and coastal environment
2.6 Increased opportunities for better waste management and reduction
2.7 Urban planning that supports sustainable development

## Informing Strategies:

- Integrated Growth Framework Plan
- Animal Welfare Plan
- Town Planning Scheme
- Ironstone Gully Falls Management Plan
- Asset Management Strategy
- Agribusiness Precent Business Case
- Long Term Financial Plan
- Waste Management Strategy
- Developer Contribution Plan
- Mosquito Management Plan

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| 2.1: Improved management of our natural environment assets and attractions<br><br>2.2: Increased community capacity in supporting positive environmental management<br><br>2.3: A Shire committed to sustainable practices<br><br>2.4: Lesser impact of pests, feral animals and domestic animals<br><br>2.5: Improved connection and access to natural assets of the forest and coastal environment<br><br>2.6: Increased opportunities for better waste management and reduction<br><br>2.7: Urban planning that supports sustainable development | Work with surrounding local governments and government agencies in securing a long-term FOGO processing waste solution for the Southwest. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Financial Sustainability: To ensure 'Best Practice' test the draft long term financial sustainability plan with consultants to conduct a financial health plan of the organisation. No additional funds required. | Finance Team | ✓ | ✓ | ✓ | |
| | Undertake an informing strategy review of the 'Community Facilities and Services Plan'. | Community Development | | ✓ | | |
| | Heritage approvals for Management Plan for Ironstone Gully Falls. | Community Development | ✓ | | | |
| | Adopt new Trails Master Plan. | Community Development | ✓ | ✓ | ✓ | ✓ |
| | Trails Master Planning: Art and Culture Trail. | Community Development | | ✓ | | |
| | Trails Planning and Management (8 stage trail development process, marketing, planning). | Community Development | ✓ | | | |
| | Roseclif Equine Trail (master plan). | Community Development | ✓ | | | |
| | The South-West Agribusiness Precinct proposal is a key economic development priority project for the Shire. | Community Development | ✓ | | | |
| | Review, maintain and implement Heritage List. | Development Services | ✓ | ✓ | | |
| | Develop scope for Boyanup railway heritage precinct. | Development Services | | ✓ | | |
| | Develop project implementation strategy for CHRMAP identifying timeline for further studies and data gathering as required. | Development Services | ✓ | ✓ | ✓ | ✓ |
| | CHRMAP: Implementation of responsive planning framework (SCAs, Section 70A notifications) to management units. | Development Services | | ✓ | ✓ | ✓ |
| | CHRMAP: Undertake the request of Council to explore alternative funding mechanisms to the benefits distribution analysis. | Development Services | | | ✓ | ✓ |
| | Town Planning: Review Scheme No. 3 with aim to complete and revoke. | Development Services | ✓ | ✓ | | |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Complete review of draft Dalyellup Development Contribution Plan to reflect current requirements - future costs. | Development Services | ✓ | ✓ | ✓ | ✓ |
| | Ongoing management of Development Contribution Plan (DCP). | Development Services | ✓ | ✓ | ✓ | ✓ |
| | Review the Local Planning Strategy and Scheme to ensure the documents reflect the current planning framework. | Development Services | ✓ | ✓ | ✓ | ✓ |

# 3. Prosperity: Foster a dynamic, diverse and strong local economy

While remaining a significant contributor, the Shire is no longer solely reliant on the production of agricultural products, with major industries now also comprised of health care, education, retail, horticulture, mining and arts. We are a community of technicians, trade workers and professionals, with 15% of our adults holding a bachelor's degree or higher.

The Shire retail landscape features the district centre in Dalyellup with a growing range of choices, through to the small businesses that predominate in Capel and Boyanup.

Key focus areas to support future economic development include:

- Residential and key worker land and accommodation development
- Ensuring an innovative and supportive business environment
- Realising enabling infrastructure
- Activating places and localities
- Connecting and enabling creativity

## Services and Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Prosperity Direction and outcomes, including:

- Economic Development
- Sponsorship for community events
- Tourism attraction and marketing

## SCP Directions:

**Prosperity: Foster a dynamic diverse and strong local economy**

3.1 Increased support and advocacy to stimulate greater local business success, investment and diversity
3.2 Effective promotion of the Shire and its towns
3.3 Targeted and well managed growth
3.4 Continued improvement in town centre vibrancy

## Informing Strategies:

- Agribusiness Precinct Business Case
- Safety and Crome Prevention Plan
- Community Engagement Framework
- Advocacy Prospectus
- Town Planning Scheme
- Long Term Financial Plan
- Economic Development Framework
- Local Planning Strategy

