

# Strategic Community Plan **2018-2028**





Above: Carnarvon resident Maggie, is happy to give her feedback on priorities.

Cover photo: Carnarvon's picturesque Fascine.

“It will be exciting to see the community in 10 years’ time united to create projects, to celebrate Carnarvon, and portray the Shire for the great place that it is.”

Community survey participant

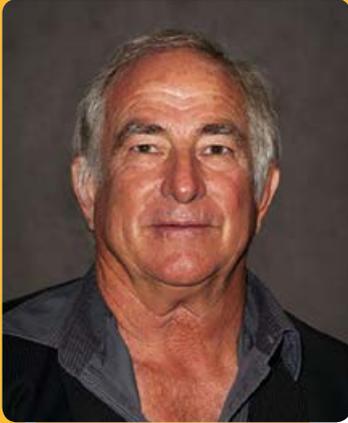
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“The Strategic Community Plan is a long-term planning document that sets out the community’s vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations.”

*The Shire of Carnarvon acknowledges and thanks Localise for assistance with community engagement and preparation of the Plan.*





“The community gave us a strong and compelling vision – unity, humanity, nature.”

## Message from the President

### I am proud to present the Shire of Carnarvon’s 2018 - 2028 Strategic Community Plan.

The community has driven the direction of this Plan and on behalf of the Council, I want to thank each and every one of the hundreds of people who took part. We believe it is one of the most representative plans in the State.

The community gave us a strong and compelling vision – *unity, humanity, nature*. There is a call for the leaders of the community to work together more closely; for the different cultures, especially Aboriginal and non-Aboriginal, to come together in harmony and positive action; and for the inter-generational gap to be closed.

The community wants to ensure a future for every young person. Yes, that is a big ask. If we want to deliver this in ten years, we better get started. Can we be the first community in Western Australia that truly puts our young people first? Yes, I think we can be.

And we won’t succeed if our economy isn’t performing. We need a thriving economy that makes the most of our indisputable advantages in land and sea based food and in tourism. Woven through those advantages is untapped potential in cultural tourism, led by our traditional owners. The future of our young people, and all of us, depends on all of our economic strengths being utilised to the full.

Underpinning our human wellbeing is, of course, nature. We have a clear message – look after the environment so it can look after us. So many of us find joy in the natural environment. Some of us make our living from it. I think it is fair to say that all of us who love this place value the beauty and soul of our distinctive desert landscapes and outstanding seascapes.

As a Council, we have listened and we have responded. We know we can’t deliver this Plan alone. No-one could. The strength of this Plan lies in the strength of the community behind it. We are committed to working together for the positive picture the community has painted.

**Councillor Karl Brandenburg**  
President, Shire of Carnarvon

# Introduction

## Welcome to the Shire of Carnarvon's Strategic Community Plan.

The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations. It is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All Local Governments in Western Australia are required to implement IPR which enables robust decision-making.

The Plan will be used to:

- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, community groups, and other local stakeholders that contribute to the future of our community
- Inform decision-making with respect to other partners and agencies, including the State Government and other Local Governments in our region
- Provide a clear avenue to pursue funding and grant opportunities by showing how projects align with the vision and strategic direction outlined in this Plan
- Inform future partners of our key priorities, and the ways in which we seek to grow and develop
- Provide a framework for monitoring progress against the community's vision and aspirations

The draft Plan was adopted for community consultation on 22 May 2018. The community's feedback was incorporated into the final Plan, which was adopted by Council on 26 June 2018. It will be reviewed by 30 June 2020 and every 2 years thereafter. The two-yearly cycles will alternate between a mini strategic review and a major strategic review, as shown in *Figure 1: Integrated Planning and Reporting Framework Planning Cycle* on page 5.

### Ensuring continuity in times of change

At the time of adopting the Strategic Community Plan, the Shire was in a state of significant change. The recruitment process for a new Chief Executive Officer was underway, and the Shire was developing its core 'informing strategies' (see *Figure 1* on page 5) – the Workforce Plan, Asset Management Plans, and Long Term Financial Plan. The Shire was also dealing with a number of legacy issues of a contentious nature including an Authorised Inquiry into procurement practices dating back to 2011, being conducted by the Department of Local Government, Sport and Cultural Industries.

The Strategic Community Plan and Corporate Business Plan have a key role to play in maintaining stable direction and continuity, enabling the new Chief Executive Officer to align his or her leadership and organisation development to delivering the plans, completing the core informing strategies, and responding to the results of the Authorised Inquiry, as well as the normal challenges of looking after the Shire's facilities and assets and delivering services.

### Strategic Focus and Priorities

The process that has been undertaken in developing this Strategic Community Plan has demonstrated the desire of the people of the Shire of Carnarvon to move towards a more united community, which embraces all of humanity and respects nature.

The table below shows the areas of focus for the next 10 years that have been identified along with four year priorities to move towards the community's vision.

These areas and priorities are interconnected. In some cases, actions in one area will have an impact in another area. The work program to deliver the priorities is detailed in the Corporate Business Plan.

Ten-year focus	Four-year priorities
Improved standard of assets and facilities	<ul style="list-style-type: none"> <li>• Roads to Recovery Program</li> <li>• Tourism and rural access roads</li> <li>• Civic Centre upgrade (subject to grant funding)</li> <li>• Aquatic centre and splash park upgrade (options to be assessed)</li> <li>• Staged playground upgrade program</li> <li>• Fascine wall – long term maintenance program</li> <li>• Blowholes – Reserve redevelopment</li> </ul>
Facilitation of economic development and tourism	<ul style="list-style-type: none"> <li>• Update and finalise Economic and Tourism Development Plan</li> <li>• Develop partnership with REX airline to promote the district</li> <li>• Royal Show exhibition</li> <li>• Achieve RV-Friendly status</li> <li>• Collaborate with the Heritage Committee to facilitate a resolution to the One Mile Jetty</li> <li>• Facilitation to support Aboriginal business development</li> <li>• Carnarvon fascine management, including dredging</li> <li>• Coral Bay beach precinct development, in collaboration with private operators who are undertaking substantial redevelopment projects</li> <li>• Advocacy and facilitation to support the provision of Coral Bay workers accommodation</li> </ul>
Community development	<ul style="list-style-type: none"> <li>• Strengthen agency partnerships to support families</li> <li>• Update the Age-Friendly Community Plan (seek grant)</li> <li>• Support the provision of age appropriate housing and aged care</li> <li>• Maintain support for sport and recreation clubs</li> <li>• Increased focus on emergency management</li> </ul>
Reconciliation	<ul style="list-style-type: none"> <li>• Develop an appropriate Aboriginal representation structure and complete Reconciliation Action Plan</li> <li>• Memorandum of Understanding with Yingarrda</li> <li>• Fly the Aboriginal flag every working day</li> <li>• Cultural awareness training</li> </ul>
Youth services	<ul style="list-style-type: none"> <li>• Facilitate a 'Future For All Young People' summit, to produce a youth-led community-based action plan</li> </ul>
Waste management	<ul style="list-style-type: none"> <li>• Education on the reduction and reuse of waste</li> <li>• Develop the 'Bring and Reuse Centre' at Carnarvon waste disposal facility</li> <li>• Expand capacity of waste disposal facilities at Carnarvon and Coral Bay</li> </ul>

## Western Australia Local Government Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is shown in the following diagram. The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

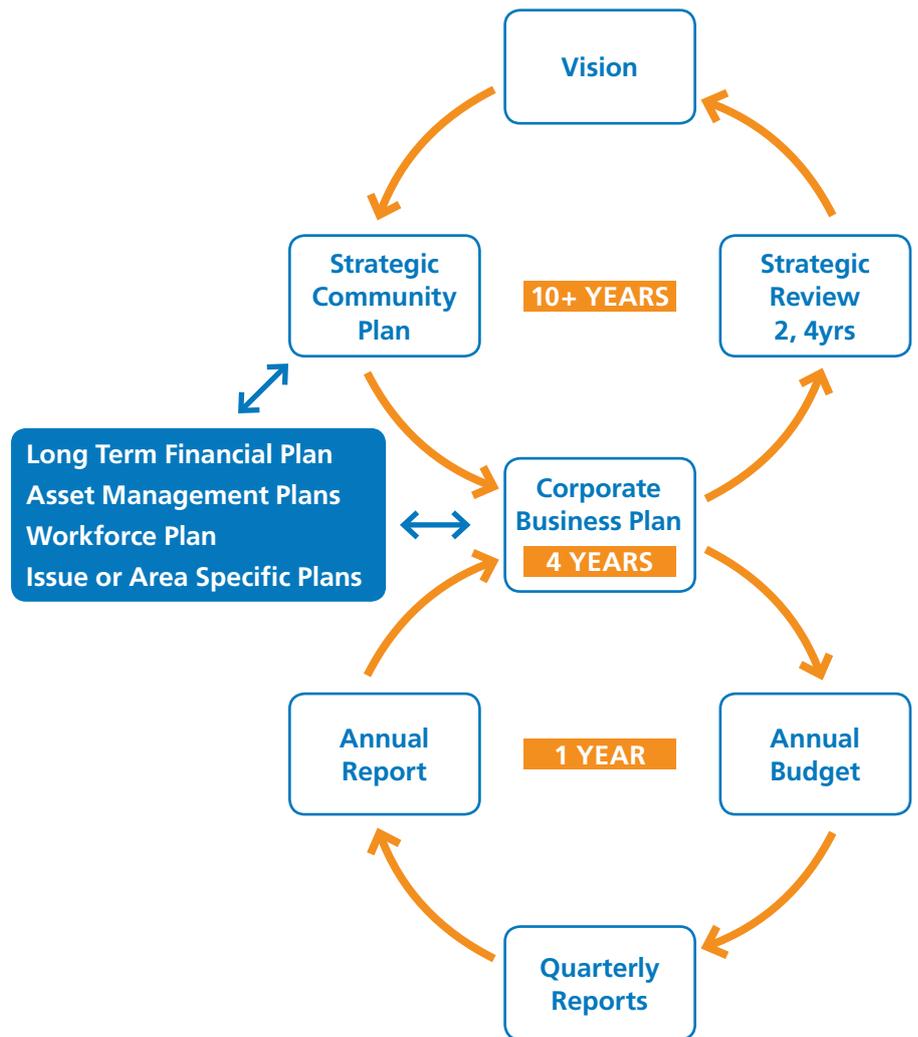
However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a "rolling" Plan which is reviewed every two years. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

The Plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The "Informing Strategies" – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Framework Planning Cycle



# Community profile

## Location

The Shire of Carnarvon is located 902 kilometres north of Perth, overlooking the Indian Ocean and in the centre of the Shark Bay and Ningaloo World Heritage areas. Its main localities are Carnarvon and Coral Bay. Occupying a land area of approximately 46,000 km<sup>2</sup>, the Shire borders four other Local Government Areas consisting of

the Shire of Exmouth to the north, Shire of Ashburton to the north east, the Shire of Upper Gascoyne to the east, and the Shire of Shark Bay to the south. The Shire of Carnarvon enjoys an enviable temperature range throughout the year, cooler than many of the locations of Western Australia (WA) in the summer, and warmer in the winter.



Figure 2: Map of Shire of Carnarvon and location in Western Australia

## Key features

The “Census snapshot at a glance” below summarises key changes between 2011 and 2016.

### Census snapshot at a glance

	2011	2016	CHANGE	COMMENT
Population	5,787	5,528	-259 (-4%)	Slight population decline
Male/Female	51%M to 49%F	52%M to 48%F	+1%M, -1%F	Negligible change in male/female ratio
Median age of persons	38 years	39 years	+1 year	Slight increase in median age
Median age of Aboriginal persons	20 years	20 years	0 years	No change in median age
Children aged 0-14 years	1,308	1,125	-183 (-16.2%)	Decrease in young children
Persons aged 60+	1,080	1,126	+46 (+4%)	Slight increase in seniors
Total Aboriginal or Torres Strait Islander	1,109	995	-114 (-11.4%)	Aboriginal and/or Torres Strait Islander population decline
Born outside Australia	969	957	-12 (-1.2%)	Slight reduction in migrant population
Volunteers	893	916	+23 (+2.5%)	Slight increase in volunteers
Core activity need for assistance	215	197	-18 (-9.1%)	Decrease in residents with disability
Median total personal income (\$/weekly)	\$594	\$693	+\$99 (+14.2%)	Sizable increase in personal income
Median total household income (\$/weekly)	\$1,107	\$1,261	+\$154 (+12.2%)	Sizable increase in household income
Median mortgage repayment (\$/monthly)	\$1,517	\$1,517	\$0	Mortgage repayments static
Median rent (\$/weekly)	\$152	\$200	+\$48 (+24%)	Significant increase in median rent
Internet access from dwelling	64%	69%	+5%	Increase in home internet access
Average household size (persons)	2.5	2.4	-0.1	Slight reduction in household size

Source: Australian Bureau of Statistics: Census of Population and Housing 2011, 2016. Retrieved November 2017.

# Achievements since the last Plan

The Shire of Carnarvon has delivered a range of actions since the adoption of the previous Strategic Community Plan (2011-2021). These achievements include:

## Public environment: image, appearance and function

- rebranding and entry signage
- town centre improvements:
  - Main Street upgrade and streetscape enhancements
  - public art
- completion of foreshore works, including hard and soft landscaping, three new cantilevered multi-purpose jetties, renewed car parking area
- replacement of the fascine wall
- completion of the Sydney Memorial upgrade

## Ageing in Place

- completion of the Brockman Park Structure Plan and facilitation of Aged Care facility
- aged care advocacy

## Community and Youth

- increased focus on events and festivals
- construction of a new library and art gallery
- youth outreach programs
- new playground at Town Beach
- increased support for community groups

## Infrastructure Improvements

- Airport Structure Plan and airport runway improvements
- levee bank flood protection for town and horticulture
- general improvement to levels of maintenance of Shire buildings.



*Pictured from top: Carnarvon Library and Art Gallery; the upgraded Carnarvon Airport; and a group of boys taking part in the outreach program.*

# Community engagement

## Background

Engagement with our community was a vital part of developing the Strategic Community Plan. An engagement policy and program was adopted to ensure the Plan was shaped by the community. It was imperative that all community members had the opportunity to contribute towards the vision, including those who were difficult to reach.

A summary of the process, participation, and results is outlined below. The details are reported in a separate document which is available here and on the Shire website.

## Community engagement process

The following steps were undertaken.

### Setting the scene, identifying key challenges, agreeing process

Workshops were held with staff and Councillors to set the scene for the Strategic Review, identify key challenges facing the community for the decade ahead, and agree the engagement process. These workshops also reviewed progress since the last Plan, and any lessons learned.

The challenges were tested in stakeholder workshops and individual stakeholder meetings, involving key agencies in the district, prior to engaging with the wider community, as described below.

### Carnarvon and Coral Bay Drop-in Sessions

Two open drop-in sessions were held in each of Carnarvon and Coral Bay. They were held in shopping centres (Carnarvon and Coral Bay), the Yacht Club (Carnarvon) and Bill's Bar (Coral Bay). During this phase of the engagement process, participants were asked:

- what was their vision for their community
- the biggest issues facing the community, and
- how they would prioritise spending across services.

### Online survey

An online survey was available for people who were unable to attend the sessions in person. The questions in the online survey mirrored the questions from the drop-in sessions.

### Meetings with population groups

Meetings were held with various representative groups. This ensured a wider range of the community was involved, including community members who can be difficult to engage in planning for the future. It also meant that we could see where particular population groups had aspirations or priorities that were different from the community as a whole, and may otherwise have been overlooked.

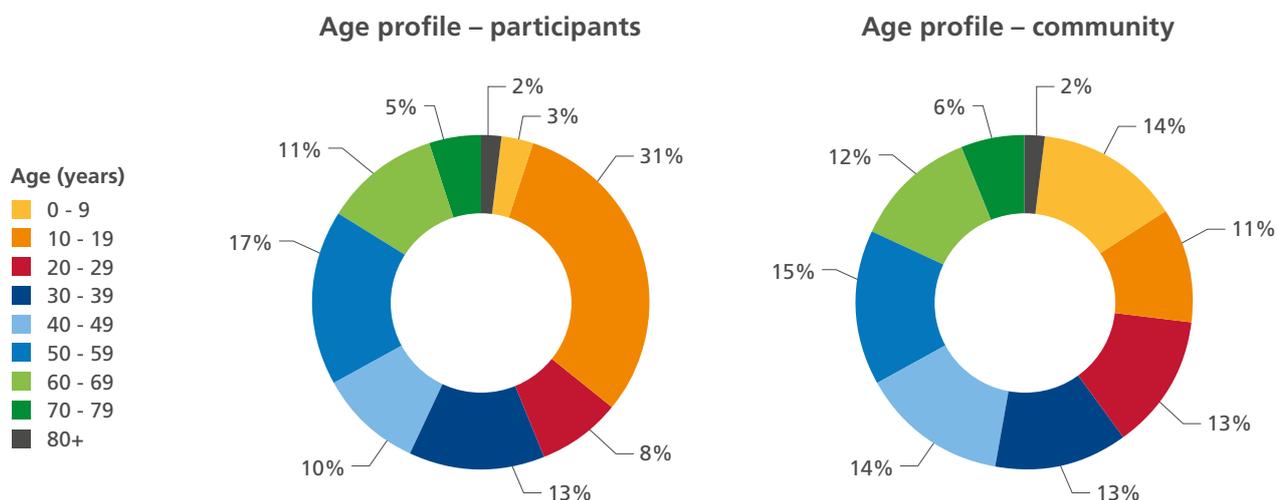
### Participation

A total of 447 people participated, just over 8% of the population. The participants' demographic profile closely matched the community's profile. 54% of participants were female and 46% were male, compared to the community's profile of 48% and 52% respectively<sup>1</sup>. The age profile was also a close match (see *Figure 3*).

"I would like to see Carnarvon pride itself on the rich Aboriginal culture, be a united community that supports change and supports one another."

<sup>1</sup> See Table 6: Age and Gender Profile 2016, page 32

**Figure 3:** Age profile of participants and age profile of community



Given this close demographic match, the level of participation means the results are highly reliable. It is the equivalent of a sample with 95% confidence with a margin of error of 5%. This means that if you asked the whole population the same questions, you could be pretty sure that the results would be the same, plus or minus 5%<sup>2</sup>.

The number of people who participated in each session is listed below:

- 179 in 13 sessions with various population groups:

- Mungullah Community (8)
- Aboriginal Biodiversity Corp (11)
- Senior College (100)
- Youth Outreach (21)
- Vietnamese community (14)
- Men’s group (7)
- Seniors Club (18)
- 124 in drop in session: 73 in Carnarvon and 51 in Coral Bay
- 69 in online survey
- 75 participants in stakeholder workshops, Council workshops and individual meetings

## Results

### Vision

One community member captured the heart of many entries with these words: “Unity, Humanity, Nature”, which has been incorporated into the community vision in this Plan, along with the following recurrent themes:

- A connected community across leaders, cultures, and generations
- A future for every young person
- A job-rich economy, built on local strengths
- A still-natural environment, looked after and used

<sup>2</sup> There is a caveat to this. While the participants’ profile was a good match to the community overall, the survey profile was somewhat skewed towards older and female participants, and is likely to reflect an element of “self-selection bias”.

