



SHIRE OF CARNARVON

SCHEDULES

ORDINARY COUNCIL MEETING

TUESDAY 28 APRIL 2026

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SHIRE OF CARNARVON

**AUDIT, RISK & IMPROVEMENT
COMMITTEE
MINUTES**

TUESDAY 21 APRIL 2026

CONFIRMATION OF MINUTES

These minutes were confirmed by the Council on
[Type date here](#)
as a true and accurate record

Chairman

Shire Council Chambers
Stuart Street Carnarvon, West
Australia
Phone: (08) 9941 000
Fax: (08) 9941 1099
Website –
www.carnarvon.wa.gov.au

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Carnarvon for any act, omission or statement or intimation occurring during Council/Committee Meetings or during formal/informal conversations with Staff or Councillors. The Shire of Carnarvon disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee Meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person's or legal entity's own risk.

In particular and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or limitation of approval made by a member or officer of the Shire of Carnarvon during the course of any meeting is not intended to be and is not taken as notice of approval from the Shire of Carnarvon. The Shire of Carnarvon warns that anyone who has an application lodged with the Shire of Carnarvon must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of the application, and any conditions attaching to the decision made by the Shire of Carnarvon in respect of the application.

To be noted that, in accordance with Regulation 11 of the Local Government (Administration) Regulations 1996, the minutes of the Council Meeting are a record of the decisions of the Council, any additional officers' advice, and explanatory notes as required. The minutes contain a **summary** of questions asked by members of the public and the answers given. The minutes **are not** a transcript of the proceedings of the meetings.

INFORMATION ON PUBLIC QUESTION TIME

The following information is provided should you wish to ask a question of Council at the Ordinary Meetings held on a monthly basis.

Please note that questions that have not been filled out on the Submission Form will not be accepted.

- The Local Government Act 1995 allows members of the public to ask questions in regard to any issue relating to the Shire.
- A maximum of 15 minutes will be allowed for public question time and the Presiding Member will allow a maximum of three (3) verbal/written questions per person.
- Prior to asking a question, the speaker must state his/her name and address.
- Members of the public are discouraged from asking questions which contain defamatory remarks, offensive language or questioning the competency of staff or Council members.
- The Presiding Member may nominate a member or officer to answer the question and may also determine that any complex questions requiring research be taken on notice and answered in writing.
- No debate or discussion is allowed to take place on any question or answer.
- A summary of each question asked and the response given will be included in the minutes of the meeting –

Local Government (Administration) Regulations 1996 – Pt 2, r.11 – (in part reads -)

11. Minutes, content of (Act s.5.25(1)(f))

The content of minutes of a meeting of a council or a committee is to include –

(e) a summary of each question raised by members of the public at the meeting and a summary of the response to the question.

Responses to questions that are taken on notice will be responded to as soon as possible.

- If you wish to ask a question, please complete the Public Question Time Submission Form at the back of this information sheet. Alternatively, questions can be submitted in writing to the Shire of Carnarvon 3 days prior to the meeting.

SPECIAL MEETINGS OF COUNCIL

Members of the public are welcome to attend a Special Meeting of Council if open, and ask questions of the Council within the allotted public question time **subject to the questions being asked only relating to the purpose of the Special Meeting** (s5.23 of the Act and regulation 12 (4) of the Local Government (Administration) Regulations 1996, the Department of Local Government and Communities Guide to Meetings and Governance Bulletin April 2014 and Guideline No. 3 Managing Public Question Time.)

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1 ATTENDANCES AND APOLOGIES

The Presiding Member declared the meeting open at 1:31pm

Cr Paul KellyCouncillor, Town Ward
 Cr Mark Young Councillor, Coral Bay Ward
 Cr Luke SkenderCouncillor, Town Ward
 Ms Leah Horton Independent Chair
 Mr Stephen Brown Deputy Chair/Independent Member
 Mrs Amanda Dexter Chief Executive Officer
 Mrs Amanda Leighton Executive Manager, Corporate Strategy & Performance
 Ms Racheal King..... Corporate Assurance and Finance Advisor
 Mrs Rebekah Skender..... Executive Assistant Corporate Strategy and Performance

Apologies

Mr Eddie Smith.....Shire President

Leave of Absence

Nil

Press Nil

Observers Nil

2 PUBLIC QUESTION TIME

(In accordance with Section 5.24 of the Local Government Act 1995, a 15 minute public question time is made available to allow members of the public the opportunity of questioning Council on matters concerning them. All questions are to be provided on the Public Question Time Submission Form.)
 Public Question Time commenced at 1:31pm

3 DECLARATIONS OF INTEREST

(Elected Members and Officers are reminded of the requirements of Section 5.65 of the Local Government Act 1995, to disclose any interest during the meeting or when the matter is to be discussed.)

4 CONFIRMATION OF MINUTES

4.1 Minutes of the Audit and Risk Management Committee Meeting - 17 February 2026

COMMITTEE RESOLUTION ARICC 08/04/26

Moved: Cr Mark Young

Seconded: Cr Paul Kelly

That the minutes of Audit and Risk Management Committee Meeting held on 17 February 2026 be confirmed as a true record of proceedings.