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| 3.1: Increased support and advocacy to stimulate greater local business success, investment and diversity<br><br>3.2: Effective promotion of the Shire and its towns<br><br>3.3: Targeted and well managed growth<br><br>3.4: Continued improvement in town centre vibrancy | Develop a Capel 2050 Strategic Vision and Strategy - investigate and align Shire priorities that can attract investment and engagement through the recently announced State Government Seven Cities Agenda. Work cohesively across other local governments in achieving desired regional outcomes for all. | Executive Team | | ✓ | ✓ | |
| | Conduct a Land Development Suitability Audit and Feasibility Study for self-contained RV caravan / motorhome stops for Capel and Boyanup based on findings and recommendations from the Land Audit and Review (Governance). | Community Development | | ✓ | ✓ | ✓ |
| | Develop an Economic Development Strategy and Action Plan (to include Tourism). | Community Development | ✓ | ✓ | ✓ | ✓ |
| | Coordinate Service Level Agreement (SLA) management and reporting for Bunbury Geographe Tourism Partnership (BGTP) with Comms and Marketing. | Community Development | ✓ | ✓ | ✓ | |
| | Partner with the Bunbury Geographe Chamber of Commerce and Industry (BGCCI) to deliver a series of business events annually in the Shire of Capel. | Community Development | ✓ | ✓ | ✓ | ✓ |
| | BunGeo Festival / Tourism event - work with other BunGeo LGs to explore possibilities for a new BunGeo iconic event for the region. | Community Development | | ✓ | ✓ | ✓ |
| | Utilise Integrated Growth Framework Plan information to develop a planning framework to guide design-based outcomes for residential and commercial development. | Development Services | ✓ | ✓ | | |
| | Review and assess the recommendations originating from the Shire of Capel Place Plan 2023-2027. | Development Services | ✓ | ✓ | ✓ | ✓ |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Investigate Drive In Drive Out (DIDO) worker parking in Boyanup that enables retail business spending. | Engineering & Works | ✓ | ✓ | | |
| | Investigate Options for Streetscape Maintenance and Design - including urban canopy. | Parks, Waste & Natural Environment | ✓ | ✓ | ✓ | |

# 4. Performance: Deliver good leadership, governance and decision-making outcomes

We are continuing to grow from a small rural Shire to a medium sized local government with a diverse population.

The demands to service the community's needs continue to grow in scale and complexity.

Strong leadership and transparent governance are essential, and the community want a continued focus on decision making with their best interests at the forefront and quality engagement, communication and informed provision.

The Shire is focused on improving the customer experience and is committed to excellence, technology and innovation, as major elements of our ongoing transformation to provide increasing levels of service quality and consistency.

## Services and Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Performance Direction and outcomes, including:

- Governance
- Work, Health and Safety
- Council's Leadership
- People and Culture
- Customer Relations

## SCP Directions:

**Performance: Deliver good leadership, governance and decision-making outcomes**

4.1 Effective and compliant governance
4.2 Informed and transparent decision making
4.3 Contemporary planning and local development
4.4 Increased attraction and retention of high quality staff to delver optimal services to the community
4.5 Improved customer engagement
4.6 Improved project reporting

## Informing Strategies:

- Long Term Financial Plan
- Annual Budget
- Integrated Growth Framework Plan
- Annual Rating Strategy
- Department Operations Plan
- Workforce Plan
- Asset Management Plan
- ICT Strategy
- Local Recovery Plan
- Performance Management Plan