## Key Challenges

Six key challenges were considered (these are explored in a later section, see pages 14-17):

- economic development
- strong families
- youth engagement
- reconciliation
- natural and build environment
- ageing population

Consideration of the major challenges facing the community

over the coming decade yielded the following key findings:

- young people, families and the economy are at the centre of Carnarvon’s future
- reconciliation and investments in the natural and built environment are key enablers
- older people will play a valuable role socially and economically

Participants saw the challenges as highly inter-connected and did not believe they could be successfully tackled in isolation.

## Suggestions

The community and stakeholders offered suggestions that have been grouped into the six key challenges. The suggestions in Table 1 below are the most commonly mentioned ones. They aren’t limited to what Local Government can do, but often involve a broader community and cross-agency response. The bolded suggestions arose in more than one major issue.

**Table 1:** Summary of suggestions

Economic Development	Strong families	Youth engagement	Reconciliation	Natural and built environment	Ageing population
<ul style="list-style-type: none"> <li>• Greater export</li> <li>• Gascoyne’s pastoral and horticultural industries</li> <li>• Tourism/promotion of district/cultural tourism/improve visitor information, incl. <b>signage</b></li> <li>• Fix the fascine</li> <li>• Airport</li> <li>• Coral Bay Workers accommodation</li> <li>• Tender clause to use local content</li> <li>• More local shops</li> <li>• Promote love and pride</li> <li>• <b>Events</b></li> </ul>	<ul style="list-style-type: none"> <li>• Utilise elders’ knowledge/experience</li> <li>• Community engagement</li> <li>• <b>Agencies get out to community more</b></li> <li>• Role models in the community</li> <li>• Mix with all cultures</li> <li>• Rehabilitation program in town</li> <li>• More kids’ programs</li> <li>• <b>Family/parent engagement</b></li> <li>• More <b>activities</b> and community <b>events</b></li> </ul>	<ul style="list-style-type: none"> <li>• More <b>activities</b> available for kids</li> <li>• <b>Agencies get out to community more</b></li> <li>• <b>Family/parent engagement</b></li> </ul>	<ul style="list-style-type: none"> <li>• Fly Aboriginal flag all year – every day</li> <li>• Recognition of Yingarrda traditional owners</li> <li>• Town <b>signage</b></li> <li>• Cultural Centre re-opening</li> </ul>	<ul style="list-style-type: none"> <li>• Demolition or re-use of buildings such as Old Police Station</li> <li>• Boat ramp/harbour improvements</li> <li>• More public toilets</li> <li>• <b>Signage</b></li> <li>• One Mile Jetty</li> <li>• Town beach</li> <li>• Brockman park improvements</li> <li>• Sporting opportunities</li> <li>• Open pool for longer</li> </ul>	<ul style="list-style-type: none"> <li>• More residential aged care</li> <li>• Intergenerational work (e.g. bike fixing with PCYC)</li> <li>• Improve patient assistance scheme (PATS)</li> <li>• Provide medical services locally</li> <li>• Day <b>activities/entertainment</b></li> <li>• Elders’ security/safety</li> </ul>

“One community member captured the heart of many entries with these words: “Unity, Humanity, Nature” which has been incorporated into the community vision in this Plan.”

### Service Priorities

The engagement process also asked the community for their views on the service priorities for the Council over the coming years. The list below distils their feedback. Some are whole services, some are groupings of services and sub-services, and the first one (maintenance and renewal) is a thread that was woven throughout the feedback.

- Maintenance and renewal of assets and facilities
- Facilitation of economic development and tourism, including:
  - Carnarvon fascine and waterways management
  - Coral Bay foreshore management
  - Coral Bay workers accommodation
  - Aboriginal business development
  - Youth transitions
- Community development, including age friendly community and disability access and inclusion
- Reconciliation Action Plan
- Youth services
- Waste management

### Consultation on the draft Strategic Community Plan

The draft Strategic Community Plan was open to the public for consultation from 22 to 19 June 2018. Direct contact was made with the members of the stakeholders' group who have been involved in the engagement process since December 2017, and with community members registered on the Shire's community database including those who actively participated in the engagement opportunities provided during February and March 2018.

Comment could be made on-line utilising a structured feedback form, by attending a drop in at the Library on 15 and 18 June 2018, or by letter. Local public notice was given in accordance with the provisions of the Local Government Act 1995.

Twelve submissions were received, which were generally supportive of the plan. No submission expressed significant dissatisfaction. There were a number of useful suggestions made by submitters which have been implemented to improve the clarity of the Plan. Some feedback was more relevant to the Corporate Business Plan and has been referred for consideration in that process.

# Shire, government and industry working together with and for the community

The Shire and community actively seek to partner and work with others with the ability to contribute to the community vision.

The State and Federal Governments have a significant role to play in securing the future prosperity and wellbeing of the Shire and the Gascoyne Region. The Council acknowledges and appreciates the access that both Commonwealth and State Government Ministers provide to Shire representatives on matters of significance to the Shire and the Gascoyne Region.

The Shire has historically worked closely with key State and Federal agencies including the Commonwealth Department of Infrastructure, Regional Development and Cities, the WA Department of Primary Industries and Regional Development, and the Gascoyne Development Commission to deliver major projects.

The Council will continue to strengthen these ties to build on our strengths and support our key sectors to create jobs and opportunities for the community.

In particular, the Council supports State submissions to the Commonwealth Government for investments in the infrastructure associated with food production, transport and health care. The Council also supports State Government programs addressing:

- Aboriginal Development (including the reopening of Gwoonwardu Mia – Gascoyne Aboriginal Heritage and Culture Centre)
- Pastoral farming and horticulture
- Tourism
- Aquaculture
- Education
- Local content in State Government jobs and contracts

The Council also strongly supports – through advocacy, marketing and planning – private investment in projects that will create jobs and boost economic prosperity and values its relationships with major investors in productive industries within the Shire.

“The Council will continue to strengthen these ties to build on our strengths and support our key sectors to create jobs and opportunities for the community.”



Luke from Coral Bay sharing his perspective on priorities for the Shire.

# Key challenges facing the community

The key challenges for the community are explored below. These issues are interconnected, with each issue impacting the other to varying degrees. These inter-relationships were closely considered when developing this Plan.

## Economic Development

The local economy predominantly consists of primary industries (pastoral, horticulture, fishing, etc), tourism, extractive resource industries (salt and gypsum), and services. The challenge for growing the local economy is to build on these strengths, and make better use of under-utilised assets and capabilities, to develop new businesses and grow existing ones.

An example is the potential for new high value crops in under-utilised land. Another example is cultural tourism, led by the traditional owners, which has been identified as an area of potential growth.

A number of the identified possibilities for economic development have been mapped on on pages 16 and 17. The first map shows the wider perspective of the district as a whole, and the second map zooms in on the town of Carnarvon and immediate surrounds.

These maps will be used as part of the economic and tourism strategy, which will be completed in the early stage of implementing this Plan, and will assist in communicating the economic potential of this district and region, and exploring the economic development pathway with business leaders and all stakeholders, including funding bodies.

## Strong Families

Families, be they wide extended kinship groups or smaller, are an essential glue for healthy and safe communities. These structures can come under stress for a range of reasons: from lack of employment and/or education which can provide opportunity, from exclusion and lack of respect or understanding of cultural systems, to poor health and risky behaviours of individuals.

Our community experiences these problems and economic cycles can apply additional pressures. One manifestation of this is a reduced sense of personal and community safety. Long term solutions lie with the strengthening of individuals and families, respecting and working with a range of people and structures and growing the local economy.



*Stakeholder Workshop, addressing the key challenges*

## Youth Engagement

Like many smaller and more remote communities, there are issues in the district associated with disengaged young people who have not successfully made the transition from school into further education or employment. Some young people are entering the legal/justice system at a young age, with consequent damage to their future prospects.

A number of issues have been identified by the wider community and by young people themselves, including: the need for good quality youth services; opportunities for young people to gain meaningful employment; increasing pro-social behaviour; retaining families and young people in town; more facilities, educational options and activities for young people and families, and affordable local housing options for young people.

## Reconciliation

The Local Government area of the Shire of Carnarvon sits within the traditional area of the Yingarrda peoples, who have inhabited the region for tens of thousands of years.

There are Aboriginal people from the wider Gascoyne region and beyond who also live in the Shire. It is said that there are people from up to twelve language groups residing in the district.

The Shire administrative area cuts across traditional structures and areas of authority, as do the layers of State and Federal Government responsibilities. Physical development, and cultural systems and structures,

have been disrupted and in some cases, harmed areas of traditional importance, cultural practice and economic activity.

As is the case in many Local Governments, there is limited understanding of traditional cultural protocols, Aboriginal management systems and structures, and as yet, little development of engagement practice with elders and the wider Aboriginal community.

## Natural and Built Environment

The district of the Shire of Carnarvon has many geographic features of cultural and environmental significance and sits between two world heritage areas. The district also supports extensive pastoral, horticultural, fishing and aquaculture industries and is a major food producer for Western Australia.

The Shire provides built assets and facilities to the community with opportunities to protect, maintain or enhance the quality of the Shire's built environment as spaces for the community to develop and thrive.

Supporting the use and enjoyment of the natural environment, while protecting it for the use and enjoyment of future generations is a significant challenge, which is inter-related with investments in the built environment (e.g. tourist routes). It is also imperative that the assets and facilities of the Shire make it an attractive place to live, visit and invest. Both the natural and built environment are significantly intertwined with the other key challenges.

## Ageing Population

Like many communities, the Shire of Carnarvon has a trend towards an ageing population, reflected in the growth in the number of people aged 70 to 79. This is paralleled by a reduction in the proportion and number of younger people.