FOR: Cr Paul Kelly, Cr Mark Young, Cr Luke Skender, Ms Leah Horton and Mr Stephen Brown

AGAINST: Nil

ABSENT: Crs E Smith

CARRIED BY ABSOLUTE MAJORITY 5/0

5 REPORTS

5.1 SIGNIFICANT LANDGATE REVALUATION ADJUSTMENT

File No:	N/A
Location/Address:	A4112 & A4113
Name of Applicant:	N/A
Name of Owner:	N/A
Author(s):	Racheal King, Corporate Assurance and Finance Advisor
Authoriser:	Amanda Leighton, Executive Manager, Corporate Strategy & Performance
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	Nil
Schedules:	Nil

Authority/Discretion:

<input type="checkbox"/>	Advocacy	When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
<input checked="" type="checkbox"/>	Executive	The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets
<input type="checkbox"/>	Legislative	Includes adopting local laws, town planning schemes and policies.
<input type="checkbox"/>	Information	Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
<input type="checkbox"/>	Quasi-judicial	When Council determines an application / matter that directly affects a person’s right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses

Summary of Report

To advise the Audit & Risk Improvement Committee of a significant Landgate valuation update arising from a requested review of valuation, identified after rates were issued, resulting in a material reduction in rates revenue and the requirement to refund overcharged rates and associated interest, and to outline the related financial, compliance and operational risk considerations.

Background

Landgate undertakes statutory valuations of land for rating purposes, which form the basis of Council’s rate-setting and issuance processes.

Following a requested review of valuation from the Ratepayer, in accordance with Landgate processes, updated valuation advice was provided which resulted in a material downward adjustment to rateable values

Audit and Risk Management Committee Meeting Minutes

21 April 2026

across two assessments of the rating base. The review was conducted by Landgate and finalised after rates notices for the current financial year had been issued.

As a result of the valuation update:

- Certain rates assessments were calculated using values that were subsequently revised.
- A reduction in overall rates revenue of for Assessment A4112 & A4113, has been identified; and
- Refunds of overcharged rates and associated interest are required for affected ratepayers.

The directly impacts rates revenue and cash flow, The matter is presented to the Committee due to its significance to financial sustainability, compliance, internal controls, and reputational considerations.

Stakeholder and Public Consultation

No public consultation has been undertaken, as the land revaluation process is a statutory function performed independently by Landgate.

External consultation has been undertaken with LG Best Practice to confirm the appropriate accounting treatment, governance considerations, and financial reporting implications associated with the revaluation adjustment.

Internal consultation has also occurred with relevant officers, including finance officers and the Management team, to review the valuation outcomes and ensure accurate recognition and disclosure within the financial statements.

Statutory Environment

- Local Government Act 1995 – Part 6 (Rates and Charges)
- Local Government (Financial Management) Regulations 1996
- Landgate statutory valuation and valuation review framework
- Council's adopted Rates Resolution and Budget

Relevant Plans and Policy

Nil.

Financial Implications

The valuation update resulting from the requested review has led to:

- A material reduction in rates revenue for the current financial year; and
- The requirement to refund or credit overcharged rates and interest already applied.

The refunds will result in a cash outflow in addition to reduced operating revenue and will be managed through existing financial controls and budget monitoring processes.

Based on the amended unimproved values, we have calculated the approximate rates overpayments are as follows:

Assessment A4112 (VEN 2218385)

- 2023/24 (interim rating – 263 days): refund of \$55,101.39
- 2024/25: refund of \$76,376.31

- Total refund for A4112: \$131,477.70

Assessment A4113 (VEN 2218386)

- 2023/24 (interim rating – 263 days): refund of \$80,532.79
- 2024/25: refund of \$111,626.92
- Total refund for A4113: \$192,159.71

Total estimated rates refund payable: \$323,637.41

These figures compare the rates raised using the original valuations against the approximate amended rates calculated using the revised unimproved values provided by Landgate.

Interest charged on outstanding rates

Interest has been applied to the outstanding balances on these assessments while the objections were under consideration. The total interest charged to date is \$50,258.16. As the underlying rates have now been confirmed as overstated due to incorrect valuations, it is recommended that this interest be written off in full, as it would not have been incurred had the correct unimproved values been applied initially.

Risk Assessment

		STEP 3 – Risk Tolerance Chart Used to Determine Risk				
Consequence →		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood ↘						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Reduced revenue and outflows from refunds	C3 - High	Budget review, revised forecasting, cash flow monitoring, material revenue reduction
Health & Safety	Nil		
Reputation	Ratepayer concern regarding rate adjustments and refunds	High	Clear communication and timely refunds
Service disruption	Budget pressure may constrain service delivery if not managed	C2 - Minor	Financial controls and forward planning
Compliance	Statutory obligation to correct rates and interest post-revaluation	C3 – High	LG Best Practice advice, documented refund process
Property	Nil		
Environment	Nil		

Fraud	Independent Landgate valuation and review process	E1 – Low	Independent Statutory Process
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Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our economy fosters investment and productivity in industries befitting Carnarvon’s physical and natural environment and that grows our horizons*

ADDITIONAL FOCUS AREAS:

- *Monitor the implementation of our Community Strategic Plan*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

Landgate is the statutory authority responsible for determining unimproved land valuations for rating purposes. These valuations are undertaken in accordance with State legislation and are independent of local government, with councils having no authority to set, amend or override valuation outcomes.

Valuations are issued by Landgate as part of scheduled valuation cycles and may also be updated following a requested review of valuation, which is a formal process available to landowners and councils where valuation accuracy is queried. Once a review is requested, Landgate undertakes an independent reassessment and issues a revised valuation where warranted.

Local governments are required to use the most current valuation provided by Landgate when calculating and issuing rates. Councils do not control the timing of valuation reviews or the finalisation of updated valuation advice, and revised valuations may be issued after rates have been levied.

As a result, Council’s ability to prevent post-issuance valuation changes is limited. While internal controls can ensure rates are issued correctly based on the information available at the time, Council cannot reasonably mitigate the risk of valuation updates occurring after rates notices have been issued, as the process is externally controlled and statutory in nature.