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| 4.1: Effective and compliant governance<br><br>4.2: Informed and transparent decision making<br><br>4.3: Contemporary planning and local development<br><br>4.4: Increased attraction and retention of high-quality staff to deliver optimal services to the community<br><br>4.5: Improved customer engagement<br><br>4.6: Improved project reporting | Work with Shire President, Deputy Shire President and Councillors to implement a program of leadership development, culture and technical capability for all Elected Members. Funding included in Professional Development Budget. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Investigate opportunities and implications in moving to a SAT Band 2 local government and report outcomes to Council. | Executive Team | | ✓ | ✓ | ✓ |
| | Integrated Planning and Reporting Framework: Annual development of the 'Council Plan' integrating Strategic Community Plan (SCP), Corporate Business Plan (CBP), Long Term Financial Plan (LTFP), Asset Management Plan (AMP), Work Force Plan (WFP) and all supporting sub-plans are adopted in the 2026/27 financial year, with quarterly reporting to the Council and subsequently maintained in accordance with the WA Integrated Planning Framework. Conduct annual reviews of all strategic documents. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Following the implementation of the three-directorate structure - ongoing review of the Executive and Management Leadership Development. Continue the work with consultants to finalise the rollout of the leadership program across the Shire for 2026/27. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Through the Land Audit data, identify prime development land in the Shire for commercial / and light industrial investment opportunity - supported by communication's strategy - 'Capel is Open for Business'. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Ensure all Shire staff have up-to-date Professional Development Plans and annual reviews that algin to the CBP and Departmental Operational Plan. | Executive Team | ✓ | ✓ | ✓ | ✓ |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Delivery of 2026/27 funded and Council-adopted Corporate Business Plan 2026 to 2030 outcomes against agreed timeframes and budgets by 30 June 2027. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Annual Sustainability Modelling through the review of the Shire's endorsed LTFP informing future rating strategies to successfully deliver outcomes detailed in the SCP, CBP and Asset Management Strategy. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Activate the Shire's Integrated Growth Framework data through local planning policy decision making and operational / townsite development guidelines. Through the Land Audit data, identify prime development land in the Shire and work with State / Developers to build new housing stock in prime growth areas in the Shire. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Organisational Outcomes / Service Delivery: Activate the Council-adopted Strategic Community Plan – report annually to the Council and community on achievements through the Shire's Annual Report. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Continue to monitor and review the Shire's organisational structure and resource allocation via the Work Force Plan, Annual Budget and Service Capability recommendations that achieves organisational outcomes in the Strategic Community Plan, Corporate Business Plan and relevant informing plans (LTFP, AMP). | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Continue to lead and support the organisation-wide strategy for the implementation of the Enterprise Resource Platform. Funding included in the ICT budget for 2026/27 onwards. | Executive Team | ✓ | ✓ | ✓ | ✓ |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Regional Outcomes: Continue to develop and maintain positive regional collaboration with other local authorities, government agencies, commercial organisations and businesses to achieve individual Shire and regional outcomes. Link Shire's direction to State Government's Seven Cities agenda to attract funding and exposure on Shire projects and initiatives. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Organisational Structure: Annually review the Shire's organisational structure detailing a three (3) directorate structure and appropriate allocation of functional areas / teams and (human) resources to effectively deliver services to the community as per the SCP, CBP and Annual Budgets. | Executive Team | ✓ | ✓ | ✓ | ✓ |
| | Chart of Accounts Project:<br>Activity Based Costing (ABC) - integrate activity based costing into the ERP/Chart of accounts and workflows. Create end to end budget production to reporting on actuals and forecast carryovers. Workflow designed to define who, what and when data is input. | Finance Team | ✓ | ✓ | ✓ | |
| | Review UV zoned land for transition to GRV. | Finance Team | ✓ | ✓ | ✓ | |
| | Investments and Accounts:<br>Review of the Shire's main trade and investment accounts against other financial institution products to improve financial flexibility and drive higher returns on investments. | Finance Team | ✓ | ✓ | ✓ | |
| | ERP Implementation: ERP utilisation audit: To make space to audit the utilisation of Datascape and peripheral software. | Finance Team | ✓ | | | ✓ |
| | Land Management: Undertake Lane and Reserve Audit. | Governance Team | ✓ | | | |
| | Land Management: Development of leasing framework. | Governance Team | ✓ | | | |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Internal Audit: Development of future internal auditing functions for systems and processes ensuring compliance, efficiency and effectiveness. | Governance Team | | | ✓ | |
| | Review Elected Member, Committee member and Candidate Code of Contact. | Governance Team | | ✓ | | |
| | Integrity Framework: Investigate and develop an Integrity Framework per Public Sector Commission instruction. | Governance Team | | ✓ | | |
| | Fulfil our role in the conduct of Local Government Elections. | Governance Team | | ✓ | | |
| | Develop a comprehensive Councillor induction program to ensure elected members have the tools to effectively perform their role. | Governance Team | | ✓ | | |
| | Development of the Contract Management Framework. | Governance Team | | ✓ | | |
| | Review the Business Continuity Plan. | Governance Team | ✓ | ✓ | | |
| | Review and implementation of an e-tendering portal. Costing in IT budget. | Governance Team | ✓ | | | |
| | External consultancy support to conduct a full review of the Governance framework, including organisational policies, procedures. | Governance Team | ✓ | ✓ | | |
| | Contract Templates: Develop a suite of contract templates for the Shire (e.g. ICT, General Conditions etc). | Governance Team | | ✓ | | |
| | Fleet Management: New software required for effective management of light fleet, commercials, plant, equipment and inventory. | Governance Team | ✓ | ✓ | ✓ | |
| | Business transformation around the implementation of the Enterprise Resource Planning (ERP) solution. | Business & Technology | ✓ | | | |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Review and improve existing management plans and policies regarding Technology and Records management services. | Business & Technology | | ✓ | | |
| | Actively seek methods of improving our cybersecurity posture with both internal staff training and business improvements without heavily reducing accessibility or business activity. | Business & Technology | ✓ | ✓ | | |
| | Identify and build content for future Learning Management System requirements to support staff development. | People & Culture | ✓ | ✓ | ✓ | |
| | Remuneration and Benefits: Negotiate new Industrial Agreement with outside workforce 2027/28. | People & Culture | ✓ | | ✓ | |
| | Develop Leadership Development Strategy to build and maintain quality leadership and positive culture. Includes consultancy to review 3 directorate structure planning. | People & Culture | | ✓ | ✓ | ✓ |
| | Review policies and procedures and provide ongoing training to ensure compliance with WHS Act and associated regulations. | People & Culture | ✓ | ✓ | ✓ | ✓ |
| | External consultancy support to review and develop organisational development related polices and procedures to 'best practice' standards and implement across the workplace including training requirements. | People & Culture | | ✓ | ✓ | ✓ |
| | Develop and deliver a wellbeing plan for Shire employees (update with psychological safety framework and roll out). | People & Culture | ✓ | | | |
| | Contribute to the Western Australian Museum Art Inventory to preserve and promote local history and culture. | Community Development | ✓ | ✓ | ✓ | |

# 5. Places: Provide and maintain desirable infrastructure and facilities for our community

The Shire transitions from open farmland to rural village tranquillity to coastal-suburban havens, providing an array of diverse living environments that meet the needs of our diverse family compositions.

Whether created by nature or landscaped parks and open spaces, our community highly values the opportunity to enjoy our nature and the outdoors. Active, inclusive community groups and clubs cater to diverse interests, all ages and all abilities.