This does mask the relatively young age profile of people identifying as Aboriginal and Torres Strait Islander<sup>3</sup>, with a larger proportion of Aboriginal children and young people, and a smaller proportion of Aboriginal people over 50.

This somewhat influences the Shire of Carnarvon's overall community age profile.

This ageing of the population will bring benefits to the community, particularly given the trend towards increasing fitness and a desire for many to stay in the workforce. Furthermore, older people who are fit and well are an important source of volunteers in the community. This will give the community access to their skills and knowledge, something that can still assist with development of the local economy, but it does require adaptation and changes in attitude to such things as disability, access, and employment practices.

The ability of people to continue to live in the area throughout their lives is a key concern. This has been recognised by the community and the Council. For example, the Council is preparing Brockman Park for the development of independent living units.

<sup>3</sup> See Table 10: Age Profile of Aboriginal and Torres Strait Islanders 2016, page 35

# Shire of CARNARVON ECONOMIC POTENTIAL MAP (Regional Area)



Shire of Carnarvon Economic Potential Map (Regional Area)



Carnarvon Economic Potential Map (Local Area)

# Strategic direction

## Community Vision

### Unity, Humanity, Nature

- A connected community across leaders, cultures, and generations
- A future for every young person
- A job-rich economy, built on local strengths
- A still-natural environment, looked after and used

## Values

- Courage
- Authenticity
- Excellence
- Respect and inclusion
- Humility
- Passion
- Cohesion

## Strategic Focus and Priorities

The areas of focus for the next 10 years have been identified along with four year priorities to move towards the community's vision, as shown in the table below. The shaded areas show the relevant years for implementation of the four year priorities.

The areas and priorities are interconnected. In some cases, actions in one area will affect another area. The program of work to deliver the priorities is detailed in the Corporate Business Plan.

Ten year focus	Four year priorities	18/19	19/20	20/21	21/22
Improved standard of assets and facilities	• Roads to Recovery Program				
	• Tourism and rural access roads				
	• Civic Centre upgrade (subject to grant funding)				
	• Aquatic centre and splash park upgrade (options to be assessed)				
	• Staged playground upgrade program				
	• Fascine wall – long term maintenance				
	• Blowholes – reserve redevelopment				
Facilitation of economic development and tourism	• Update and finalise Economic and Tourism Development Plan				
	• Develop partnership with REX airline to promote the district				
	• Royal Show exhibition				
	• Achieve RV-Friendly status				
	• Collaborate with the Heritage Committee to facilitate a resolution to the One Mile Jetty				
	• Facilitation to support Aboriginal business development				

Ten year focus	Four year priorities	18/19	19/20	20/21	21/22
Facilitation of economic development and tourism (cont.)	• Carnarvon fascine management, including dredging				
	• Coral Bay beach precinct development, in collaboration with private operators who are undertaking substantial redevelopment projects				
	• Advocacy and facilitation to support the provision of Coral Bay workers' accommodation				
Community development	• Strengthen agency partnerships to support families				
	• Update the Age-Friendly Community Plan (seek grant)				
	• Support the provision of age appropriate housing and aged care				
	• Maintain support for sport and recreation clubs				
	• Increased focus on emergency management				
Reconciliation	• Develop an appropriate Aboriginal representation structure and complete Reconciliation Action Plan				
	• Develop Memorandum of Understanding (MoU) with Yingarrda				
	• Fly the Aboriginal flag every working day				
	• Cultural awareness training				
Youth services	• Facilitate a 'Future For All Young People' summit, to produce a youth-led, community-based action plan				
Waste management	• Education on the reduction and reuse of waste				
	• Develop the 'Bring and Reuse Centre' at Carnarvon waste disposal facility				
	• Expand capacity of waste disposal facilities at Carnarvon and Coral Bay				

## Resourcing Implications

The Council will ensure that the strategies identified are implemented in a manner that is financially sustainable, minimising as far as possible the financial impost on the local community while improving the financial position of the Shire over time.

Work is continuing on the development of the four-year budgets for the Corporate Business Plan and the ten-year budgets for the Long Term Financial Plan. The main financial challenge will be in addressing the shortcomings in maintenance and renewals of infrastructure and facilities, and continuing to provide key local services, whilst remaining affordable for ratepayers.

In meeting this challenge, the Shire will be mindful that the community aspires to move forward – there is no desire to stagnate or go backwards as an attractive, liveable and prosperous place.

Bearing in mind these constraints and aspirations, the following approach is being adopted:

## Prioritisation

Generally maintain service levels with targeted increases in limited areas, in accordance with the four year priorities identified above.

Improve asset management by establishing robust true maintenance costs and optimising the scale and timing of asset replacement and renewal.

Address risk in high profile assets caused by current deferrals and backlogs in asset maintenance and replacement (e.g. the aquatic centre and civic centre), in some cases subject also to the availability of grant monies.

## Partnerships

Actively pursue partnerships with the community to achieve more through the pooling of resources and alignment of effort towards common goals; in particular, to consider the establishment of a "Committee for Carnarvon", a multi-stakeholder initiative to promote the sustainable development of the Shire.

## Revenue

Be "grant ready" by developing plans and businesses cases for priority projects and programs.

Explore ways to reduce reliance on rates and grants for revenue. This will include a review of the rates system, and the fees and charges regime. It will also include the review of the Shire property portfolio and leases.

Increase rates above the rate of inflation for a period of time (to be determined through the Long Term Financial Plan review) to enable financial repositioning to a sustainable footing.

## Renegotiate financial impost of the Fascine waterway

In 1995, through the Deed of Agreement with the Minister for Transport the Shire assumed a significant financial responsibility for the maintenance of the Fascine waterway. The deed was entered into as part of an agreement with the State Government of the day to develop the Northwater estate. The assumptions that were made at the time were predicated on the number of houses that would be developed. These assumptions have not been realised leaving the Shire with an unaffordable financial burden. The Council is seeking to renegotiate the Deed of Agreement to achieve a more equitable sharing of waterways management costs between the State and the Shire.



Levee bank, South facing

## Assumptions

The following assumptions have been used in the development of this Plan.

**Table 2:** Assumptions

Item	Assumptions
Shire population	5,528 (2016) growing to 6,550 by 2026
Property base growth	2018/19 0.2% 2019/20 – 2021/22 0.5% 2022/23 – 2028/2029 0.75%
Interest rate (borrowing)	3.5%
Local Government Cost Index (LGCI)	1.8% (2018/19); 2.2% (2019/20)
Payroll	3.5% annually over four years
The wider policy or legislative environment	Royalties for Regions: The Plan assumes that there will be little or no future funding from this source.  Roads to Recovery: Funding confirmed only for 2018/19.  The State Government’s approach to regional growth will be monitored to ensure the Shire is positioned to take advantage of any new initiatives that may emerge.  Review of the Local Government Act is being monitored to identify changes that may impact on the Council’s planning or financial management.
Staffing levels	There is likely to be a need for additional skills in the areas of project management, asset management, and strategic financial management over the next 12 to 18 months. The most effective means of providing these skills is currently being examined through the workforce planning process.
Other	Assumed level of external funding for some key operating and capital projects. These projects will not proceed at budget time if funding not secured.

## Objectives, Outcomes and Strategies

The following objectives and outcomes have been distilled from the community engagement process undertaken in the development of this Plan. These, and the related outcomes, will be used to assess progress.

### Objectives

The objectives are as follows:

<b>Economic</b>	A strong and growing economy, with a thriving regional centre, abundant business opportunities and jobs.
<b>Natural and built environment</b>	A sustainable natural and built environment that meets current and future community needs.
<b>Social</b>	Healthy, safe and resilient community, where everyone belongs.
<b>Cross-cultural connection</b>	Acknowledged and celebrated traditional owners and diverse cultures that make up the community.
<b>Civic</b>	Strong and listening Council.

### Outcomes and Strategies

The section below sets out the outcomes the community and the Council wish to see achieved over the next ten years. A number of strategies are identified under each of the outcomes. These outcomes and strategies, and the strategic priorities mentioned above, will drive the focus of Council investment and action over the medium and long term.

#### Objective 1: Economic

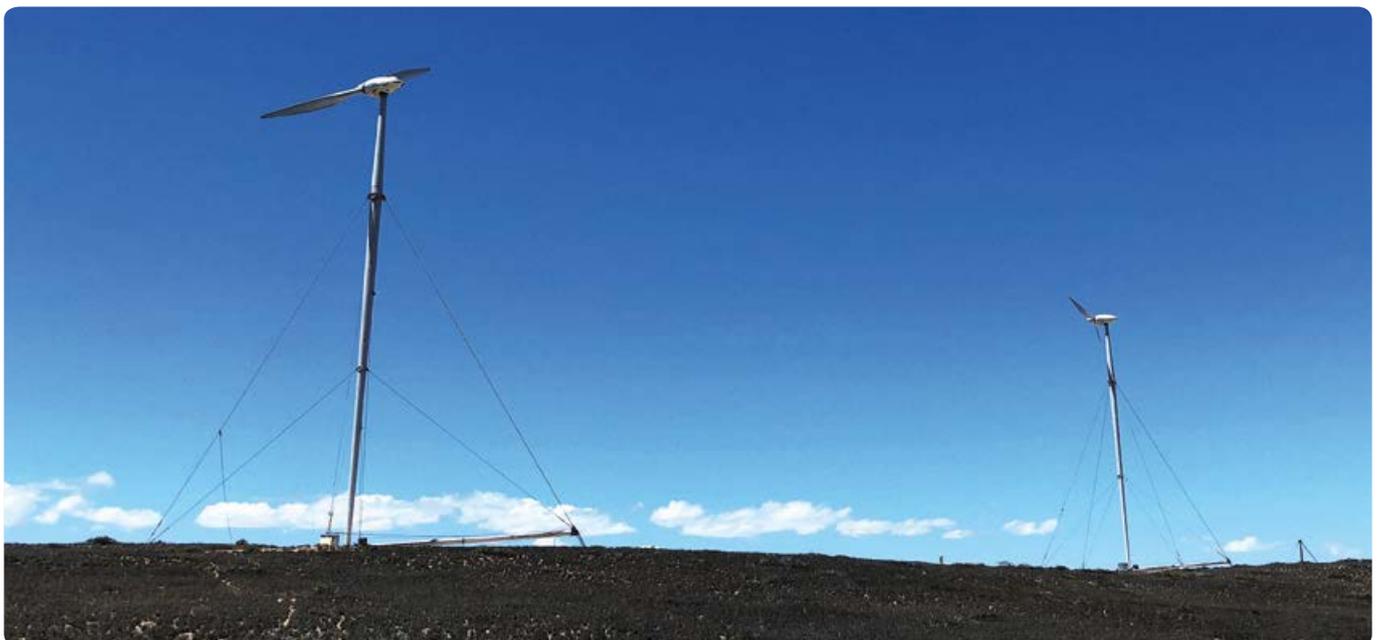
*A strong and growing economy, with a thriving regional centre, abundant business opportunities and jobs.*