When updated valuations are received post-issuance, Council is legally obliged to adjust affected rate accounts, including refunding overcharged rates and interest where applicable. This represents a compliance requirement rather than a discretionary action.

Practical Constraints on Future Risk Mitigation

Given the statutory and independent nature of the Landgate valuation framework, Council’s capacity to eliminate this risk in the future is limited. The primary constraints include:

- Council does not control when valuation reviews are requested or finalised
- Council must rely on valuation data as supplied by Landgate at the time of rate issuance
- Rates must be issued within legislated timeframes, which may precede the completion of valuation reviews

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Accordingly, the risk cannot be fully avoided, only managed once it materialises.

While the risk cannot be eliminated, Council can mitigate impacts through:

- Early identification and monitoring of valuation reviews in progress
- Clear documentation of post-issuance adjustment procedures
- Prompt processing of refunds and interest corrections
- Transparent communication with affected ratepayers
- Ongoing liaison with Landgate and LG Best Practice regarding timing and process improvements

These actions focus on impact minimisation and compliance, rather than prevention, reflecting the limits of Council’s control over statutory valuation processes

OFFICER’S RECOMMENDATION

That the Audit & Risk Improvement Committee:

1. *Notes the Landgate valuation update arising from a requested review of valuation and the resulting requirement to refund overcharged rates and associated interest.*
2. *Notes that the Landgate valuation and review process is statutory and externally controlled, limiting the Shire’s ability to prevent post-issuance valuation adjustments.*

COMMITTEE RESOLUTION ARICC 09/04/26

Moved: Cr Luke Skender

Seconded: Cr Mark Young

That the Audit & Risk Improvement Committee:

1. *Notes the Landgate valuation update arising from a requested review of valuation and the resulting requirement to refund overcharged rates and associated interest.*
2. *Notes that the Landgate valuation and review process is statutory and externally controlled, limiting the Shire’s ability to prevent post-issuance valuation adjustments.*

FOR: Cr Paul Kelly, Cr Mark Young, Cr Luke Skender, Ms Leah Horton and Mr Stephen Brown

AGAINST: Nil

ABSENT: Crs E Smith

CARRIED BY ABSOLUTE MAJORITY 5/0

5.2 POLICY REVIEW STATUS UPDATE

File No: ADM0124
 Location/Address: N/A
 Name of Applicant: N/A
 Name of Owner: N/A
 Author(s): Racheal King, Corporate Assurance and Finance Advisor
 Authoriser: Amanda Leighton, Executive Manager, Corporate Strategy & Performance
 Declaration of Interest: Nil
 Voting Requirement: Simple Majority
 Previous Report: 5.3 Policy Review – 17 February 2026
 Schedules:
 1. Policy Review Schedule
 2. Policies - Tracked Changes
 3. Policies - Draft Version for Adoption

Authority/Discretion:

- Advocacy** When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- Executive** The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets
- Legislative** Includes adopting local laws, town planning schemes and policies.
- Information** Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
- Quasi-judicial** When Council determines an application / matter that directly affects a person’s right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses

Summary of Report

This report presents a tranche of policies reviewed under the Shire’s structured Policy Review Program. The selected policies reflect a balanced approach, prioritising:

- High-risk financial and governance control policies
- Policies with direct audit and compliance relevance
- Policies identified as Councillor priorities, particularly in relation to communication and memorial matters

The review ensures policies remain contemporary, aligned with legislative requirements, and consistent with operational practice and governance standards.

Background

The Shire last undertook a comprehensive review of its policy framework in June 2024. Since that time, a number of legislative amendments, regulatory updates, audit observations, and internal operational refinements have occurred. These changes create potential compliance, operational, and reputational risks if not appropriately reflected within Council’s policy settings.

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In response, a structured Policy Review Program is currently underway to ensure policies remain contemporary, compliant with applicable legislation, aligned with current operational practice, and consistent with best-practice local government governance standards. The attached review is being conducted in a staged and risk-prioritised manner, with higher-risk and legislatively sensitive policies addressed first.

Each policy is subject to governance review, version control, and documented assessment prior to being presented to Council for determination.

This report is provided for information to advise Council of progress to date and to provide assurance to the Audit & Risk Improvement Committee that a systematic and risk-based approach is being applied to strengthen policy integrity, reduce compliance exposure, and support continuous governance improvement.

Stakeholder and Public Consultation

No public consultation has been undertaken, as the policy review forms part of an internal governance process.

Internal consultation has been undertaken with the Shire's Management Team to:

- Ensure alignment with current operational practices
- Confirm practical applicability of proposed amendments
- Identify opportunities to strengthen internal controls and governance processes

The policy has been informed by sector guidance and better practice principles, including publications from WALGA, the Office of the Auditor General and the Department of Local Government, Industry Regulation and Safety, to ensure alignment with regulatory expectations and audit standards.

This combined approach ensures the reviewed policies are both operationally effective and governance-aligned.

Statutory Environment

The policy review has been undertaken with consideration to:

- *Local Government Act 1995*
- *Local Government (Financial Management) Regulations 1996*
- *Local Government (Audit) Regulations 1996*
- Relevant subsidiary legislation and sector guidance

Policies have been assessed to ensure alignment with statutory obligations, regulatory requirements, and audit expectations.

Relevant Plans and Policy

This review aligns with:

- Council Policy Framework
- Risk Management Framework
- Integrated Planning and Reporting Framework

The review also supports continuous improvement of governance systems and internal control structures.

Financial Implications

There are no direct financial implications arising from this report.

Any financial impacts associated with individual policy changes will be identified and considered at the time of implementation.