A reliance remains on our neighbouring cities for a range of essential community infrastructure, with the Shire and community needing to become increasingly self-reliant and self-serviced into the future with district-wide improvements. As our towns continue to grow, we must address the challenges related to managing controlled development, demographic change and the increasing demand for community infrastructure, facilities and services whilst maintaining the unique qualities that define each locality and make them desirable places to live.

## Services and Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Places Direction and outcomes, including:

- Local Planning Scheme 8
- Asset Management
- Planning and Building approvals
- Coordinate the Shire's Seasonal tenancy process of Sporting and Recreational infrastructure
- Streetscape, trees and verges
- Beach infrastructure
- Continual maintenance of Shire assets

## SCP Directions:

**Places: Provide and maintain desirable infrastructure and facilities for our community**

5.1 Appropriate community facilities that meet the communities' needs
5.2 Improved transport options
5.3 Better and safer roads
5.4 Improved beach infrastructure to support a healthy beach lifestyle
5.5 Beautify our towns

## Informing Strategies:

- Trails Master Plan
- Local Recover Plan
- Safety and Crime Prevention Plan
- Workforce Plan
- Integrated Growth Framework Plan
- Place Plan
- Animal Welfare Plan
- Sports Spaces Strategy

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| 5.1: Appropriate community facilities, that meet the communities' needs<br><br>5.2: Improved transport options<br><br>5.3: Better and safer roads<br><br>5.4: Improved beach infrastructure to support a healthy beach lifestyle<br><br>5.5: Beautify our towns | Finalise Ferndale Park Storage Project - costs linked to Capital Work Schedules. | Community Development | ✓ | | | |
| | Integrated Growth Framework Plan (IGFP) Implementation - Amendments to planning framework for Boyanup Townsite expansion. | Development Services | ✓ | | | |
| | Deliver a comprehensive revaluation of all major asset classes to ensure accurate financial reporting and inform Asset Management Plans. | Projects, Facilities & Assets | | ✓ | ✓ | |
| | Deliver ongoing survey and data collection to align with the Asset Management Strategy and address the outcomes of the gap analysis. | Projects, Facilities & Assets | | ✓ | ✓ | |
| | Masterplan and upgrade design of Capel and Boyanup Cemeteries. Project led by Director Infrastructure Management. | Projects, Facilities & Assets | ✓ | | | |
| | Signage Audit: Ongoing signage audit & replacement program. Includes regulatory (e.g. parking) and information (e.g. beach) signage. | Engineering & Works | ✓ | ✓ | ✓ | |
| | Review and develop Shire Infrastructure Construction and Maintenance Standards & Specification relevant to Civil, Structural and Architectural aspects of infrastructure development. | Engineering & Works | ✓ | ✓ | ✓ | |
| | Support the development and design of Asset Management Plans and translate to Program of Works. | Engineering & Works | ✓ | ✓ | ✓ | |
| | Scheduling & Programming: Development of Annual Program of Works. | Engineering & Works | ✓ | ✓ | ✓ | |
| | Investigate the access and inclusion for all abilities within public open spaces. | Parks, Waste & Natural Environment | | ✓ | ✓ | ✓ |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Manage Contaminated Sites: Boyanup Tip site remediation works. | Parks, Waste & Natural Environment | ✓ | ✓ | | |
| | AMP to define POS requirements for the SoC and inform service levels and maintenance frequency. Draft a Public Open Strategy that is in-line with the endorsed hierarchy. | Parks, Waste & Natural Environment | ✓ | ✓ | ✓ | |
| | Implementation of Waste Strategy: Fees and charges review. | Parks, Waste & Natural Environment | ✓ | ✓ | ✓ | ✓ |
| | Redesign of Work Schedules/Plans: Field Force 4 / Hierarchy of Public Open Space / Schedules and Programs. | Parks, Waste & Natural Environment | ✓ | | | |

# 6. Relationships: Effective communications, engagement and relationship development

Our community has been borne out of the Wadandi people living on Bibbulmun country (Noongar boodja) for generations, a complex colonial history and settlement in the early to mid-1800's to a district of more than 20,000 people today.

We highly value the uniqueness of our townsites, while recognising the importance of converging connections that unite us as a community. We have a distinctive character and spirit, ranging from rural villages to coastal laid back to more urbanised neighbourhoods.

The community seek to maintain their individuality that defines where and how they live and where they came from, yet increasingly celebrate and be connected by the things that unite us all.

The Shire and the community must collaborate and come together, support each other, find resilience and to share the essential elements that we value most.

## Services and Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Relationships Direction and outcomes, including:

- Bunbury Geographe and South West local governments collaboration
- Bunbury Geographe Government Agency relationships (BGCCI, BGEA, SWDC)
- Customer Service Charter
- Community Actions Request system

## SCP Directions:

**Relationships: Effective communication, engagement and relationship development**

6.1 Develop positive relationships and greater trust between the Shire and community
6.2 Improved cross sector relationships and collaboration
6.3 Improved communication and engagement with the community

## Informing Strategies:

- Communications Strategy
- Public Health Plan
- Volunteer Code of Conduct
- Agribusiness Precinct Business Case
- Engagement Framework
- Emergency Management Plan
- Customer Service Charter
- ICT Strategy
- Advocacy Prospectus