Item	Outcomes and Strategies
<b>1.1</b>	<b>Local business growth</b>
1.1.1	Work with the Gascoyne Development Commission, Chamber of Commerce, Aboriginal Corporations and local businesses to identify opportunities for business growth
1.1.2	Work with the agriculture, aquaculture and fishing industries to improve their viability and profile
<b>1.2</b>	<b>Thriving tourism industry within the district/region</b>
1.2.1	Promote the district of the Shire of Carnarvon as a tourism destination within the wider Coral Coast tourism region
1.2.2	Support the development and promotion of tourism attractions in the district of the Shire of Carnarvon
1.2.3	Support the development and promotion of cultural tourism in the district of the Shire of Carnarvon
<b>1.3</b>	<b>Transport hubs that support a thriving region</b>
1.3.1	Provide and maintain airports at Carnarvon and Coral Bay
1.3.2	Develop industry and logistics precincts around the airports

## Objective 2: Natural and built environment

*A sustainable natural and built environment that meets current and future community needs*

Item	Outcomes and Strategies
<b>2.1</b>	<b>Valued natural environment, for use and enjoyment by current and future generations</b>
2.1.1	Work with other government and non-government organisations to control weeds and pests, and undertake other conservation measures
<b>2.2</b>	<b>Open, accessible, healthy foreshore and waterways</b>
2.2.1	Maintaining an open fascine entrance and internal channels
2.2.2	Work with operators and government agencies to enhance the Coral Bay Beach precinct
2.2.3	Monitoring water quality
<b>2.3</b>	<b>Flood control and stormwater management practices that are efficient and sustainable</b>
2.3.1	Provide for effective management and maintenance of Council's flood control and stormwater infrastructure
2.3.2	Make most effective use of recycled water for irrigation for open space
<b>2.4</b>	<b>Waste management practices that are efficient and sustainable</b>
2.4.1	Kerbside waste collection in Carnarvon and Coral Bay
2.4.2	Provide landfill disposal facilities in Carnarvon and Coral Bay
2.4.3	Provide education on waste reduction and reuse, and opportunities for reuse
2.4.4	Recover and dispose of car bodies in Carnarvon and Coral Bay



*Wind turbines, Coral Bay*

Item	Outcomes and Strategies
<b>2.5</b>	<b>Assessment and future planning of the three waters</b>
2.5.1	Modelling and future planning of the three waters (water, wastewater and stormwater) to identify requirements and meet future community need
<b>2.6</b>	<b>Shire assets and facilities that support services and meet community need</b>
2.6.1	Roads are appropriately managed according to their need and use
2.6.2	Advocate for improvements to the state road network
2.6.3	Town footpaths and verges are appropriately managed according to their need and use
2.6.4	Parks, gardens and open space appropriately managed according to their need and use
2.6.5	Buildings and facilities are appropriately managed according to their need and use
2.6.6	Maintain town centre, fascine and town beach for enjoyment of locals and visitors, that the community can take pride in
<b>2.7</b>	<b>Regulated land use to meet the current and future needs of the community</b>
2.7.1	Incorporate appropriate planning controls for land use planning and development
2.7.2	Adopt appropriate land use planning and building regulation practices
<b>2.8</b>	<b>Preservation of local heritage buildings and places of interest</b>
2.8.1	Shire's heritage register is regularly updated and appropriately maintained
2.8.2	Heritage buildings and places of interest are preserved and maintained through effective planning controls
2.8.3	Appropriate maintenance and signage for Shire-owned heritage buildings and places of interest



*Vietnamese community engagement*

## Objective 3: Social

### *Healthy, safe and resilient community, where everyone belongs*

Item	Outcomes and Strategies
<b>3.1</b>	<b>Active community</b>
3.1.1	Provision of sport and recreation facilities
3.1.2	Support and promote opportunities for sport and recreation clubs to increase meaningful participation
<b>3.2</b>	<b>Strong community identity and spirit through arts, culture and events</b>
3.2.1	Provide and promote visual arts facilities and exhibitions/activities
3.2.2	Provide and promote performing arts and entertainment facilities and performances/activities
3.2.3	Provide and promote other opportunities for participation in social and cultural events and activities
3.2.4	Support the delivery of public art initiatives
3.2.5	Provide accessible literature and life-long learning resources through library and information services
<b>3.3</b>	<b>Caring, self-reliant community</b>
3.3.1	Support groups to deliver community-led initiatives and activities through liaison and grants
3.3.2	Facilitate volunteering opportunities within the Shire
3.3.3	Recognition and acknowledgement of community leaders and volunteers
<b>3.4</b>	<b>Healthy and safe community</b>
3.4.1	Provide emergency management planning, disaster management and disaster recovery, and associated community liaison and education
3.4.2	Collaborate with other agencies to provide a safe community
3.4.3	Ensure safety and amenity standards are upheld through Ranger Services and Environmental Health Services
3.4.4	Develop and maintain a Public Health Plan
<b>3.5</b>	<b>Engaged young people</b>
3.5.1	Provide a youth centre and activities to engage young people, particularly at risk young people
3.5.2	Collaborate with the Edmund Rice Foundation to offer alternative education for young people not succeeding in the mainstream
3.5.3	Advocate for young people and collaborate with other agencies to engage young people
<b>3.6</b>	<b>Age friendly community</b>
3.6.1	Explore options for age appropriate housing and aged care (low to high needs) in designated precinct
3.6.2	Support older residents to lead fulfilling lives and be valued members of the community
<b>3.7</b>	<b>Accessible and inclusive community for people with disability</b>
3.7.1	Provide adequate ACROD parking
3.7.2	Ensure Shire facilities and infrastructure are accessible for people with disability, where possible

#### Objective 4: Cross-cultural connection

*Acknowledged and celebrated traditional owners and diverse cultures that make up the community.*

Item	Outcomes and Strategies
<b>4.1</b>	<b>The community's distinctive cultural mix and history is acknowledged and celebrated</b>
4.1.1	Yingarrda, the first people of this area, are acknowledged and celebrated
4.1.2	The diverse cultures of the Shire's residents are acknowledged and celebrated, including Aboriginal and other cultures

#### Objective 5: Civic

*Strong and listening Council.*

Item	Outcomes and Strategies
<b>5.1</b>	<b>A well engaged and informed community and a high standard of customer service</b>
5.1.1	Community members have access to information on their community through a range of different media
5.1.2	The community is engaged in planning for the future and other matters that affect them
5.1.3	The community can readily access friendly and efficient bookings, registers, applications, advice and other customer services
<b>5.2</b>	<b>The Shire has a high standard of governance and accountability</b>
5.2.1	Robust decision-making by culturally aware, well-informed and supported Councillors
5.2.2	Highly capable executive leadership and management
5.2.3	Risks are well managed
5.2.4	The Shire will apply sustainability principles in its own operations
5.2.5	Continual improvement in implementation of the Integrated Planning and Reporting (IPR) cycle
5.2.6	Compliance with the Local Government Act 1995 and all other relevant legislation and regulations
<b>5.3</b>	<b>Council takes into account Aboriginal issues and perspectives in decision-making</b>
5.3.1	Establish an Aboriginal Representation Committee for advice and collaboration
<b>5.4</b>	<b>Sound financial and asset management</b>
5.4.1	The Shire has an Asset Management Plan in place for each asset class
5.4.2	The Shire's Long Term Financial Plan shows financial sustainability, with realistic renewals expenditure and a realistic rates profile
5.4.3	A four-year budget is included in the Corporate Business Plan which signals a realistic anticipated rates profile for the medium term
5.4.4	Financial transactions are accurate and timely
5.4.5	Procurement ensures probity, fairness, level playing field for local suppliers, and value for money



Display stand at the Perth Royal Show

Item	Outcomes and Strategies
<b>5.5</b>	<b>The right people with the right skills in a productive workplace</b>
5.5.1	All staff are provided with adequate training and equipment to undertake their role, including cultural awareness training
5.5.2	A high standard of occupational safety and health is maintained
5.5.3	Provide a Shire traineeship and graduate program
5.5.4	Maintain a relationship with the local Disability Employment Service Provider and ensure the Shire's recruitment process is inclusive for people with disability
5.5.5	Organisation and strategic workforce development
<b>5.6</b>	<b>The Shire advocates on behalf of its community</b>
5.6.1	The Shire develops partnerships with government and non-government organisations to achieve positive outcomes for the region

## Current Services

The Shire of Carnarvon delivers the following key services, grouped into the current organisation structure, which will deliver on the community's desired future in a range of ways.