Risk Assessment

STEP 3 – Risk Tolerance Chart Used to Determine Risk						
Consequence		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Inadequate debt recovery or inappropriate granting of exemptions may result in loss of revenue and increased burden on other ratepayers.	C3 High	Policies strengthen recovery processes, clarify eligibility criteria, and improve controls over exemptions and debt management.
Financial	Failure to apply consistent or defensible exemption and recovery decisions may expose the Shire to financial disputes, appeals, or legal costs.	C2 Moderate	Clear assessment criteria, documentation requirements, and legislative alignment reduce ambiguity and dispute risk.
Financial	Weak controls or inconsistent practices may result in delayed cashflow, impacting the Shire’s ability to meet operational and capital commitments.	C2 Moderate	Structured recovery timeframes and monitoring improve cashflow predictability and financial planning.
Health & Safety	Limited direct impact, however poor governance may indirectly affect service delivery outcomes.	C1 Low	No material change. Existing operational controls remain in place.
Reputation	Perceived inequity in exemptions or inconsistent debt recovery may reduce community trust and confidence in Council decision-making.	C3 High	Policies introduce clearer eligibility criteria, consistent application, and improved transparency in decision-making.
Reputation	Failure to appropriately manage memorials where individuals or organisations fall into disrepute may result in community concern and reputational damage to the Shire.	C2 Moderate	Memorial policy includes provisions for removal where individuals or organisations are later found to be inappropriate or offensive.
Reputation	Perceived misuse of public funds or lack of governance controls may result in	C3 High	Policies strengthen governance frameworks, documentation, and

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	negative audit findings and public scrutiny.		alignment with legislative and best practice expectations.
Service disruption	Ineffective recovery processes may impact cash flow and ability to deliver services.	C2 Moderate	Strengthened escalation pathways and structured recovery processes support financial stability and continuity of services.
Compliance	Non-compliance with legislative requirements may result in audit findings or regulatory action.	C3 High	Policies updated to align with legislative requirements and best practice guidance, with improved documentation and governance controls.
Property	Failure to recover rates may result in prolonged arrears and impact land and asset management decisions.	C2 Moderate	Clear recovery processes, including escalation and legal action provisions, reduce long-term exposure.
Environment	No direct environmental impact identified.	E1	N/A
Fraud	Weak controls in debt management or exemptions may enable misuse, favouritism, or inappropriate financial decisions.	C2 Moderate	Policies strengthen documentation, approval processes, and governance oversight, reducing opportunity for misuse.

Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our sustainable livelihoods create a community that can flourish into the future*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

Comments

This tranche of the Policy Review Program focuses on a targeted group of policies selected based on risk exposure, audit relevance, and Councillor priorities, ensuring a balanced approach across financial controls, revenue management, and community-facing governance.

The policies reviewed in this tranche are:

- Credit Card Policy
- Rate Exemptions Policy
- Recovery of Rates Policy
- Debt Collection Policy
- Communication Policy
- Memorial Policy

The selection reflects a deliberate prioritisation of:

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Financial Control and Governance Policies

- Corporate Credit Card Policy

The review has been refined to focus on core financial control frameworks, with the Procurement Policy review deferred pending further research and benchmarking to ensure a comprehensive and contemporary approach.

The Corporate Credit Card Policy underpins the Shire's expenditure controls and broader financial governance framework and remains an area of consistent audit focus. The review has therefore concentrated on strengthening probity, clearly defining roles and responsibilities, and ensuring alignment with legislative requirements and internal control expectations.

Revenue and Financial Sustainability

- Rate Exemptions Policy
- Recovery of Rates Policy
- Debt Collection Policy

These policies directly influence the Shire's revenue integrity, cashflow management, and equitable treatment of ratepayers. The review has been undertaken in the context of the upcoming three-yearly rate exemption renewals, ensuring the framework supports a structured, transparent, and consistent reassessment process.

In addition, the review reflects Council's increased focus on strengthening debt collection practices and improving rates recovery outcomes. Emphasis has been placed on enhancing transparency, consistency, and legislative alignment in the application of exemptions and recovery processes, thereby reducing the risk of inconsistent decision-making, improving financial sustainability, and minimising exposure to unrecovered revenue.

Community and Reputational Governance

- Communication Policy
- Memorial Policy

These policies have been prioritised in response to Councillor direction and plays a critical role in shaping how the Shire engages with the community, manages sensitive matters, and protects its reputation. They establish clear parameters for both proactive and reactive communication, as well as the appropriate use of public spaces for commemorative purposes.

The review has focused on strengthening governance over public-facing activities by clearly defining roles, responsibilities, and approval pathways, ensuring communications are accurate, timely, and aligned with Council's strategic intent. For the Memorial Policy, particular emphasis has been placed on establishing consistent and defensible criteria for the approval, placement, and potential removal of memorials, plaques, and commemorative items, balancing community sentiment with the intended use and long-term management of public assets.

Collectively, these updates are intended to improve transparency, reduce ambiguity in decision-making, and mitigate reputational risk by ensuring matters of community interest are managed in a structured, consistent, and policy-driven manner.

As a result, amendments have been made to:

- Strengthen procurement and purchasing controls
- Improve revenue management and debt recovery consistency
- Enhance transparency and fairness in rate-related decisions
- Clarify governance over communication and memorial requests

Policy Framework Rationalisation

As part of the broader review of the Policy Register, an assessment has also been undertaken to ensure documents are appropriately classified as either policy (strategic direction) or procedure (operational process).

Through this process, the External Grants Policy has been identified as operational in nature. The document primarily outlines internal processes relating to the identification, application, and management of grant funding, which are operational responsibilities of the administration.

