

*Heart of the Sterlings*



**SHIRE OF GNOWANGERUP**  
BORDEN GNOWANGERUP ONGERUP

# COUNCIL PLAN

2025 - 2035



**Our Integrated  
Strategic Community Plan  
Corporate Business Plan**

*Heart of the Sterlings*



**SHIRE OF GNOWANGERUP**  
BORDEN GNOWANGERUP ONGERUP

Reviewed and updated 17 June 2026

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DJ Smith Photography

**Strategic Community Plan**  
**Corporate Business Plan**



We are pleased to present the Shire of Gnowangerup Council Plan 2025-2035, incorporating the Strategic Community Plan and Corporate Business Plan.

This Plan is part of our continued commitment and focus on a positive and bright future for our Shire. Sharing our vision and strategic objectives aligned to the feedback received from our community, this Plan outlines how we will work towards achieving our vision over the next decade.

This Plan has been developed after consideration of the valued input of the local community, and we want to express our appreciation for the response and input received.

Our community and Council recognise we care for an extensive road network and community infrastructure, essential to our community connectivity and economy along with the large number of visitors to our region, and maintaining these assets remains a key focus for Council.

The community engagement results highlight a strong sense of community, appreciation for the natural beauty of the area and local residents are highly invested in seeing our Shire grow, thrive and connect.

With a small resident population and ratepayer base, Council is mindful of resource limitations and seeks whenever possible to advocate for and leverage external funding opportunities for the benefit of our district.

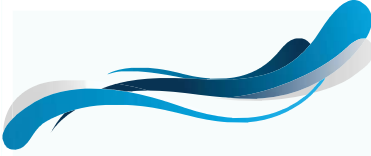
As a local government we will continue to work in partnership with the community, and other key stakeholders, to deliver these outcomes.

During the development of this Plan, we reflected on our progress since the development of our Strategic Community Plan 2021-2031 and identified the need to ensure the Shire has the resources and capacity to provide appropriate levels of services to the community and to maintain our infrastructure.

As a Council we look forward to continue progressing and supporting our community to stay, grow and thrive.

Kate O'Keeffe  
Shire President

# INTRODUCTION





## **Our Vision**

*A community where people  
**stay, grow and thrive***

### **Stay**

*A safe, welcoming place where people feel connected and proud to belong.*

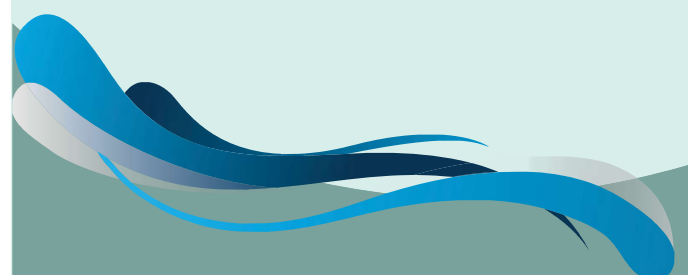
### **Grow**

*A community that develops through new opportunities, investment and learning.*

### **Thrive**

*A place where people enjoy a high quality of life and reach their full potential.*

**COUNCIL PLAN 2025 - 2035**





## Our Purpose

*The Shire's purpose is*  
**Connecting Community**  
*by fostering engagement  
and a sense of belonging*

*We bring people together to build relationships,  
share experiences, and strengthen our sense of  
belonging.*

*Through connection and collaboration, we create a  
stronger, more unified community.*

## Our Values

Safety, Tenacity, Integrity  
and Collaboration

**COUNCIL PLAN 2025 - 2035**

*Heart of the Stirlings*



**SHIRE OF GNOWANGERUP**  
BORDEN GNOWANGERUP ONGERUP

## OUR STRATEGIC OBJECTIVES

*Our priority areas for the next ten years, guiding our decisions and planning*

### **1. Our Community**

*Vibrant, connected community, promoting well-being and inclusion*

### **2. Our Environment**

*Healthy natural environment and well maintained infrastructure for current and future generations' enjoyment*

### **3. Local Economy**

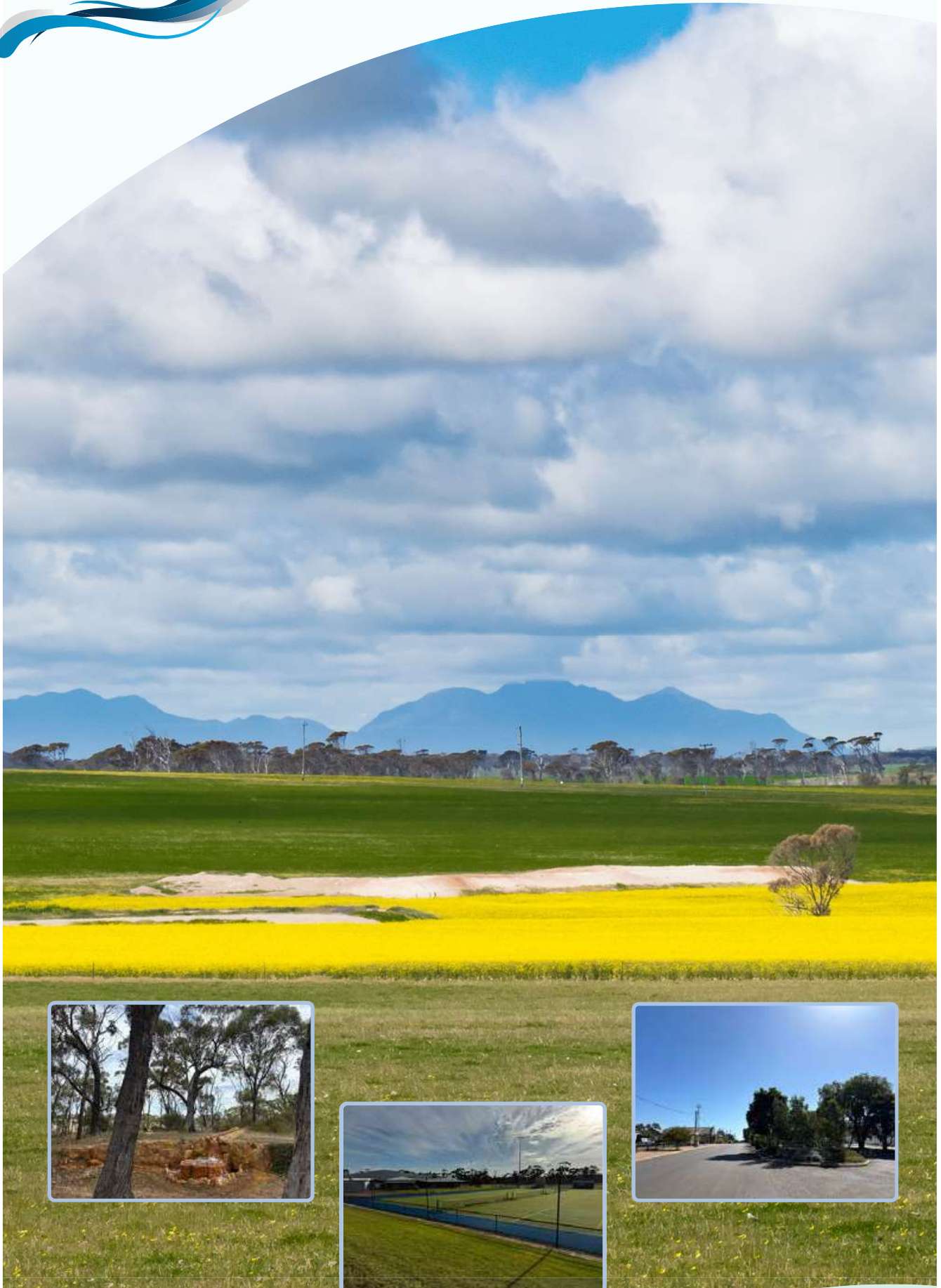
*An innovative and diverse local economy with a strong agricultural industry*