Development Services	Infrastructure	Corporate and Community	Governance
<ul style="list-style-type: none"> <li>• Planning Services</li> <li>• Heritage Services</li> <li>• Ranger Services</li> <li>• Building Services</li> <li>• Environmental Health Services</li> <li>• Emergency Services</li> </ul>	<ul style="list-style-type: none"> <li>• Roads and Bridges</li> <li>• Footpaths, Verges and Street Trees</li> <li>• Buildings and Facilities Maintenance</li> <li>• Waste Management</li> <li>• Waterway and Foreshore Management</li> <li>• Parks and Gardens</li> <li>• Town Centre, Fascine and Town Beach</li> <li>• Drainage</li> <li>• Cemetery Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Services</li> <li>• Financial Administration and Management</li> <li>• Rates</li> <li>• Procurement</li> <li>• Corporate Systems</li> <li>• Information and Communication</li> <li>• Visitor Centre</li> <li>• Performing Arts Centre</li> <li>• Festivals Events and Public Art</li> <li>• Community Group and Volunteer Support</li> <li>• Age Friendly Community</li> <li>• Disability Access and Inclusion</li> <li>• Youth Outreach</li> <li>• Library and Art Gallery</li> <li>• Sport and Recreation</li> <li>• Aquatic Centre</li> <li>• Airport</li> </ul>	<ul style="list-style-type: none"> <li>• Governance Support</li> <li>• Executive Leadership and Management</li> <li>• Advocacy and Partnerships</li> <li>• Strategic and Corporate Planning</li> <li>• Statutory Compliance</li> <li>• Organisational Development and Human Resources/ Occupational Safety and Health</li> <li>• Economic and Tourism Development</li> <li>• Reconciliation</li> <li>• Special Projects</li> </ul>

# Strategic risk management

The following table outlines the strategic risks to the Plan and the risk controls that apply.

**Table 3:** Strategic Risks and Controls

Risk Category	Risk Description	Risk Controls
Political	Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> <li>• Long Term Financial Plan (LTFP)</li> <li>• Lobbying and advocacy</li> <li>• Community engagement</li> </ul>
Governance	Breakdown in relationship between Shire President/Council and CEO	<ul style="list-style-type: none"> <li>• Code of Conduct and relevant policies</li> <li>• Regular meetings CEO/Shire President</li> <li>• CEO performance review process</li> <li>• Councillor induction and training</li> </ul>
Community	Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> <li>• Communications and community engagement</li> </ul>
Financial	Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> <li>• Long Term Financial Plan (LTFP)</li> <li>• Asset Management Plans</li> <li>• Budget process</li> <li>• Rigor of project management</li> </ul>
Financial	Employee cost rises above assumption	<ul style="list-style-type: none"> <li>• Long Term Financial Plan (LTFP)</li> <li>• Workforce Plan (WFP)</li> <li>• Budget process</li> </ul>
Financial	Reduced external grants/funding	<ul style="list-style-type: none"> <li>• Long Term Financial Plan (LTFP)</li> <li>• Budget process</li> <li>• Lobbying and advocacy</li> </ul>
Financial	Misappropriation of funds	<ul style="list-style-type: none"> <li>• Policies and Procedures</li> <li>• Audit controls</li> </ul>
Economic	Low business growth	<ul style="list-style-type: none"> <li>• Long Term Financial Plan (LTFP)</li> <li>• Economic development facilitation</li> </ul>
Human Resources	Lack of available skilled staff	<ul style="list-style-type: none"> <li>• Workforce Plan (WFP)</li> </ul>
Human Resources	High staff turnover	<ul style="list-style-type: none"> <li>• Workforce Plan (WFP)</li> </ul>
Human Resources	Lack of available skilled contractors / suppliers	<ul style="list-style-type: none"> <li>• Tender and Procurement Process</li> <li>• Workforce Plan</li> </ul>
Environmental	Disasters i.e. bushfire/flood/ storm	<ul style="list-style-type: none"> <li>• Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements</li> </ul>

# How will we know if the plan is succeeding?

The following table outlines the measures, sources of data and targeted direction for the Strategic Community Plan, with a focus on the strategic priorities. The indicators below will help Council and the community monitor progress towards achieving Carnarvon’s community vision and strategic goals. Some of them are in the direct control of the Shire while others are less so (colour coded for ease of reference). The Council has committed to seeking community feedback on its performance and progress against the Plan. It will undertake a statistically valid, representative community survey every two years, to coincide with the strategic reviews as part of the Integrated Planning and Reporting cycle (see *Figure 1* on page 5).

**Key:** Local Government level of control/ influence:

<b>H</b>	<b>High</b>	Policy and service areas that are in direct control of Local Government
<b>M</b>	<b>Medium</b>	Issues that Local Government does not control but can influence
<b>L</b>	<b>Low</b>	Areas that Local Government neither controls nor is likely to influence, but are important to the community

**Table 4:** Measures of Success

	Measures	Source	Target
	<b>Economic</b>		
L	Total estimated visitors	Tourism WA	Increasing
L	Total average length of stay (estimated nights)	Tourism WA	Increasing
L	Number of businesses	ABS data	Increasing
L	Unemployment rate	ABS data	Decreasing
L	New Aboriginal owned businesses	Shire data	1 per annum from 2019/20
	<b>Built and Natural Environment</b>		
H	Asset Consumption Ratio <sup>4</sup>	Shire data	50% or greater
H	Asset Sustainability Ratio <sup>5</sup>	Shire data	90% or greater
H	Asset Renewal Funding Ratio <sup>6</sup>	Shire data	Between 75% - 95%
H	Regular dredging of fascine entrance (once open)	Shire data	Achieved
H	Targeted weeds and pests eradication measures	Shire data	Achieved
H	Improved utilisation and quality of recycled water	Shire data	Achieved
H	Native plant revegetation in reserves and on dune restoration projects	Shire data	Achieved

<sup>4</sup> The ratio highlights the aged condition of the Local Government’s stock of physical assets.

<sup>5</sup> This measures the extent to which assets managed by the Local Government are being replaced as they reach the end of their useful life.

<sup>6</sup> This indicates whether the Local Government has the capacity to fund asset renewal as required, and can continue to provide existing levels of service without additional operating income, reductions in operating expenses or an increase in net financial liabilities above that currently projects.

Measures	Source	Target	
<b>Social</b>			
L	School attendance, TBC in collaboration with school/s	School records	Increasing
L	Youth unemployment rate	ABS data	Decreasing
H	Participation in social and cultural activities and events	Shire data	Increasing
M	Disaster response and recovery plans are in place, regularly updated and tested	Shire data	Achieved
M	New age appropriate housing units	Shire data	90 units by 2028
<b>Cross-cultural connection</b>			
M	Develop measure in MoU with Yingarrda	Shire data	To be developed
H	Satisfaction with recognition and celebration of the diverse cultures of the community	Community Survey	New measure
<b>Civic</b>			
H	Overall satisfaction with the Shire of Carnarvon	Community Survey	New measure
H	Satisfaction with involvement in important Shire decisions	Community Survey	New measure
H	Operating Surplus Ratio <sup>7</sup>	Shire data	Between 0% - 15%
H	Current Ratio <sup>8</sup>	Shire data	1:1 or greater
H	Debt Service Cover Ratio <sup>9</sup>	Shire data	2 or greater
H	Own Source Revenue Coverage Ratio <sup>10</sup>	Shire data	Between 40% - 60%

“The Council has committed to seeking community feedback on its performance and progress against the Plan.”

<sup>7</sup> The extent to which revenues raised cover operational expense only or are available for capital funding purposes.

<sup>8</sup> The liquidity position of a Local Government that has arisen from the past years' transactions.

<sup>9</sup> The ratio of cash available for debt servicing to interest, principal and lease payments.

<sup>10</sup> An indicator of a Local Government's ability to cover its through its own revenue efforts.

# Appendix 1: Census Data

## Population

As shown in Table 5, the 2016 Census recorded the Shire's usual resident population at 5,528, a decline of 259 people (-4.4%) from 2011. These figures demonstrate a relatively static population base over the last decade with a relatively minimal decline over the last 5 years. The recent decline may reflect the fluctuations in employment opportunities in the area and Western Australia more broadly.

**Table 5:** Shire Population 2006 – 2016

2006	2011	2016
6,051	5,787	5,528

Source: Australian Bureau of Statistics: Census of Population and Housing 2006, 2011, 2016. Retrieved November 2017

## Age and Gender Distribution

As can be seen in Table 6, the Shire of Carnarvon has a very similar age distribution as Western Australia as a whole. There are also no major differences between the proportion of males and females in the Shire, at 52.2% and 47.8% respectively (also shown in the Table below).