Retaining this document as a Council policy creates overlap between governance and operational functions and may result in:

- Unclear delineation between Council's strategic role and administrative responsibilities
- Reduced flexibility in updating processes in response to changing funding programs
- Elevation of procedural matters to policy level, creating unnecessary governance complexity

It is therefore proposed that the External Grants Policy be removed from the Policy Register, with its content transitioned into an internal Finance Procedure.

This approach ensures that:

- Council policies remain focused on strategic intent and governance principles
- Operational processes are managed efficiently and updated as required
- The overall policy framework remains clear, streamlined, and aligned with best-practice governance

Summary of recommended Changes:Credit Card Policy:

The policy has been updated to remove references to a non-existent Hospitality Policy, clarify the treatment and permitted use of reward schemes, and strengthen controls around the purchase of alcohol. Additional provisions have been introduced to define required timeframes for reimbursement of any personal expenditure, and to address risks associated with Council data being stored on personal devices.

Materiality: Major

Rate Exemptions Policy:

The policy has been streamlined by removing legislative provisions previously replicated verbatim from the Local Government Act 1995 (WA) and refined to improve clarity and readability. Procedural and operational content has been removed to ensure the policy remains strategic in nature, with detailed processes to be managed through supporting procedures.

Materiality: Major

Recovery of Rates Policy:

The policy has been refined to strengthen the framework for rates recovery, with clearer articulation of escalation pathways and alignment with legislative requirements. A clearer definition of pensioners has been introduced to support consistent application of concessions and recovery considerations. Process and procedural elements have been removed to ensure the policy remains strategic in nature, with detailed operational processes to be managed through supporting procedures.

Materiality: Major

Debt Collection Policy:

The policy has been refined to strengthen the overall debt recovery framework, with improved clarity around escalation pathways, payment arrangements, and hardship considerations. Process and procedural elements have been removed to ensure the policy remains strategic in nature, with operational detail to be managed through supporting procedures.

Materiality: Major

Communication Policy:

The policy has been refined to improve clarity, consistency, and governance over the Shire’s communications. Key updates include clearer delineation of roles and responsibilities, establishment of approval pathways for external communications, and strengthened guidance around appropriate use of communication channels, including social media.

Materiality: Minor

Memorial Policy:

The policy has been updated to reflect a revised name, with wording refined to improve clarity, consistency, and enforceability. Provisions have been introduced to allow for the removal of memorials, plaques, or commemorative items where the individual, organisation, or event is later found to be associated with conduct that brings disrepute, and which was not known at the time of approval.

Materiality: Major

Materiality Definitions

Minor: Administrative or clarity improvements with minimal operational impact.

Major: Meaningful changes to processes, controls, or governance requiring implementation and awareness.

Significant: High-impact changes affecting strategic direction, Council decision-making, or community-facing outcomes.

Across all policies, the review process has included:

- Legislative and regulatory compliance assessment
- Alignment with current operational practices
- Strengthening of internal controls and governance clarity
- Review of roles, responsibilities, and delegated authority
- Consistency with broader frameworks, including Risk Management and Integrated Planning

As a result, the updated policies provide:

- Improved financial and procurement controls
- Greater consistency in revenue-related decision-making
- Enhanced transparency in community-facing matters
- Stronger alignment between policy intent and operational practice

OFFICER’S RECOMMENDATION

That the Audit & Risk Improvement Committee recommends that council endorse the changes to the policies as outlined in Schedule 3.

COMMITTEE RESOLUTION ARICC 10/04/26

Moved: Mr Stephen Brown

Seconded: Cr Paul Kelly

That the Audit & Risk Improvement Committee recommends that council endorse the changes to the policies as outlined in Schedule 3.

FOR: Cr Paul Kelly, Cr Mark Young, Cr Luke Skender, Ms Leah Horton and Mr Stephen Brown

AGAINST: Nil

ABSENT: Crs E Smith

CARRIED BY ABSOLUTE MAJORITY 5/0

5.3 TRANSITION OF BANKING PROVIDERS

File No:	TBC
Location/Address:	N/A
Name of Applicant:	Shire of Carnarvon
Name of Owner:	N/A
Author(s):	Racheal King, Corporate Assurance and Finance Advisor
Authoriser:	Amanda Leighton, Executive Manager, Corporate Strategy & Performance
Declaration of Interest:	Indirect Financial
Voting Requirement:	Simple Majority
Previous Report:	Nil
Schedules:	Nil

Authority/Discretion:

- Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- Executive The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets
- Legislative Includes adopting local laws, town planning schemes and policies.
- Information Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
- Quasi-judicial When Council determines an application / matter that directly affects a person’s right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses

Declaration of Interest

The author of this report is a customer of the Commonwealth Bank of Australia. It is noted that discounted banking products may be made available to employees where their Local Government Employer banks with the institution, and the author may therefore receive a financial benefit if the proposed transition proceeds.

This represents an indirect financial interest. The interest is considered minor, has been disclosed for transparency, and has not influenced the recommendations contained within this report.

Summary of Report

This report seeks approval to transition the Shire’s banking services to the Commonwealth Bank of Australia under a State Government Common Use Arrangement (CUA).

The transition is proposed in response to:

- Identified service underperformance by the current provider, and
- Resulting control weaknesses and audit implications

The proposed approach is compliant with legislative and policy requirements and delivers improved:

- Control environment
- Service levels
- Financial outcomes

Background

The Shire currently utilises a banking provider outside of a State Government Common Use Arrangement (CUA), with annual banking fees budgeted at \$30,000.