### **4. Leadership and Governance**

*Providing strategic leadership and effective advocacy for the advancement of our district*

**COUNCIL PLAN 2025 - 2035**





love being involved  
in the community

love the friendly  
safe community

## 1. Our Community

Vibrant, connected community, promoting well-being and inclusion

### Strategy 1.1 Support an active, healthy and inclusive community culture

Activities	Term	Role
1.1.1 Deliver and support community events and activities	2025-2029	Partner / Deliver
1.1.2 Engage with community, seek opportunities to celebrate our diverse culture, aboriginal heritage and promote inclusion and connection across the district	2025-2029	Partner / Deliver
1.1.3 Advocate for and support appropriate health and medical services, community support services, facilities and programs locally	2025-2029	Advocate / Partner
1.1.4 Seek appropriate compensation for health and medical services locally	2025-2029	Advocate
1.1.5 Work collaboratively to ensure our emergency services and disaster recovery arrangements are appropriate, support and encourage volunteering across the district	2025-2029	Partner / Deliver

### Strategy 1.2 Accessibility to all community spaces and facilities

Activities	Term	Role
1.2.1 Plan for access and inclusive services and facilities across the district	2025-2027	Deliver
1.2.2 Undertake appropriate planning to support the health and well-being of our community	2026-2028	Partner / Deliver

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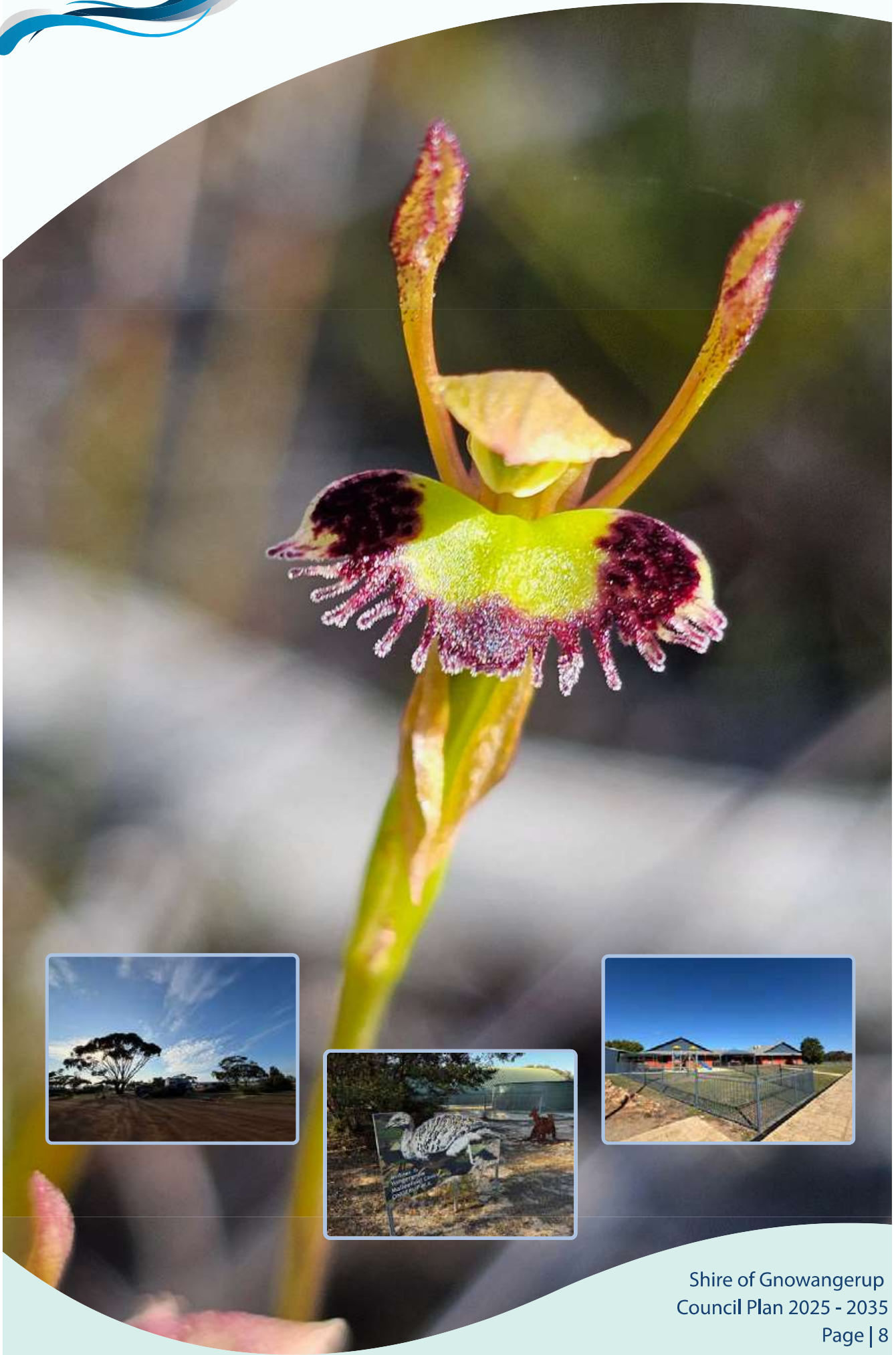
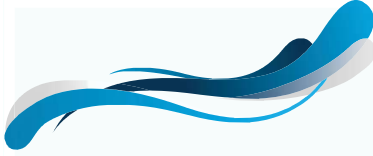
#### Giving direction to further activities including:

- Seeking grants for activities and events like Wild Gravel
- Providing community grants program
- Support for resident doctor
- Facilitate local emergency management arrangements
- Engaging with our aboriginal community, working collaboratively to preserve and celebrate heritage and culture
- Review, update and implement Disability Access and Inclusion Plan
- Advocate for local provision of health and well-being activities and services
- Support for initiatives like Active Farmers program
- Review, update and implement local public health plan

”

COUNCIL PLAN 2025 - 2035





love the landscape,  
people, history

love nature,  
tranquility, bird life

## 2. Our Environment

Healthy natural environment and well maintained infrastructure for current and future generations' enjoyment

### Strategy 2.1 Valuing our natural environment and working collaboratively to protect and enhance our natural assets

Activities	Term	Role
2.1.1 Collaborate for the conservation, management and maintenance of our natural environment	2025-2029	Partner
2.1.2 Maintain our public streetscapes, showcasing our beautiful towns	2025-2029	Partner / Deliver
2.1.3 Provide waste management services and facilities, meeting the needs of our community and promoting waste reduction and recycling	2025-2029	Deliver
2.1.4 Plan for water security, drought resilience and climate change risks	2026-2029	Deliver

### Strategy 2.2 Infrastructure is well planned and maintained to support our community

Activities	Term	Role
2.2.1 Plan, maintain and manage community assets through effective asset management	2025-2029	Deliver
2.2.2 Provide appropriate road and transport network and associated infrastructure	2025-2029	Deliver
2.2.3 Maintain Local Planning Scheme to ensure growth is appropriately planned and enabled	2026-2027	Deliver
2.2.4 Protect and preserve our heritage assets	2025-2029	Partner

“

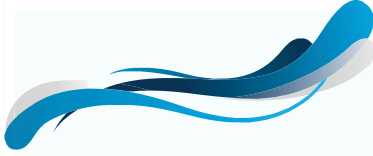
**Giving direction to further activities including:**

- Road and other infrastructure maintenance
- Undertake annual works program
- Review and update local planning scheme
- Maintain heritage assets register

”

COUNCIL PLAN 2025 - 2035





desire land development and more well maintained public spaces

desire to continue to grow and attract more people to our communities

### 3. Local Economy

An innovative and diverse local economy with a strong agricultural industry

#### Strategy 3.1 Attract diverse investment in the district, strengthening local businesses to build a resilient economy

Activities	Term	Role
3.1.1 Promote our region, attracting new business, industry and residents	2025-2029	Partner / Deliver
3.1.2 Promote tourism with a particular focus on Koi Kyeunu-Ruff (Stirling Range) and the towns of Borden, Ongerup, Gnowangerup, and the locality of Amelup.	2026-2029	Partner / Deliver

#### Strategy 3.2 Develop and advocate for essential infrastructure and services to enable and promote growth

Activities	Term	Role
3.2.1 Advocate for residential and industrial land release, supporting development opportunities	2025-2027	Advocate
3.2.2 Advocate for the provision of appropriate essential services and infrastructure	2025-2027	Advocate
3.2.3 Establish a tourism and heritage precinct in Gnowangerup	2025-2027	Partner / Deliver

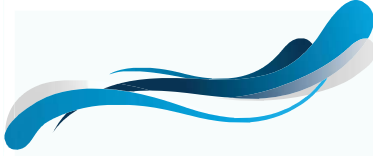
“

#### Giving direction to further activities including:

- Collaborate with tourism bodies, neighbouring LG's to promote our region
- Facilitate events like Fields and Fortunes
- Economic Development Prospectus
- Shop Local policy and promotion
- Work with State Government to release land as required
- Lobby for improvement to telecommunications black spots
- Lobby for road infrastructure funding

”





keep moving forward  
and the three towns  
continue to thrive

make sure the shire is  
a good place for  
people to live

## 4. Leadership and Governance

Providing strategic leadership and effective advocacy for the advancement of our district

### Strategy 4.1 Effectively represent, promote and advocate for the benefit of our community and district

Activities	Term	Role
4.1.1 Provide strategic leadership and advocate on behalf of the community	Ongoing	Deliver / Advocate
4.1.2 Foster strong community connections through inclusive engagement and meaningful communication	Ongoing	Deliver

### Strategy 4.2 An efficient and effective organisation, providing appropriate services to our community

Activities	Term	Role
4.2.1 Provide services aligned with our community requirements	Ongoing	Deliver
4.2.2 Ensure strong financial management through effective planning	Ongoing	Deliver
4.2.3 Provide a safe and positive workplace, supporting development and growth	Ongoing	Deliver

“

#### Giving direction to further activities including:

- Maintain presence and advocacy role on committees and boards
- Actively promote region and advocate on behalf of community
- Provide regular communications, updating community on Council activities
- Develop community engagement charter
- Maintain strategic and operational planning
- Seek operational efficiencies and alternative revenue opportunities

”

COUNCIL PLAN 2025 - 2035







## Background

The following pages provide background and further detail on the community engagement and feedback received during this review.