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| 6.1: Develop positive relationships and greater trust between the Shire and the community<br><br>6.2: Improved cross sector relationships and collaboration<br><br>6.3: Improved communication and engagement with the community | Develop a Brand Framework and Strategy for the corporate position of the Shire to Government / Industry, in sync vision, sense of place and community positioning. Allow for the development of brand layers for the Dalyellup Multipurpose Community & Youth Centre (DMCYC) (COMA 3), Dual Naming (COMA 5) and Way Finding (COMA 6) strategies to be considered as part of Brand. Informing Plans: Capel Place Plan, Reconciliation Action Plan (RAP). | Customer Relations | | ✓ | | |
| | Develop implementation plans for phased roll out of brand framework and strategy - internally and externally. | Customer Relations | | ✓ | | |
| | Develop brand assets design & execute phased roll out of brand as per framework and strategy. | Customer Relations | | ✓ | ✓ | |
| | Execute brand roll out via phased transition. | Customer Relations | | ✓ | ✓ | |
| | Develop a dual naming strategy aligned with the Shire's Reconciliation Action Plan (RAP), Townsite and Place Development Plans. | Customer Relations | | ✓ | | |
| | Review current and develop Communications and Marketing Strategy including relevant Action/Implementation plans for Brand, Corporate Communications, Marketing & Community Engagement. | Customer Relations | ✓ | | | |
| | Community Digital Engagement Platform: Develop implementation plan and organisational role out (incl. training) of Digital Community Engagement Platform. | Customer Relations | | ✓ | ✓ | |
| | Graphic Design Contractor: To contract the services of a professional Graphic Designer to assist with the design of several key strategic documents. | Customer Relations | ✓ | | | |

| SCP Directions | CBP Actions | Service Area | CBP Timeline | | | |
|---|---|---|---|---|---|---|
| | | | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
| | Undertake the Community Perception Survey | Customer Relations | ✓ | | | |
| | Complete management plans for the entirety of 5 Mile Brook. | Parks, Waste & Natural Environment | ✓ | ✓ | | |



# Risk Management

Risk Management is critical in avoiding unnecessary loss, unintended consequences, and service disruption and is essential to maximise opportunities and maintain a focus on continuous improvement.

The Shire of Capel's Risk Management Framework details how the Shire will identify, analyse, mitigate, manage and report on risks to optimise organisational performance. The Shire's Framework is developed in alignment with the Australian Standard for Risk (AS/NZA ISO: 31000:2018) and is considered in all activities.

Risk reporting is managed by Shire Officers and governed through the Council and the Council's Audit, Risk and Improvement Committee. Through the reporting, the Shire identifies risks and mitigating strategies in the following areas (Financial, Environmental, Health and Safety, Infrastructure / Systems / Utilities, Legislative Compliance & Reputation) with the aim of benefitting the delivery of services to the community.

Through the annual review of the Corporate Business Plan, areas of corporate risk of a significant nature are included in quarterly reporting.

Delivery of our Plan for the Future is aligned to the Shire's adopted Workforce Plan.

**Total Headcount:**

| Directorate | Full Time | Part Time | Casual | Total |
|---|---|---|---|---|
| Office of the CEO | 7 | 1 | 1 | 9 |
| Infrastructure Management | 49 | 4 | 2 | 55 |
| Corporate & Customer Relations | 30 | 11 | 2 | 43 |
| Community, Planning & Development | 18 | 19 | 9 | 46 |
| **Total Headcount** | **104** | **35** | **14** | **153** |

**Total Full Time Equivalent:**

| Directorate | Full Time | Part Time | Casual | Total |
|---|---|---|---|---|
| Office of the CEO | 7 | 0.50 | 0.16 | 7.66 |
| Infrastructure Management | 49 | 2.72 | 1.05 | 52.76 |
| Corporate & Customer Relations | 30 | 7.35 | 0.08 | 37.43 |
| Community, Planning & Development | 18 | 13.34 | 1.03 | 32.37 |
| **Total FTE** | **104** | **23.91** | **2.31** | **130.22** |

## Workforce – How do we physically resource the Plan

The Shire of Capel's Workforce Plan 2026-2030 outlines a strategic roadmap for aligning the organisation's people capability with its evolving community needs and growth trajectory. As a foundational component of the Shire's integrated planning and reporting framework, workforce planning enables the organisation to align its human resources with business goals, proactively address skill gaps, and optimise staff development, engagement and retention.

Workforce planning is a strategic process that ensures an organisation has the right people, with the right skills, in the right roles, at the right time. It involves analysing workforce trends and gaps, planning for future workforce needs, and implementing strategies that enable agility, sustainability and enhanced service delivery.

## Key Drives and Challenges

- The Shire has experienced rapid population growth (36.8% since 2009) and increasingly complex community needs, yet workforce growth has not kept pace.
- An independent Organisational Best Practice Review revealed significant under resourcing, outdated systems and a lack of scalable infrastructure, all of which impact service delivery and staff wellbeing.
- Recruitment and retention challenges are due to a competitive labour and salary market.
- Despite these constraints, the Shire has halved its staff turnover rate from 47% to 28.5% through strategic HR interventions.