Over the past 12–18 months, a number of service delivery issues have been identified with the current provider, impacting both operational efficiency and the Shire’s internal control environment. These issues have included:

- Delays in actioning critical banking requests, particularly in relation to:
 - Addition and removal of authorised bank signatories
 - Updates to account authorities and access controls
- Inconsistent responsiveness from the provider, requiring repeated follow-up by Shire staff
- Limited escalation pathways to resolve urgent or control-related matters in a timely manner

Of particular concern, the provider failed to action authorised requests to remove and update bank signatories within an acceptable timeframe. This resulted in:

- Former or unauthorised individuals retaining access to banking authorities longer than appropriate
- A breakdown in segregation of duties controls
- Increased exposure to:
 - Unauthorised transactions
 - Fraud and error risk

These issues have been identified through internal review processes and have contributed to audit findings and/or management letter comments, highlighting deficiencies in the effectiveness of the Shire’s banking controls.

In addition to the control implications, the current arrangement has resulted in:

- Increased administrative burden on staff
- Inefficiencies in day-to-day financial operations
- Reduced confidence in the provider’s ability to support a robust control environment

Given the critical role banking services play in the Shire’s financial management framework, these issues have prompted a review of alternative providers.

A suitable alternative, the Commonwealth Bank of Australia, is available under a State Government Common Use Arrangement and maintains a local branch presence within the Shire, ensuring continuity of service delivery while addressing the identified control and performance concerns.

Stakeholder and Public Consultation

Internal consultation has been undertaken with:

- Management Team
- Finance function

External consultation:

- Review of CUA supplier capability and service offering
- WALGA Procurement Team

No public consultation is required as this is an operational procurement decision.

Statutory Environment

- Local Government Act 1995 (WA)
- Local Government (Functions and General) Regulations 1996

In accordance with Regulation 11(2)(e):

- Where goods or services are available through a State Government Common Use Arrangement, the requirement to publicly invite tenders does not apply

Relevant Plans and Policy

Policy SOC002 – Purchasing & Procurement

Risk Management Framework

Financial Implications

The Shire currently allocates approximately \$30,000 per annum for banking services.

The proposed arrangement with the Commonwealth Bank of Australia is expected to be cost neutral, with fees in line with the current provider, while offering the potential for enhanced returns on invested funds through higher term deposit interest rates.

Risk Assessment

STEP 3 – Risk Tolerance Chart Used to Determine Risk						
Consequence		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Loss of interest revenue due to suboptimal investment rates and inefficient cash management under current provider	3D - Moderate	Transition to Commonwealth Bank of Australia with improved term deposit rates; periodic review of investment performance
	Errors or delays in transaction processing impacting cashflow and financial reporting	3D - Moderate	Dedicated banking team to ensure timely processing; improved service level expectations and escalation pathways
Health & Safety	Minimal direct impact; however, manual workarounds due to banking delays may increase staff stress and workload	1D - Low	Improved service responsiveness reducing manual intervention and workload pressures
Reputation	Reputational damage arising from audit findings	3C - High	Immediate remediation of control weaknesses; strengthened

	or perceived weak financial controls		governance and audit compliance through provider transition
Service disruption	Disruption to payroll, creditor payments, or receipting during transition to new banking provider	3D - Moderate	Structured implementation plan; staged transition; parallel testing of systems prior to full cutover
	Reduced banking accessibility impacting daily operations (cash deposits, in-person banking)	1D - Low	CUA provider maintains local branch; no reduction in service accessibility
Compliance	Non-compliance with internal controls and audit requirements due to failure to update bank signatories	4C - Extreme	Transition to provider with dedicated support and clear escalation; immediate update and validation of authorised signatories
	Procurement non-compliance risk if process not aligned with legislation	1D - Low	Use of CUA in accordance with Regulation 11(2)(e); documentation of procurement rationale
Property	No direct impact on Shire property assets	1D - Low	N/A
Environment	No material environmental impact	1D - Low	N/A
Fraud Fraud	Unauthorised access to bank accounts due to delayed removal of signatories	4C - Extreme	Immediate transition; validation of signatories; strengthened controls and monitoring; segregation of duties re-enforced
	Increased fraud risk due to weak banking controls and delayed provider response	3C - High	Dedicated banking team; clear escalation pathways; improved turnaround times; regular review of access controls

Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our economy fosters investment and productivity in industries befitting Carnarvon’s physical and natural environment and that grows our horizons*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

A review of the Shire's current banking arrangements has identified that the existing provider is not meeting service and control expectations, particularly in relation to the timely processing of critical requests such as bank signatory updates.

This has resulted in:

- A breakdown in key internal controls, specifically relating to authorised banking access
- Exposure to:
 - Segregation of duties breaches
 - Unauthorised transaction risk
- Audit findings and/or management letter comments, indicating deficiencies in the effectiveness of the Shire's control environment

Given the importance of banking services in supporting the Shire's financial governance framework, these issues represent a material risk that requires remediation.

In accordance with Policy SOC002– Purchasing & Procurement, procurement decisions must achieve value for money, considering not only price, but also:

- Risk
- Service quality
- Supplier capability
- Operational efficiency

On this basis, the current provider is considered not to represent value for money, as the risks and service limitations outweigh cost considerations.