The structure of this plan, additional context and legislative requirements are also provided for the readers information.

## Council Plan Structure



## Vision and Purpose

Our Vision reflects the community feedback received during consultation undertaken in 2025.

Our vision, along with the Shire’s purpose articulate our intent for the districts future.

## Strategic Objectives

The community feedback received informed the development of strategic objectives for the Shire.

## Strategies

Strategies to progress these objectives have been developed and the Shire will use these to guide decision making and planning into the future.

## Service Delivery

The corporate business planning activities included in this Council Plan have been developed to progress our key objectives and vision.

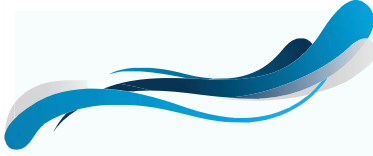
## Measuring our Progress

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

- Community satisfaction with Council services, infrastructure and facilities
- Development status and implementation of Council’s Plans and Strategies
- Level of legislative compliance

Our progress will be reported in the Annual Report each year.

# COUNCIL PLAN STRUCTURE





**4,265 sq km**  
Area



**8**  
Council Members



**226 km Sealed**  
**838 km Unsealed**  
Road Length



**36**  
Employees



**1,211**  
Shire Population



**647**  
Dwellings



**\$4.9m**  
2024/25 Rates Raised



**\$138.9m**  
Infrastructure Asset  
Value at 30 June 2024



**\$32.9m**  
Property, Plant and  
Equipment Asset  
Value at 30 June 2024



# OUR SHIRE **Borden Gnowangerup Ongerup**



The Shire of Gnowangerup is situated in the Great Southern area, approximately 354 km from Perth and 140 km from Albany and is home to three towns: Borden, Gnowangerup and Ongerup.

Covering an area of 4,265 sq km, including 100,000 hectares of farmland, supporting a strong livestock industry and cropping enterprises in wheat, lupins, barley, canola, clover seed, peas, oats and faba beans.

The three towns in the Shire of Gnowangerup service the local community and a growing number of visitors and tourism node at the edge of the Koi Kyeunu-ruff (Stirling Range) National Park.

### **Borden**

Against the striking backdrop of the Koi Kyeunu-ruff (Stirling Range), Borden is a thriving agricultural community, an hour and half drive north from Albany, passing through Stirling Range National Park.

Close to breathtaking mountain walks and awe-inspiring spring wildflower displays, featuring many rare and delicate orchids. Borden is known for its rich abundance of native fauna with more than 180 species of birds.

Home to a huge modern grain storage facility, the contents of which are shipped all over the world.

### **Gnowangerup**

The name Gnowangerup originated from the Indigenous Nyoongar word "gnow", meaning mallee fowl - a native ground-dwelling bird.

Based on a strong agricultural industry, Gnowangerup is also home to thriving commercial enterprises and a diverse community.

The Gnowangerup Aboriginal Museum and Keeping Place shows the history of the indigenous people associated with the local Mission and Koi Kyeunu-ruff (Stirling Range), who used the plains as hunting grounds for thousands of years.

### **Ongerup**

Ongerup sitting 400km south east of Perth, is a small farming based community. Whilst small in number, Ongerup is a large-hearted community, with passionate locals who make things happen.

The name Ongerup means "Place of the Male Kangaroo" in the Noongar language, "Yonger" meaning kangaroo and "up" meaning "place of".

Ongerup is also home to the Yongergnow Malleefowl Centre which is devoted to the conservation of the endangered malleefowl.



As part of the ongoing development and review of the Shire's high level strategic planning activities, community consultation and engagement was again sought in 2025.

The feedback received has been taken into consideration during the major review in early 2025 and subsequent development of the Shire of Gnowangerup's Council Plan 2025-2035.

This process included a focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to service and facilities provided by the Shire of Gnowangerup.

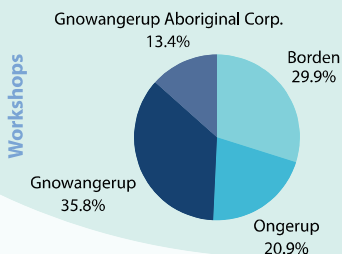
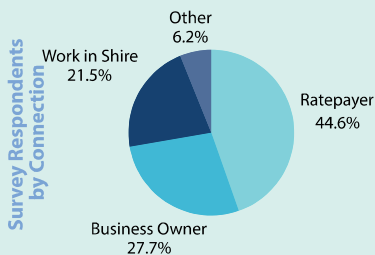
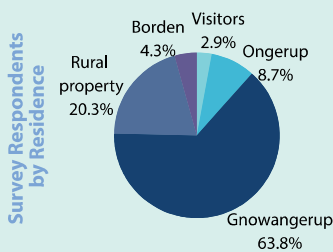
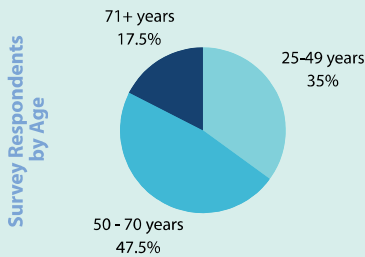
The following is a brief snapshot of some of the community input received.