## Strategic Workforce Growth

The Plan introduces a staged four-year Growth Strategy that proposes:

- 8.5 new FTE positions between 2026 – 2030, with 4 FTEs forecast for 2026/27.
- Focus on balancing immediate operational demands and longer-term planning for projects like the Dalyellup Library and Youth Hub and Enterprise Resource Planning (ERP) system implementation.
- Integration of flexible work, cross-functional roles and leadership development to foster resilience and adaptability

The workforce growth projections for the remaining years of the plan are:

| Year | Directorate | | | | New FTE | Total FTE | Total Cost |
|---|---|---|---|---|---|---|---|
| | C&CR | IM | CP&D | O/CEO | | | |
| **2026/27** | 1 | | 2 | 1 | 4 | 130.22 | $432,603 |
| **2027/28** | TBC | | | | 1.5 | 131.72 | $147,000 |
| **2028/29** | TBC | | | | 1.5 | 133.22 | $150,000 |
| **2029/30** | TBC | | | | 1.5 | 134.72 | $154,000 |
| **Total Projection** | | | | | 8.5 | 134.72 | $883,603 |

**Note: The above projections may change due to the annual review of the Shire's Integrated Planning & Reporting Framework**

## How this is achieved.

**Graph 2. Workforce Planning**

1. Reviewing the Strategic Community and Corporate Business Plans.
2. Engaging with our workforce to determine operational and development motivations and needs.
3. Reviewing and analysing our environment and our team.
4. Review and analysis of challenges and opportunities.
5. Measuring success and reflecting on past performance and identifying gaps.
6. Resourcing new positions and ongoing workforce growth through the Shire's Long Term Financial Plan (LTFP).

The Shire's approach to Workforce Management ensures we have the physical resources to deliver services to our community that we have committed to in our Strategic Community Plan and Corporate Business Plan.



# Long Term Financial Plan (LTFP) Snapshot

(Full 2027-2038 LTFP adopted by Council in August 2026)

Purpose of the LTFP:

The Shire of Capel's Long Term Financial Plan 2027 – 2038 (the Plan) details the Shire's intended actions over the next ten years as a means of ensuring the Shire's financial sustainability. It is aligned to other core planning documents by which the Shire is accountable to the community, including the Strategic Community Plan and the Shire's Corporate Business Plan. Where possible, information obtained in developing other strategic plans including the Workforce Plan, Sports Spaces Plan and Asset Management Plan have informed the Long Term Financial Plan, which will lay the foundation for preparation of the Shire's future Annual Budgets.

The Long Term Financial Plan is a fluid tool which analyses financial trends over a ten year period based on a range of assumptions and provides the Shire with information to assess resourcing requirements to achieve its strategic objectives.

The Long Term Financial Plan covers the period 2027 to 2038. The 2026/27 budget forms the base of the Plan. There is a higher level of detail in the first four years. All years of the Plan are underpinned by a number of assumptions and reasonable estimates which inherently contain varying levels of risk of inaccuracy.

The Shire undertakes a focused review of its Strategic Community Plan every two years and a full review is planned every four years. This Long Term Financial Plan will be assessed in conjunction with the reviews of the Strategic Community Plan and Corporate Business Plan. Annual Budgets are developed from the Long Term Financial Plan, however there may be some variations between the Long Term Financial Plan and budget, where these arise, they will be explained in the Annual Budget.