An assessment of available procurement options has been undertaken. While a public tender or Request for Quotation process could be pursued, this is not considered proportionate given:

- The relatively low annual budgeted spend (\$30,000)
- The availability of a compliant supplier under a State Government Common Use Arrangement
- The need to promptly address identified control weaknesses

The proposed transition to the Commonwealth Bank of Australia under the CUA provides a balanced and practical solution, delivering:

- Improved governance outcomes, supported by a dedicated local government banking team to ensure timely actioning of requests
- Clear escalation pathways for urgent or unresolved matters, improving accountability and responsiveness
- A structured implementation plan, supporting a controlled and orderly transition of banking services
- Strengthening of the control environment, reducing the likelihood of repeat audit findings
- Enhanced service delivery, including improved responsiveness and reduced administrative burden
- Financial benefit, through higher interest rates on term deposits
- Cost neutrality, with fees on par with the current provider
- No impact on service accessibility, with a local branch available to support daily banking operations

From a procurement perspective, the proposed approach is:

- Legislatively compliant, with exemption from public tender under Regulation 11(2)(e)
- Policy compliant, as use of a CUA is an approved procurement pathway within the applicable threshold

Accordingly, the proposed transition represents a proportionate, risk-based, and value-for-money decision, delivering both:

- Immediate remediation of a control deficiency, and

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21 April 2026

- Improved operational, financial, and governance outcomes for the Shire

The review of the Shire’s banking arrangements has identified a material control weakness that has resulted in audit findings and increased exposure to financial and fraud risks.

The proposed transition to the Commonwealth Bank of Australia under a State Government Common Use Arrangement provides a timely and proportionate response, delivering improvements in:

- Control effectiveness and governance
- Service responsiveness and accountability
- Financial outcomes through improved investment returns

Importantly, the transition can be implemented without additional cost and without impacting local service accessibility, while significantly reducing the Shire’s risk profile.

Overall, the proposal represents a practical, compliant, and value-for-money solution that strengthens the Shire’s financial management and control environment.

OFFICER’S RECOMMENDATION

That the Audit & Risk Improvement Committee recommends to Council, to proceed with the Officers recommendation to transition to the Commonwealth Bank of Australia.

COMMITTEE RESOLUTION ARICC 11/04/26

Moved: Cr Paul Kelly

Seconded: Cr Luke Skender

That the Audit & Risk Improvement Committee recommends to Council, to proceed with the Officers recommendation to transition to the Commonwealth Bank of Australia.

FOR: Cr Paul Kelly, Cr Mark Young, Cr Luke Skender, Ms Leah Horton and Mr Stephen Brown

AGAINST: Nil

ABSENT: Crs E Smith

CARRIED BY ABSOLUTE MAJORITY 5/0

5.4 OUTSTANDING DEBT REPORT APRIL 2026

File No:	ADM0127
Location/Address:	N/A
Name of Applicant:	Shire of Carnarvon
Name of Owner:	N/A
Author(s):	Racheal King, Corporate Assurance and Finance Advisor
Authoriser:	Amanda Leighton, Executive Manager, Corporate Strategy & Performance
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	Outstanding Debt Report – December 2025
Schedules:	Nil

Authority/Discretion:

- Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- Executive The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets
- Legislative Includes adopting local laws, town planning schemes and policies.
- Information Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
- Quasi-judicial When Council determines an application / matter that directly affects a person’s right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses

Summary of Report

This report provides an overview of the Shire’s outstanding debt position as at 31 March 2026, including rates, sundry debtors, and other receivables. It outlines current collection performance, key risk areas, and any material movements since the previous reporting period.

The report also highlights debts subject to payment arrangements, ageing of receivables, and any accounts recommended for escalation, including legal recovery where appropriate.

This item is presented to support governance oversight, inform decision-making regarding debt recovery actions, and ensure alignment with the Shire’s adopted Debt Collection Policy and financial sustainability objectives.

Background

The Shire is responsible for the effective management and recovery of all outstanding debts, including rates, service charges, and sundry debtor accounts, in accordance with the provisions of the *Local Government Act 1995 (WA)* and supporting regulations.

Outstanding debt is monitored on an ongoing basis to ensure timely collection, maintain cashflow, and minimise the risk of financial loss. Regular reporting to the Audit and Risk Improvement Committee (ARIC) provides oversight of collection performance, emerging risks, and the effectiveness of recovery actions.

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The Audit and Risk Improvement Committee will ensure compliance with the Shire's financial reporting requirements and will liaise with the Chief Executive Officer to support the effective and efficient financial management of outstanding debts, ensuring statutory obligations are met.

The Shire has adopted a structured approach to debt recovery, incorporating staged escalation processes, payment arrangements where appropriate, and referral to external agencies or legal action for long-term or high-risk debts. This approach is supported by the Shire's Debt Collection Policy and internal procedures.

This report forms part of the Shire's ongoing financial management and governance framework, providing transparency over debtor management and supporting proactive intervention where required.

Stakeholder and Public Consultation**Internal Consultation**

Consultation has been undertaken with relevant internal officers, including Finance and Rates staff, to ensure the accuracy of outstanding debt data, validation of recovery actions, and alignment with current operational practices and reporting requirements.

Local Government Best Practice (Rates Consultants)

Industry guidance and benchmarking have been considered through engagement with Local Government Rates Consultants, ensuring that the Shire's debt recovery approach reflects contemporary best practice, including escalation processes, payment arrangement frameworks, and monitoring of aged receivables.

WALGA

Reference has been made to guidance and resources provided by WALGA to support a consistent and compliant approach to debt recovery, governance, and financial management within the local government sector.

No public consultation has been undertaken in relation to this report, as it relates to internal financial management and operational processes.

Statutory Environment

The management and recovery of outstanding debts is governed by the provisions of the *Local Government Act 1995 (WA)* and the *Local Government (Financial Management) Regulations 1996 (WA)*.

Under the Act, local governments are required to levy and recover rates and service charges, and are provided with mechanisms to recover unpaid amounts, including the imposition of interest, legal recovery action, and, where applicable, property-related recovery processes.

The Regulations establish requirements for sound financial management, including the maintenance of proper accounting records, internal controls, and regular financial reporting. These provisions support the monitoring and management of receivables, ensuring transparency, accountability, and timely intervention where debts remain unpaid.