## Community Voices



**80 Surveys**

**67 at 4 Workshops**



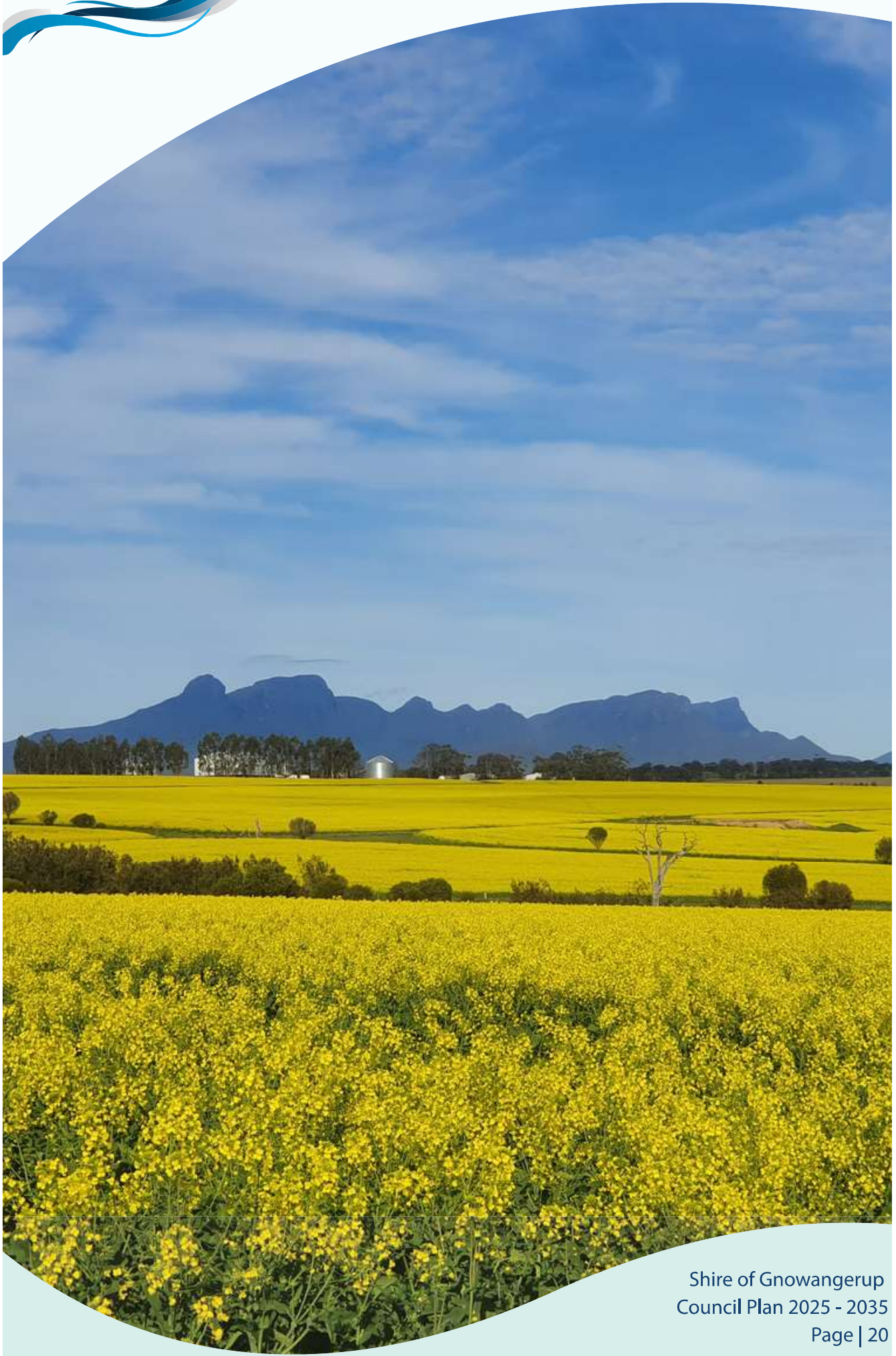
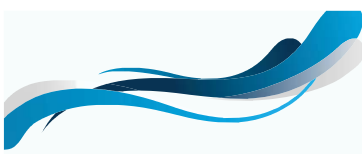
## Love about the district



## Greatest wish for the future of the district



# COMMUNITY ENGAGEMENT





## Community Feedback on Aspirations and Values

Our community identified the following aspirations and values.

The Shire of Gnowangerup is located in a beautiful part of south Western Australia, with many opportunities to enjoy our precious environment.

Across our three towns and rural residents, the strong sense of community with a friendly and peaceful feel along with the relaxed lifestyle is seen as essential to retain and support.

Promoting connectivity across the district and ensuring the ongoing provision of services is key to the continued well-being of our community.

As a predominately agricultural based local economy, maintaining the road network is vital and supports our community connectivity and growing visitor numbers.

Growing our region, attracting families and increasing the local resident population is desired, with the release and availability of land for residential, commercial and industrial development required to support these aspirations.

Protecting and retaining the natural environment for future generations is priority for the community and Council.

There is great opportunity and keenness to maintain and enhance our attractive and welcoming district in a collaborative approach.