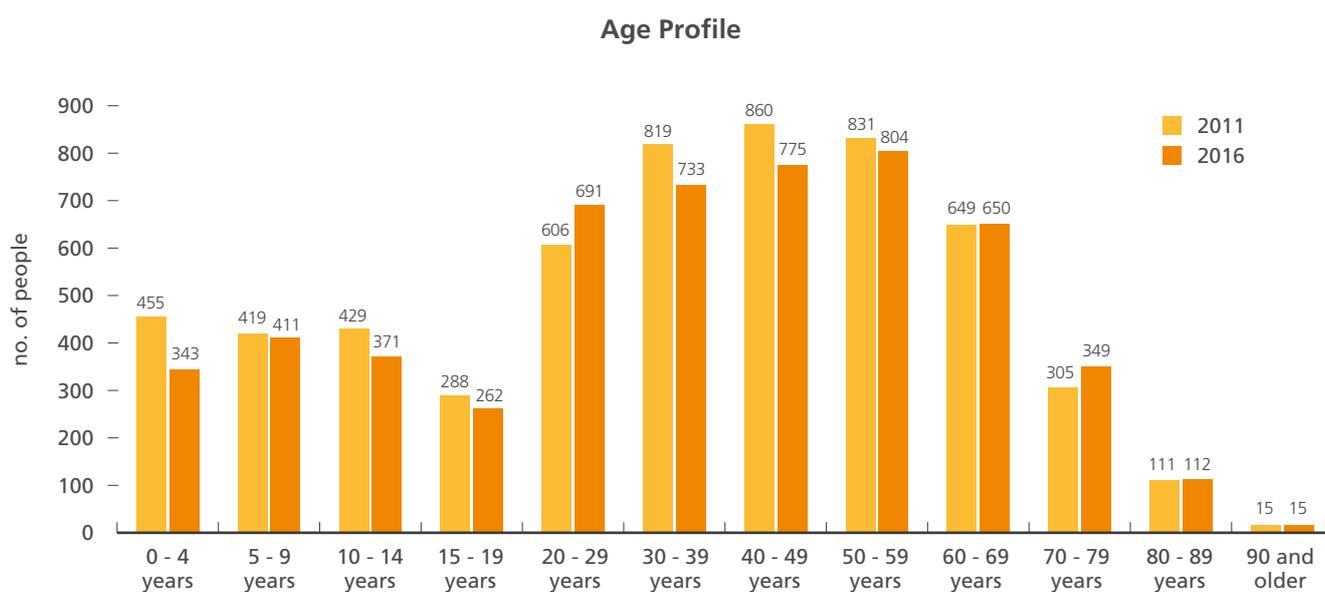
**Table 6:** Age and Gender Profile 2016

Age Group	SHIRE OF CARNARVON						WA Comparison Total Pop. %
	Male	%	Female	%	Total No.	%	
0-4 years	192	7%	148	6%	343	6%	6%
5-9 years	224	8%	185	7%	411	7%	7%
10-14 years	196	7%	180	7%	371	7%	6%
15-19 years	134	5%	132	5%	262	5%	6%
20-29 years	315	11%	373	14%	691	13%	14%
30-39 years	349	12%	380	14%	733	13%	15%
40-49 years	427	15%	350	13%	775	14%	14%
50-59 years	418	14%	382	15%	804	15%	13%
60-69 years	361	13%	284	11%	650	12%	10%
70-79 years	197	7%	153	6%	349	6%	6%
80-89 years	61	2%	54	2%	112	2%	3%
90 + years	10	0.3%	10	0.4%	15	0.3%	
<b>Total</b>	<b>2889</b>	<b>100%</b>	<b>2641</b>	<b>100%</b>	<b>5528</b>	<b>100%</b>	<b>100%</b>

Source: Australian Bureau of Statistics: Census of Population and Housing 2006, 2011, 2016. Retrieved November 2017

As shown in Figure 4, the Shire of Carnarvon has a trend towards an ageing population, reflected in the growth in the number of people aged 70 to 79. This is paralleled by a reduction in the proportion and number of younger people.

**Figure 4:** Age Group Comparisons 2011 and 2016



Source: Australian Bureau of Statistics: Census of Population and Housing 2006, 2011, 2016. Retrieved November 2017.  
 (Note: figures do not add to total due to adjustments to protect the confidentiality of data)

### Population Forecasts

The WA Planning Commission’s August 2015 Medium Term Population Forecasts WA Tomorrow series outlines population projections for 2016, 2021 and 2026 for the Shire of Carnarvon (Band C forecasts), as shown in table 7 below. These figures need to be approached with caution. They are projected from the 2011 census and at the time of writing had yet to be updated with the 2016 actual population (shown in the first column in table 7). The forecasts show very little population change in the next 10 years.

**Table 7:** Department of Planning 2015 Medium Population Forecasts

	2016 Actual	2016	2021	2026
Shire of Carnarvon	5,528	6,220	6,520	6,550

Source: WA Planning Commission WA Tomorrow, August 2015 forecasts, retrieved February 2017.

## Household Type

At the time of the 2016 census, there was a smaller proportion of families with children in the district, a larger proportion of families with no children and a larger proportion of non-family households, than there was in Western Australia as a whole (see Table 8).

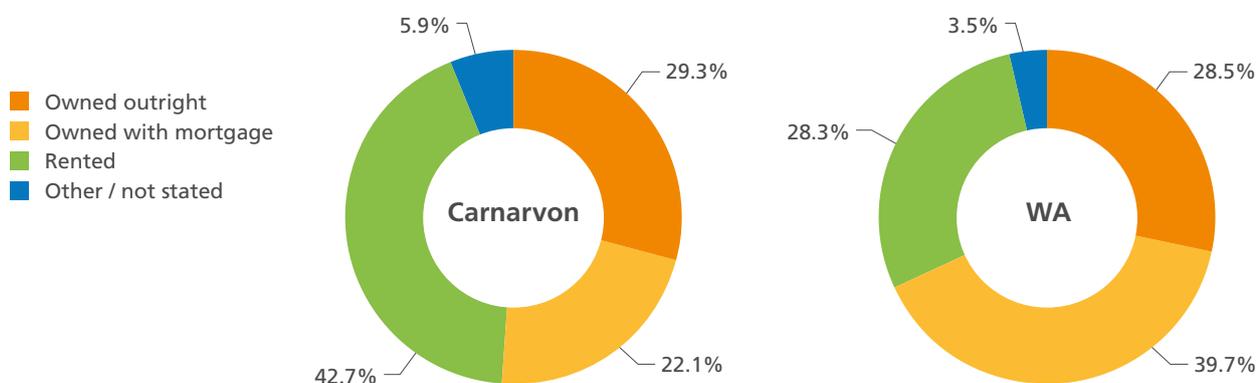
**Table 8:** Household Type Number and Percentage 2016

Household Type	Shire of Carnarvon		WA Comparison % of Total Households
	Number	% of Total Households	
Couple family no children	499	26.5%	28.6%
Couple family with children	486	25.9%	33.7%
One parent family	215	11.4%	10.8%
Other family	29	1.5%	1.3%
<b>Total Family Households</b>	<b>1,194</b>	<b>64.9%</b>	<b>72.7%</b>
Single person household	584	31.7%	23.6%
Group households	64	3.4%	3.8%
<b>Total non Family Households</b>	<b>648</b>	<b>35.2%</b>	<b>27.3%</b>
<b>Total Households</b>	<b>1,842</b>	<b>100.0%</b>	<b>100%</b>

Source: Australian Bureau of Statistics: Census of Population and Housing 2016. Retrieved November 2017.

It is also interesting to note that the largest proportion of people in the Shire of Carnarvon rent their homes (42.7%) compared to Western Australia as a whole, where the largest proportion of people own houses with a mortgage (39.7%). This is shown in Figure 5.

**Figure 5:** Tenure and Landlord Type 2016



## Aboriginal and Torres Strait Islander Populations

As shown in Table 9, in comparison to Western Australia as a whole, the Shire of Carnarvon is home to a considerably larger proportion of persons identifying as Aboriginal or Torres Strait Islander (18% compared with 3%) at the time of the 2016 Census.

**Table 9:** Aboriginal and Torres Strait Islander Populations 2016

Aboriginal/Torres Strait Islander	Number	Percent of Total Population	Percent of Total Population – WA
Total Aboriginal and/or Torres Strait Islander	995	18%	3%
Non-Indigenous	3779	68%	91%
Not Stated	749	14%	6%
<b>Total</b>	<b>5,528</b>	<b>100%</b>	<b>100%</b>

Source: Australian Bureau of Statistics: Census of Population and Housing 2016. Retrieved February 2018. (Note: figures do not add to total due to adjustments to protect the confidentiality of data).

Table 10 shows the age profile of the Aboriginal and Torres Strait Islander population, with a comparison to the total Carnarvon population. There is a relatively high proportion of Aboriginal people in the lower age groups (aged 19 years and below) and a low comparable proportion for those aged 60 years and over.

**Table 10:** Age Profile of Aboriginal and Torres Strait Islanders 2016

Age Group	Aboriginal and Torres Strait Islanders		Total Carnarvon Population
	Number	%	%
0-4 years	82	8.3%	6.2%
5-9 years	116	11.8%	7.4%
10-14 years	134	13.5%	6.7%
15-19 years	81	8.2%	4.7%
20-29 years	125	12.7%	12.5%
30-39 years	85	8.6 %	13.2%
40-49 years	130	13.1%	14.0%
50-59 years	109	11.0%	14.5%
60 years and over	125	12.7%	19.2%
<b>Total</b>	<b>995</b>	<b>100%</b>	<b>100%</b>

Source: Australian Bureau of Statistics. Census of Population and Housing 2016. Retrieved February 2018. (Note: figures do not add to total due to adjustments to protect the confidentiality of data)



*“Campfire Welcome”  
by the Fuse Art Collective,  
at the northern entrance to  
the Town Centre*

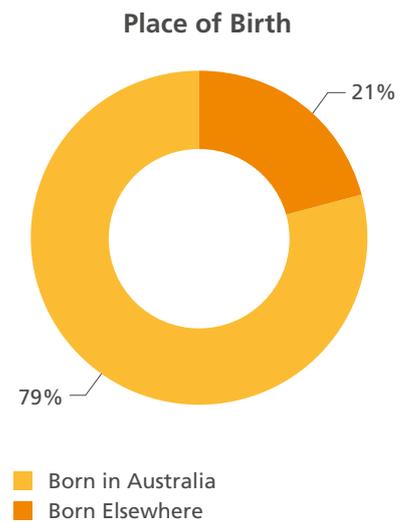
### Disability

The Census counts disability as “has need for assistance”. The definition was intended to be consistent with international measures. Prior to 2006 no question relating to disability was included.<sup>11</sup> In the Shire of Carnarvon, 3.6% identified that they do require assistance in their core activity. However, this result must be treated with caution. This question attracted a high non-response rate (16% in Carnarvon) and it is generally accepted that the question caused widespread confusion, with significant under-reporting of disability. As a comparison, the Australian Network on Disability found that 1 in 5 Australians identify as having a disability in Australia.