# 12 Year Financial Forecast

## Shire of Capel
## Long Term Financial Plan 2027 - 2038
### Forecast Statement of Financial Activity

| | Actual 2024-25 $ | Forecast 2025-26 $ | Budget Y1 2026-27 $ | Y2 2027-28 $ | Y3 2028-29 $ | Y4 2029-30 $ | Y5 2030-31 $ | Y6 2031-32 $ | Y7 2032-33 $ | Y8 2033-34 $ | Y9 2034-35 $ | Y10 2035-36 $ | Y11 2036-37 $ | Y12 2037-38 $ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **OPERATING ACTIVITIES** | | | | | | | | | | | | | | |
| **Revenue from operating activities** | | | | | | | | | | | | | | |
| Rates | 18,709,075 | 19,741,262 | 21,213,187 | 23,426,795 | 25,248,979 | 26,974,318 | 28,819,008 | 30,791,356 | 32,900,248 | 35,155,191 | 37,566,355 | 40,144,620 | 42,901,627 | 45,849,829 |
| Grants, subsidies and contributions | 3,560,787 | 5,422,475 | 1,451,708 | 3,700,000 | 3,792,500 | 3,887,313 | 3,984,496 | 4,084,108 | 4,186,211 | 4,290,866 | 4,398,138 | 4,508,091 | 4,620,793 | 4,736,313 |
| Fees and charges | 4,893,834 | 5,067,325 | 4,925,616 | 5,312,789 | 5,514,675 | 5,724,233 | 5,941,754 | 6,167,541 | 6,401,908 | 6,645,181 | 6,897,698 | 7,159,811 | 7,431,884 | 7,714,296 |
| Interest revenue | 1,416,523 | 892,477 | 1,008,608 | 606,855 | 582,117 | 566,376 | 566,882 | 590,505 | 620,060 | 658,784 | 697,041 | 736,811 | 791,162 | 837,666 |
| Other revenue | 551,543 | 235,487 | 162,626 | 167,098 | 171,275 | 175,557 | 179,946 | 184,445 | 189,056 | 193,782 | 198,627 | 203,593 | 208,683 | 213,900 |
| Profit on asset disposal | 20,441 | 239,477 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 | 313,428 |
| Fair value adjustments to financial assets at fair value throu | (2,664) | 56,669 | - | - | - | - | - | - | - | - | - | - | - | - |
| | **29,149,539** | **31,655,172** | **29,075,173** | **33,526,965** | **35,622,974** | **37,641,225** | **39,805,514** | **42,131,383** | **44,610,911** | **47,257,232** | **50,071,287** | **53,066,354** | **56,267,577** | **59,665,432** |
| **Expenditure from operating activities** | | | | | | | | | | | | | | |
| Employee costs | (12,815,870) | (14,141,155) | (17,195,949) | (17,447,807) | (18,208,480) | (18,995,777) | (19,810,629) | (20,504,001) | (21,221,641) | (21,964,398) | (22,733,152) | (23,528,812) | (24,352,320) | (25,204,651) |
| Materials and contracts | (11,488,909) | (11,432,020) | (13,262,722) | (12,061,124) | (12,678,674) | (13,054,798) | (13,439,728) | (13,833,701) | (14,236,961) | (14,749,759) | (15,372,352) | (15,855,006) | (16,347,991) | (17,651,587) |
| Utility charges | (743,445) | (676,780) | (648,239) | (667,686) | (687,717) | (708,349) | (729,599) | (751,487) | (774,032) | (797,253) | (821,171) | (845,806) | (871,180) | (897,315) |
| Depreciation | (6,611,124) | (6,767,849) | (6,871,050) | (6,988,363) | (6,992,382) | (6,983,778) | (6,992,004) | (7,011,343) | (7,088,390) | (7,231,779) | (7,442,158) | (7,605,857) | (7,871,592) | (8,582,768) |
| Finance costs | (165,588) | (151,213) | (253,924) | (258,037) | (261,888) | (257,901) | (245,625) | (226,934) | (298,277) | (266,564) | (324,204) | (262,233) | (243,830) | (205,579) |
| Insurance | (282,196) | (302,379) | (308,678) | (313,308) | (318,008) | (322,778) | (327,620) | (332,534) | (337,522) | (342,585) | (347,724) | (352,940) | (358,234) | (363,608) |
| Other expenditure | (506,001) | (395,832) | (446,366) | (459,757) | (473,550) | (487,757) | (502,390) | (517,462) | (532,986) | (548,976) | (565,445) | (582,408) | (599,880) | (617,876) |
| Loss on asset disposal | (16,241) | (36,564) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) | (51,171) |
| | **(32,629,374)** | **(33,903,792)** | **(39,038,099)** | **(38,247,253)** | **(39,671,870)** | **(40,862,309)** | **(42,098,766)** | **(43,228,633)** | **(44,540,980)** | **(45,952,485)** | **(47,657,377)** | **(49,084,233)** | **(50,696,198)** | **(53,574,555)** |
| **Non-cash amounts excluded from operating activities** | **4,695,317** | **7,005,469** | **6,608,793** | **6,726,106** | **6,730,125** | **6,721,521** | **6,729,747** | **6,749,086** | **6,826,133** | **6,969,522** | **7,179,901** | **7,343,600** | **7,609,335** | **8,320,511** |
| **Amount attributable to operating activities** | **1,215,482** | **4,756,849** | **(3,354,133)** | **2,005,818** | **2,681,229** | **3,500,437** | **4,436,495** | **5,651,836** | **6,896,064** | **8,274,269** | **9,593,811** | **11,325,721** | **13,180,714** | **14,411,388** |
| **INVESTING ACTIVITIES** | | | | | | | | | | | | | | |
| **Inflows from investing activities** | | | | | | | | | | | | | | |
| Capital grants, subsidies and contributions | 8,678,308 | 9,290,093 | 13,785,346 | 4,437,293 | 2,547,104 | 2,743,580 | 2,892,068 | 2,751,754 | 2,591,290 | 2,590,248 | 4,278,927 | 5,202,625 | 8,031,860 | 8,317,925 |
| Proceeds from disposal of assets | 40,909 | 428,264 | 278,000 | 208,781 | 215,357 | 222,141 | 229,139 | 236,357 | 243,802 | 251,481 | 259,403 | 267,574 | 276,003 | 284,697 |
| | **8,719,217** | **9,718,357** | **14,063,346** | **4,646,074** | **2,762,461** | **2,965,721** | **3,121,207** | **2,988,111** | **2,835,092** | **2,841,729** | **4,538,330** | **5,470,199** | **8,307,863** | **8,602,622** |
| **Outflows from investing activities** | | | | | | | | | | | | | | |
| Purchase of property, plant and equipment | (5,447,320) | (12,539,943) | (2,840,668) | (3,696,148) | (1,783,215) | (1,842,611) | (1,897,934) | (1,954,212) | (2,011,474) | (2,044,752) | (3,930,830) | (7,719,738) | (2,201,012) | (2,238,687) |
| Purchase and contstruction of infrastructure | (8,443,532) | (5,028,869) | (14,380,122) | (3,657,660) | (4,155,131) | (4,552,293) | (4,885,566) | (6,248,456) | (7,587,705) | (9,167,544) | (7,858,172) | (8,891,000) | (18,917,000) | (19,695,000) |
| | **(13,890,852)** | **(17,568,812)** | **(17,220,790)** | **(7,353,808)** | **(5,938,346)** | **(6,394,904)** | **(6,783,500)** | **(8,202,668)** | **(9,599,179)** | **(11,212,296)** | **(11,789,002)** | **(16,610,738)** | **(21,118,012)** | **(21,933,687)** |
| **Amount attributable to investing activities** | **(5,171,635)** | **(7,850,455)** | **(3,157,444)** | **(2,707,734)** | **(3,175,885)** | **(3,429,183)** | **(3,662,293)** | **(5,214,557)** | **(6,764,087)** | **(8,370,567)** | **(7,250,672)** | **(11,140,539)** | **(12,810,149)** | **(13,331,065)** |