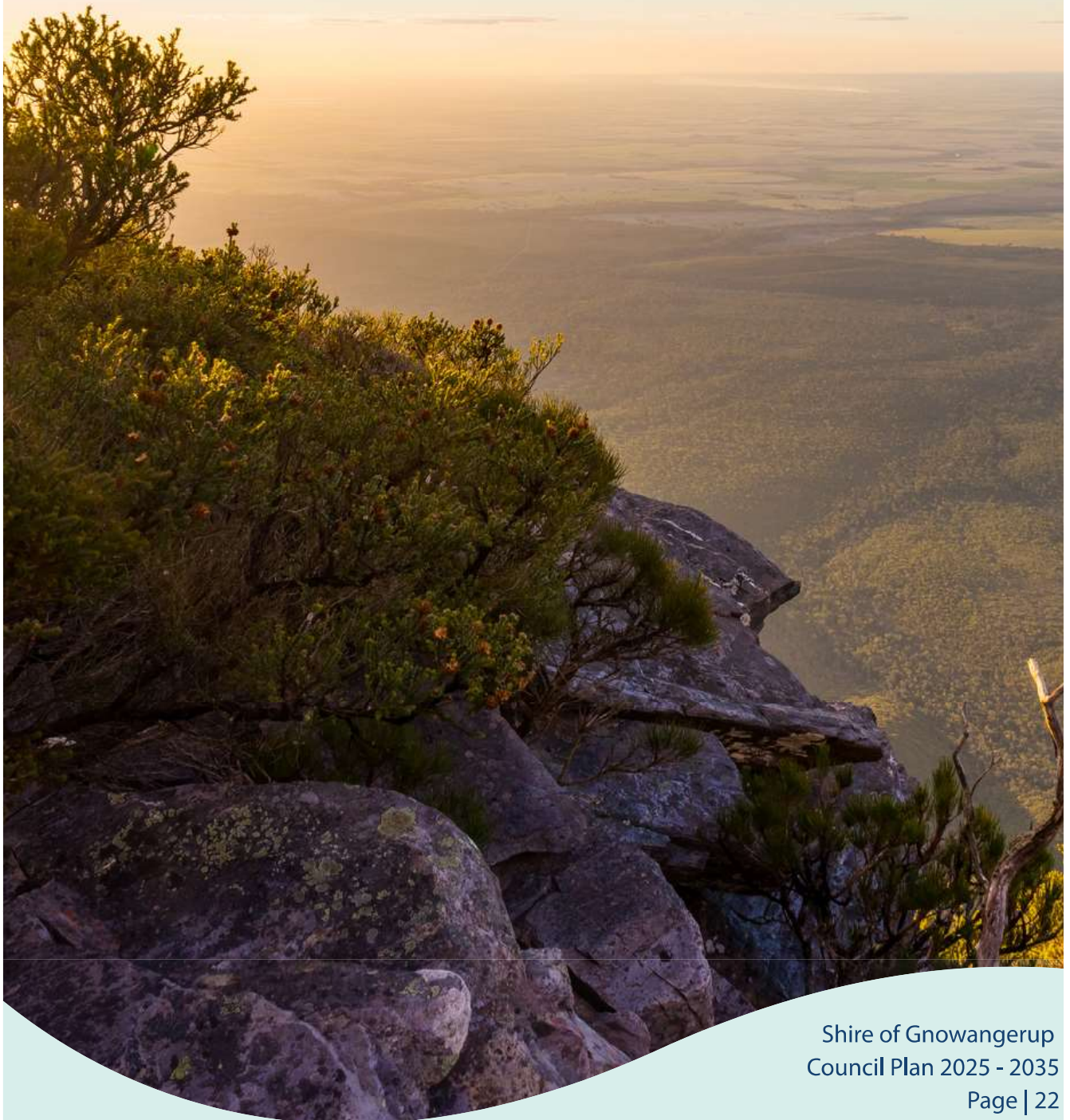
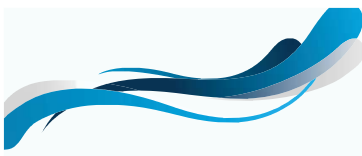
Opportunities exist to improve the built environment to support our community and large visitor population, including the road network, playgrounds and community facilities.

A wide range of community events, activities and opportunities for involvement and building connectivity are desired.

The feedback received during this engagement process, generally continues to align with the engagement responses received during previous iterations of the Strategic Community Plan.

Quotes from the community feedback are included in blue speech bubbles.

# COMMUNITY ENGAGEMENT

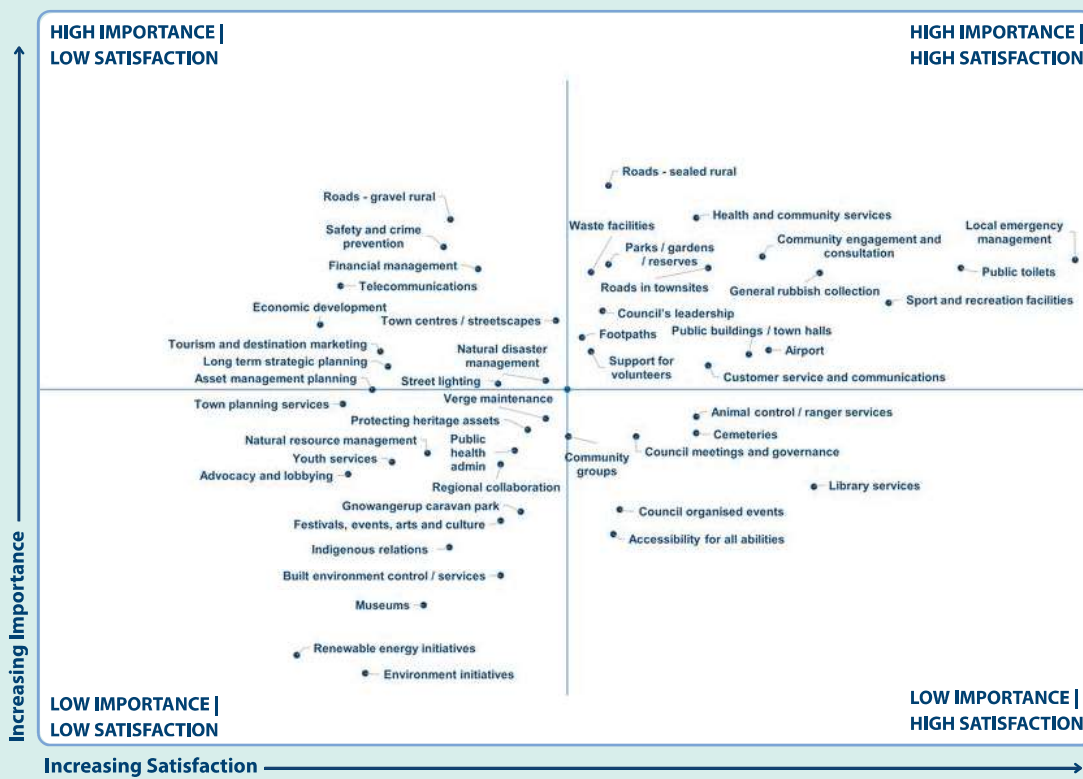




## Service Provision - Comparison Analysis

Based on the survey results, the relative importance and satisfaction of various services, community facilities and infrastructure were determined, relative to each other.

Note, some services are not services within the Shire's responsibility, however as they are important to our community, the Shire may play a vital advocacy role.