### Country of Birth

The 2016 Census showed that 21% of the district’s residents were born outside Australia (Figure 6 below). Of these, the highest numbers were born in the UK (2.8%), followed by persons born in Vietnam (2.6%), New Zealand (1.8%), and Philippines (0.8%). These statistics mirror the data collected in 2011 with people identifying the UK, Vietnam and New Zealand as the top 3 countries of birth other than Australia.<sup>12</sup>

**Figure 6:** Persons Born in Australia or Elsewhere 2016



Vietnam is ranked within the top 3 countries of birth other than Australia due to a strong connection and history in the region. One-third of all vegetable growers in Western Australia are first or second-generation Vietnamese.<sup>13</sup> Over time, Vietnamese people may have been attracted to the area due to an existing cluster of people with established networks.

<sup>11</sup> Source: Fisher K, Robinson S (2017), “Census shows increase in children with disability but even more are still uncounted”, *The Conversation*, viewed February 2018. <https://theconversation.com/census-shows-increase-in-children-with-disability-but-even-more-are-still-uncounted-80143>

<sup>12</sup> Source: Disability statistics, Australian Network on Disability, retrieved February 2018. <https://www.and.org.au/pages/disability-statistics.html>

<sup>13</sup> The West Australian, retrieved February 2018.

<https://thewest.com.au/news/wa/officer-bridges-vietnamese-gap-ng-ya-364378>

**Table 11:** 2016 Census Country of Birth of those born elsewhere where identified

Country of Birth	Number
England	155
Vietnam	144
New Zealand	101
Philippines	45
Croatia	39
Taiwan	34
India	29
Italy	29
South Africa	28
Germany	23
France	21
Netherlands	19
Scotland	15
United States of America	15
South Korea	14
Ireland	13
Canada	12
Japan	12
Bosnia and Herzegovina	9
Zimbabwe	9
Malaysia	8
China (excludes SARs and Taiwan)	6
Hong Kong (SAR of China)	6
Indonesia	6
Poland	6
Greece	5
Northern Ireland	5
Thailand	5
The Former Yugoslav Republic of Macedonia	5
Papua New Guinea	4
Wales	4
Fiji	3
South Eastern Europe, not further defined	3
<b>Total</b>	<b>832</b>

Source: Australian Bureau of Statistics: Census of Population and Housing 2016. Retrieved February 2018.

“The 2016 Census showed that 21% of the district’s residents were born outside Australia.”

## Educational Achievement

According to the 2016 Census, only a small proportion of Shire of Carnarvon residents have achieved a post-secondary school qualification. In comparison with Western Australia's average of 29.4%, only 15.2% of residents have achieved a diploma or higher qualification in the district. Additionally, the Shire of Carnarvon has a higher rate of residents who have completed Year 10 only, or Year 9 or below (24.4% in total) than Western Australia's average of 17.7%.

The second highest level of education for the Shire of Carnarvon residents is Year 10 which is behind the Western Australian average.

**Table 12:** Educational Qualifications 2016

Qualification Level	Shire of Carnarvon	Western Australia
Bachelor Degree Level or above	9.7%	20.5%
Advanced Diploma and Diploma Level	5.5%	8.9%
Certificate Level	16.3%	17.1%
Year 12	13.3%	16%
Year 10	15.1%	11.8%
Year 9 or below	9.3%	5.9%
Level of education not stated	20.5%	11.0%
Not applicable	48%	42.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Source: Australian Bureau of Statistics: Census of Population and Housing 2016. Retrieved February 2018. (Note that figures do not add to total due to adjustments to protect the confidentiality of data).

## Business Counts

According to ABS 2015 estimates<sup>14</sup>, there were 636 businesses operating in the Shire of Carnarvon. The majority of these businesses were non-employing businesses (362), while 153 had 1-4 employees, 90 had 5-19, and 30 employed 20 or more persons.

## Workforce

According to the 2016 census, the Shire of Carnarvon has a workforce of 2,517 or 45.5% of the total resident population. Of these, 165 persons were currently unemployed but looking for full time or part time work: this amounts to 6.5% of the workforce. Of the employed workforce 63% reported working full time, and 22% reported working part time. The figures are roughly similar across both males and females for the residents of the Shire of Carnarvon. Shire of Carnarvon residents have a higher proportion of full time employed people who work 40 hours per week or longer, which is more than the Western Australian average (50.6% in the Shire of Carnarvon as opposed to the Western Australian average of 44.6%).<sup>15</sup>

<sup>14</sup> Source: Australian Bureau of Statistics: National Regional Profiles 2016. Retrieved February 2018.

[http://stat.abs.gov.au/itt/r.jsp?RegionSummary&region=51540&dataset=ABS\\_REGIONAL\\_LGA&geoconcept=REGION&maplayerid=LGA2014&measure=MEASURE&datasetASGS=ABS\\_REGIONAL\\_ASGS&datasetLGA=ABS\\_REGIONAL\\_LGA&regionLGA=REGION&regionASGS=REGION](http://stat.abs.gov.au/itt/r.jsp?RegionSummary&region=51540&dataset=ABS_REGIONAL_LGA&geoconcept=REGION&maplayerid=LGA2014&measure=MEASURE&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA&regionLGA=REGION&regionASGS=REGION)

<sup>15</sup> Source: Australia Bureau of Statistics 2016, retrieved 20 February 2018. Note: sub-totals will not equal totals due to adjustments by ABS to protect confidentiality of data.

## Industries

The highest proportion of the Shire of Carnarvon's workforce is employed in the Agriculture, Forestry and Fishing industry (17%) followed by the Retail Trade industry (10.2%). Reviewing the data collected in 2011, there is no change in the three highest ranked industries for the employed residents of the Shire of Carnarvon. However, there are changes in the next highest ranked industries of employment with a decline in employment in the mining and construction industries and an increase in employment in the accommodation and food services.

**Table 13:** Employment by industries in the Shire of Carnarvon

Industries	2016	2011	Change
Agriculture, Forestry and Fishing	17.0%	14.8%	2.2%
Retail Trade	10.2%	10.1%	0.2%
Health Care and Social Assistance	9.6%	9.1%	0.5%
Accommodation and Food Services	9.1%	7.5%	1.6%
Education and Training	8.6%	8.0%	0.6%
Public Administration and Safety	8.5%	7.4%	1.1%
Construction	6.7%	7.8%	-1.2%
Transport, Postal and Warehousing	5.7%	6.3%	-0.6%
Mining	4.7%	6.9%	-2.3%

Source: Australian Bureau of Statistics: Census of Population and Housing 2011, 2016. Retrieved February 2018. (Note that figures do not add to total due to adjustments to protect the confidentiality of data).

## Occupations

Comparisons with Western Australia show that the Shire has a significantly higher proportion of Managers (19.7% compared with 12%) and lower proportions of Professionals (12.5%) compared with 20.5% for Western Australia).

We can also see from the data the majority of people in the Agriculture, Forestry and Fishing industry classification are Managers (61.6%), followed by Labourers at 24.6%. This may reflect the type of employment opportunities and structure within this sector. The largest sub industry of employment is vegetable growing, with the majority of residents reportedly working as farmers and farm managers.

**Table 14:** Occupations 2016

Occupations	Shire of Carnarvon	Western Australia
Managers	19.7%	12.0%
Professionals	12.5%	20.5%
Technicians and Trades Workers	13.4%	16.2%
Community and Personal Service Workers	10.3%	10.6%
Clerical and Administrative Workers	12.7%	13.0%
Sales Workers	7.1%	8.8%
Machinery Operators and Drivers	6.8%	7.5%
Labourers	15.3%	9.7%

Source: Australian Bureau of Statistics: Census of Population and Housing 2016. Retrieved February 2018. (Note that figures do not add to total due to adjustments to protect the confidentiality of data).

### Median House Sale Price<sup>16</sup>

At the time of the Q4 2017 REIWA figures, the median house sale price was \$405,000.

### SEIFA scores

Socio Economic Indexes for Areas (SEIFA) is a suite of indices that have been created by the Australian Bureau of Statistics (ABS) from social and economic Census information. One of these is the Index of Relative Socio-economic Disadvantage (IRSD). A low IRSD score indicates relatively greater disadvantage in general. In 2016, the IRSD score for the Shire of Carnarvon was 944. This places the Shire of Carnarvon as the 110th most disadvantaged Local Government Area out of the 137 in Western Australia.

In 2011, the Shire of Carnarvon's SEIFA IRSD Score was 925, with a ranking of 123 of 137<sup>17</sup>, so there has been an improvement in both score and ranking for the Shire.

**Table 15:** Shire of Carnarvon 2016 SEIFA IRSD Score

	Seifa Score	Rank Within Western Australia
Shire of Carnarvon	944	110 of 137

Source: Australian Bureau of Statistics: SEIFA Index data 2011, 2016. Retrieved November 2017.

<sup>16</sup> Source: REIWA <http://reiwa.com.au/wa/carnarvon/6701/>

<sup>17</sup> Source: Australian Bureau of Statistics: SEIFA Index data, 2011, 2016. Retrieved November 2017. <http://www.abs.gov.au/ausstats/abs@.nsf/DetailsPage/2033.0.55.0012011?OpenDocument>



*Coral Bay  
boat ramp*



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