# Shire of Capel
## Long Term Financial Plan 2027 - 2038
### Forecast Statement of Financial Activity

| | Actual 2024-25 $ | Forecast 2025-26 $ | Budget Y1 2026-27 $ | Y2 2027-28 $ | Y3 2028-29 $ | Y4 2029-30 $ | Y5 2030-31 $ | Y6 2031-32 $ | Y7 2032-33 $ | Y8 2033-34 $ | Y9 2034-35 $ | Y10 2035-36 $ | Y11 2036-37 $ | Y12 2037-38 $ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **FINANCING ACTIVITIES** | | | | | | | | | | | | | | |
| **Inflows from financing activities** | | | | | | | | | | | | | | |
| Proceeds from borrowings | - | 2,450,800 | 400,000 | 460,000 | 500,000 | 400,000 | 330,000 | 970,000 | 1,644,832 | 2,129,210 | - | 743,448 | 1,363,084 | 829,480 |
| Transfers from reserve accounts | 3,748,294 | 5,738,125 | 5,684,115 | 3,220,609 | 2,730,545 | 2,370,283 | 2,006,408 | 2,072,468 | 2,140,705 | 2,211,192 | 2,284,003 | 3,719,494 | 2,436,903 | 2,517,155 |
| | **3,748,294** | **8,188,925** | **6,084,115** | **3,680,609** | **3,230,545** | **2,770,283** | **2,336,408** | **3,042,468** | **3,785,537** | **4,340,402** | **2,284,003** | **4,462,942** | **3,799,987** | **3,346,635** |
| **Outflows from financing activities** | | | | | | | | | | | | | | |
| Repayment of borrowings | (316,802) | (332,213) | (527,207) | (529,997) | (558,133) | (623,982) | (685,210) | (743,951) | (856,217) | (1,027,497) | (1,245,750) | (1,137,021) | (785,680) | (773,916) |
| Payments for principal portion of lease liabilities | (146,023) | (90,378) | (16,130) | - | - | - | - | - | - | - | - | - | - | - |
| Transfers to reserve accounts | (5,747,702) | (3,419,837) | (1,440,703) | (2,448,696) | (2,177,756) | (2,217,555) | (2,425,400) | (2,735,796) | (3,061,297) | (3,216,607) | (3,381,392) | (3,511,103) | (3,384,872) | (3,653,042) |
| | **(6,210,527)** | **(3,842,428)** | **(1,984,040)** | **(2,978,693)** | **(2,735,889)** | **(2,841,537)** | **(3,110,610)** | **(3,479,747)** | **(3,917,514)** | **(4,244,104)** | **(4,627,142)** | **(4,648,124)** | **(4,170,552)** | **(4,426,958)** |
| **Amount attributable to financing activities** | **(2,462,233)** | **4,346,497** | **4,100,075** | **701,916** | **494,656** | **(71,254)** | **(774,202)** | **(437,279)** | **(131,977)** | **96,298** | **(2,343,139)** | **(185,182)** | **(370,565)** | **(1,080,323)** |
| **MOVEMENT IN SURPLUS OR DEFICIT** | | | | | | | | | | | | | | |
| **Surplus or deficit at the start of the financial year** | 7,576,997 | 1,158,611 | 2,411,502 | - | - | - | - | - | - | - | - | - | - | - |
| Amount attributable to operating activities | 1,215,482 | 4,756,849 | (3,354,133) | 2,005,818 | 2,681,229 | 3,500,437 | 4,436,495 | 5,651,836 | 6,896,064 | 8,274,269 | 9,593,811 | 11,325,721 | 13,180,714 | 14,411,388 |
| Amount attributable to investing activities | (5,171,635) | (7,850,455) | (3,157,444) | (2,707,734) | (3,175,885) | (3,429,183) | (3,662,293) | (5,214,557) | (6,764,087) | (8,370,567) | (7,250,672) | (11,140,539) | (12,810,149) | (13,331,065) |
| Amount attributable to financing activities | (2,462,233) | 4,346,497 | 4,100,075 | 701,916 | 494,656 | (71,254) | (774,202) | (437,279) | (131,977) | 96,298 | (2,343,139) | (185,182) | (370,565) | (1,080,323) |
| **Surplus or deficit after imposition of general rates** | **1,158,611** | **2,411,502** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |

The Shire's approach to sustainable financial management ensures we have the financial resource to deliver serviced to our community that we have committed to in our Strategic Community Plan and Corporate Business Plan.