# COMMUNITY ENGAGEMENT



Other levels of government and their individual strategies, plans and projects have an impact on how local governments operate.

These independent strategies, plans and projects need to be considered when planning for the future of our Shire.

In addition to foreshadowed local government legislative reforms, the following are considered highly relevant due to their potential impact on the Shire's service delivery.

### **State Planning Strategy 2050**

A guide from which public and local authorities can express or frame their legislative responsibilities in land-use planning, land development, transport planning and related matters.

In the context of the Shire, this is relevant to achieving growth, ensuring economic advancement, social equity and ecological protection and enhancement.

### **State Infrastructure Strategy**

Identifies the whole-of-government consideration to deliver future infrastructure needs and priorities to support Western Australia's growing population.

### **Local Health Plans**

The WA State Government introduced the *Public Health Act 2016* for Western Australia which requires local governments to develop local public health plans.

Development of the Shire's Local Health Plan itself is unlikely to have any significant impact on the Shire's resources, however the actions and projects contained within the plan could.

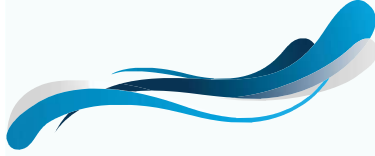
### **WA Housing Strategy**

A call to action for all sectors to work together to improve housing choices and access to suitable and affordable homes - particularly for the most vulnerable.

### **Western Australian Climate Change Policy**

Sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future. The policy highlights their commitment to adapting to climate change and working with all sectors of the economy to achieve net zero greenhouse gas emissions by 2050.

# WIDER CONTEXT



# LEGISLATIVE REQUIREMENTS

All Western Australian local governments are required by current legislation to prepare a Plan for the Future for their district, under Section 5.56 of the *Local Government Act 1995*.

The Plan for the Future is defined in the *Local Government (Admin) Regulations 1996* (19BA) as the combination of a Strategic Community Plan and a Corporate Business Plan.

With the Local Government Act reform process currently underway and the *Local Government Amendment Bill 2023* being passed in May 2023, consideration was given during the development of this plan to the pending change to Section 5.56 of the *Local Government Act 1995*.

When the amendments to the *Local Government Act 1995* come into effect, Section 5.56(2) will define a council plan as a plan for (a) the future services and facilities for the district that are to be provided by the local government; and (b) any prescribed matters. At this time, regulation amendments are being drafted regarding the Council Plan and will provide further detail for the requirements of the Council Plan when released.

Currently the *Local Government (Admin) Regulations 1996* (19C) detail what should be included in a Strategic Community Plan and the *Local Government (Admin) Regulations 1996* (19DA) detail what should be included in a Corporate Business Plan.

The Council Plan 2025 - 2035 is an integrated approach for meeting the requirements for strategic community planning and corporate business planning, reflecting strategic alignment and integration.

The Council Plan provides the overall strategic direction for the community, Council and others who deliver services and play a part in the community.

**Shire of Gnowangerup  
Council Plan  
2025-2035  
Plan for the Future  
*Local Government Act 1995*  
Section 5.56**

**Combined  
Strategic Community Plan &  
Corporate Business Plan  
*Local Government (Admin) Regulations*  
1996 Regulation 19BA**

**Strategic  
Community Plan  
*Local Government*  
*(Admin) Regulations*  
1996  
Regulation 19C**

**Corporate  
Business Plan  
*Local Government*  
*(Admin)*  
*Regulations 1996*  
Regulation 19DA**



## Strategic Community Planning

Strategic community planning is underpinned by community engagement to provide the community's vision and aspirations.

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

The Shire of Gnowangerup intends to use the Council 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 of our community's key priorities, and the way we intend to grow and develop;

- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

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

The Shire recognise the need to work collaboratively with other levels of government, neighbouring local governments and stakeholders to provide our region with a positive future.



# STRATEGIC PLANNING



## Corporate Business Planning

Detailing service delivery activities, aligned to the strategic direction identified during the strategic community planning and accompanied by financial projections is a core component of this planning. Financial projections are undertaken through the long term financial planning process.

These activities vary over the:

- short term | 1 - 4 years
- medium term | 5 - 8 years
- long term | 8+ years
- ongoing

These activities will be reviewed and developed annually, aimed towards ensuring alignment of the annual budget process and high level strategic direction of the Shire.

The strategic activities may refer to other adopted plans and strategies of Council and will be implemented in accordance with further detailed planning, and will be subject to the annual budget process and resource availability.

As a Shire, we will undertake a variety of roles in progressing these strategies, including:

- Deliver / Facilitate
- Advocate / Lobby
- Partner / Collaborate

## Strategic Resource Planning

A combined approach to asset management, long term financial and workforce planning. A key objective is to highlight and define long term strategies to maintain financial and asset services to the community over the long term.

### Asset Management Planning

Developed for major asset classes, forming a component of an overall asset management strategy, addressing the steps required to continuously improve the management of Shire controlled assets. Capital renewal requirements are detailed and planned for to the extent the financial and workforce resources are available to enable the renewals to occur.

### Long Term Financial Planning

Planning for a positive future, seeking to maintain, and where possible, improve service levels while maintaining a healthy financial position. During the development of this Council Plan, the Long Term Financial Plan was considered to ensure integration, resulting in an update to the capital works program.

### Workforce Planning

Provides the workforce resource strategies necessary to deliver the objectives, outcomes and strategies of this Council Plan.



## Risk Management

The Shire provides a diverse range of services and facilities to the general public and seeks to manage risks to achieve its strategic outcomes.

The Shire engages experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles and manage risks to the community and Shire.

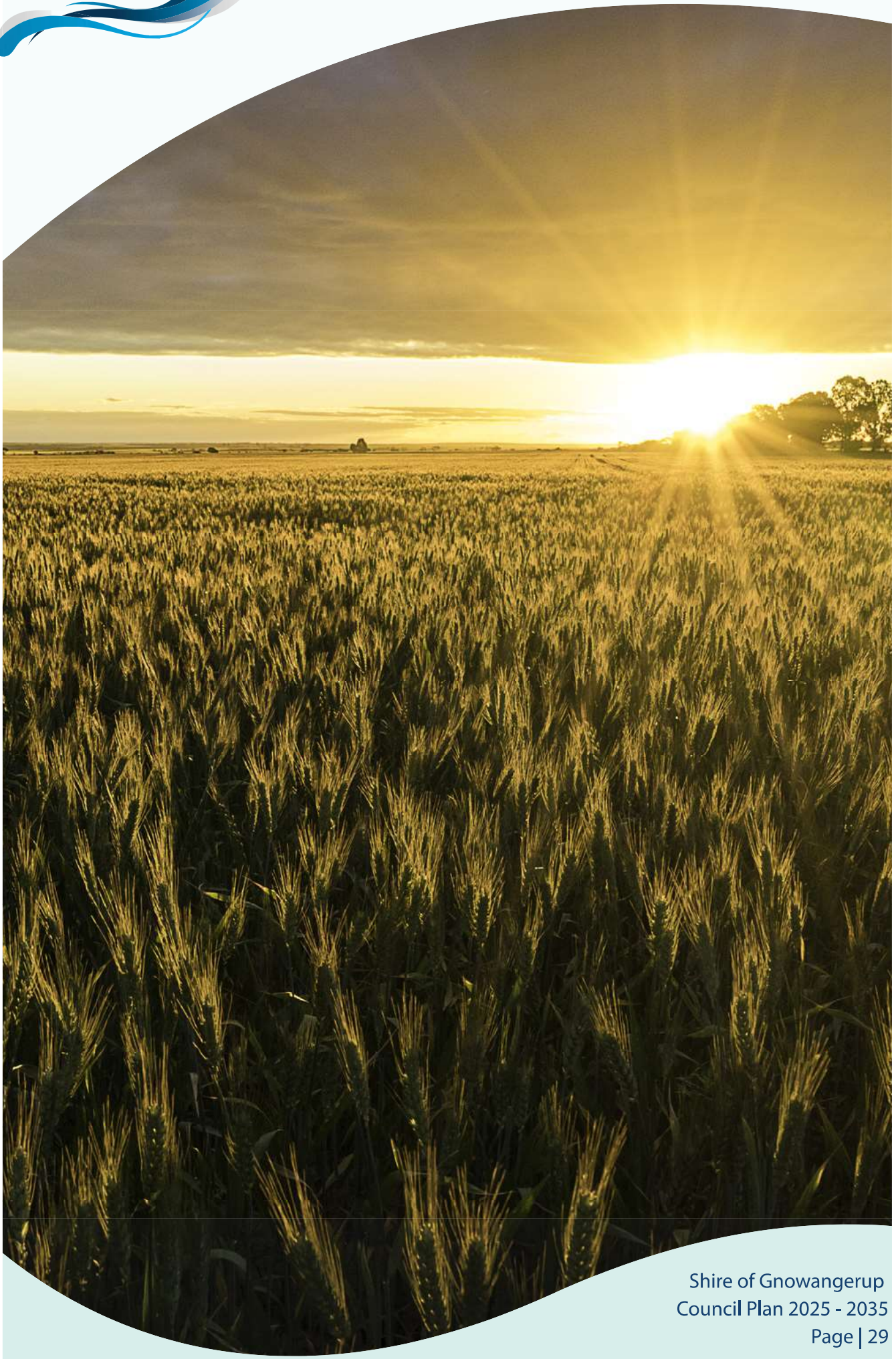
It is important to consider the external and internal context in which the Shire of Gnowangerup operates as it seeks to achieve its strategic objectives. The following factors have been recognised in connection to managing risks in delivering the strategic outcomes of this Council Plan.

## Internal Factors

- The objectives and strategies contained in the Council's current Council Plan
- The timing and actions contained in the current Council Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

## External Factors

- Increasing community expectations in relation to service levels and service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to government policy and legislation
- Cost shifting by federal and state governments
- Reducing external funding for infrastructure and operations
- Climate change and subsequent response
- Global economic uncertainty





Acknowledgement and our appreciation are expressed to the ratepayers and residents of the Shire of Gnowangerup, for their time and effort in being a part of the community engagement process and invaluable input into the development of this Council Plan.

The Shire of Gnowangerup Council Plan 2025-2035 has been developed by engaging the community and other stakeholders. Council 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 stakeholders and the community.

Reference to the following documents or sources were made during the preparation:

- Shire of Gnowangerup Integrated Strategic Plan 2021 - 2031;
- Council website:  
[www.gnowangerup.wa.gov.au](http://www.gnowangerup.wa.gov.au);
- Australian Bureau of Statistics Gnowangerup (S) (LGA53640), 2021 Census of Population and Housing General Community Profile, viewed 11 March 2024;
- Shire of Gnowangerup Annual Financial Report 2023-24;
- Shire of Gnowangerup Adopted Annual Budget 2024-25;
- Local Government Act 1995, Section 5.56(1);
- Local Government Act Amendment Bill 2023;
- Local Government (Administration) Regulations 1996, Paragraph 19BA;
- Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016;
- Tourism WA website;  
[westernaustralia.com](http://westernaustralia.com);

- Credit Daniel Smith, DJ Smith Photography, cover page image;
- Credit Anrie van Zyl photography - images on pages 2,4,6,18;
- Great Southern Development commission website:  
[gsdc.wa.gov.au/our-region/gnowangerup](http://gsdc.wa.gov.au/our-region/gnowangerup); and
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[aussietowns.com.au](http://aussietowns.com.au)

#### **Document Management**

Council Plan 2025 - 2035

Major review of Integrated Strategic Plan 2021-2031 (Incorporating Strategic Community Plan and Corporate Business Plan)

Version: 2025-2035

Status: Final

Date of Adoption: 23 July 2025

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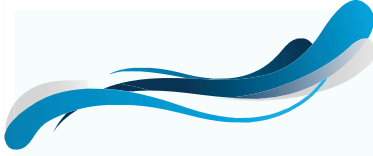
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# REFERENCES AND THANK YOU



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