In addition, the *Local Government (Audit) Regulations 1996 (WA)* require the Audit and Risk Improvement Committee to review financial management practices and support compliance with statutory reporting obligations, including oversight of debtor management as part of the broader financial control framework.

Debt recovery practices must also align with relevant legal processes and principles of administrative fairness, ensuring that all recovery actions are applied consistently, transparently, and in accordance with adopted Council policies.

Relevant Plans and Policy

Shire of Carnarvon Policy Manual

- CF007 Debt Collection
- CF011 Recovery of Rates
- CF006 Financial Hardship

Financial Implications

Outstanding debtors can adversely affect the Shire’s cashflow, reducing its capacity to deliver services and undertake planned projects. They can also increase administrative burden, impact the reliability of budget forecasting, and constrain funds available for capital investment or unforeseen expenditures.

If not effectively managed, outstanding debts may result in higher levels of bad debt write-offs and can give rise to audit concerns regarding the adequacy of financial controls and overall governance practices.

Risk Assessment

STEP 3 – Risk Tolerance Chart Used to Determine Risk						
Consequence →		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood ↙						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Non-recovery or delayed recovery of outstanding rates and sundry debtors reduces cash flow, impacts the Shire’s ability to fund services and projects, and may increase bad debt write-offs.	B3 High	Maintain proactive debt recovery processes (notices, payment arrangements, legal recovery, sale of land where applicable); continue engagement of LG Best Practices for specialist rates and recovery support; regular monitoring and reporting to ELT, ARIC and Council.
Health & Safety	N/A	N/A	N/A
Reputation	Perception that the Shire is either not managing debts effectively (poor financial governance) or is acting unfairly towards vulnerable ratepayers if recovery is not balanced with hardship considerations.	C3 Moderate	Apply Shire policies CF006 Financial Hardship, CF007 Debt Collection and CF011 Recovery of Rates consistently; ensure clear, respectful communication with debtors; regularly report debt recovery progress to ARIC and Council to demonstrate oversight and transparency.
Service Disruption	Cash flow constraints from high outstanding debt may limit the Shire’s capacity to sustain current service levels or deliver planned projects.	C3 Moderate	Ongoing cash flow forecasting and budget review; prioritise essential services; align recovery activity with treasury management to support operational funding needs.
Compliance	Failure to comply with the Local Government Act 1995, Rates and Charges (Rebates and Deferments) Act 1992 and associated regulations in	C3 Moderate	Use specialist provider (LG Best Practices) for complex rating and recovery functions; provide training to finance staff; conduct periodic internal reviews and audits of rates and debt recovery

	applying concessions, deferrals and recovery processes.		processes; ensure decisions are documented and in line with adopted policies.
Property	Errors in initiating sale of land or other enforcement action for unpaid rates may expose the Shire to disputes or claims.	D2 Low	Follow statutory timelines and notice requirements; obtain legal advice for sale of land and complex recovery matters; maintain clear records of actions taken.
Environment	N/A	N/A	N/A
Fraud	Inadequate segregation of duties or oversight in debtor management could enable misappropriation, unauthorised write-offs or manipulation of debtor balances.	D2 Low	Maintain segregation of duties, delegated authority limits and documented approval processes; ensure regular reconciliations and management review; report material write-offs and variances through ARIC and Council as required.

Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our economy fosters investment and productivity in industries befitting Carnarvon’s physical and natural environment and that grows our horizons*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*

BIG IDEAS FOR THE FUTURE OF CARNARVON:

- *N/A*

Comments

1. Rates and Service Charges

For the 2025/2026 financial year, the Shire levied \$7,689,939 in rates, services and charges. When added to the opening outstanding balance from prior years of \$2,085,877, the total collectible amount for the year was \$9,694,567.

As at 31 March 2026, receipts totalled \$6,817,491, leaving a closing outstanding balance of \$2,877,076. This includes \$113,317 in Pensioner Deferred Rates, which are recoverable only upon sale of the property or change of ownership. Excluding these deferrals, the net recoverable outstanding balance is \$2,721,324. The collection rate for the year to date is 70.3%.

Table one – Summary of 2025/2026 Rates Position

Item	Amount	Notes
Opening Balance (Prior Years)	\$2,085,877	Outstanding at 1 July 2025
Rates levied 2025/2026	\$7,689,939	Current year billings
Total Collectible	\$9,694,567	Opening balance + Current Year
Receipts during the year	\$6,817,491	Payments received
Closing balance 30/11/2025	2,877,076	70.3% of total collectible
Less: Pensioner Deferred Rates	(113,317)	Recoverable only upon sale/ownership change
Net recoverable outstanding	\$2,721,324	

Table Two – Breakdown by Years

Reporting Period	Outstanding Rates Levied	Percentage
Current Year (2025/2026)	\$1,224,535	42.56%
One Year Overdue	\$786,665	27.34%
Two Years Overdue	\$404,971	14.08%
Three Years Overdue	\$460,905	16.02%
Total	\$2,877,076	100%

While the proportion of current year debt is encouraging, the level of aged debt remains a concern and will be addressed through targeted recovery action.

Recoverable VS Non-Recoverable Debt

Certain portions of the outstanding debt cannot be recovered immediately due to legislative restrictions, including:

- Pensioner deferrals and rebates under the *Rates and Charges (Rebates and Deferments) Act 1992*
- Eligible pensioners and seniors may legally defer payment of their rates, or receive a rebate, until the property is sold or ownership changes. The Shire cannot compel payment before that time.
- Hardship arrangements under the *Local Government Act 1995*
- Allows payment arrangements for ratepayers experiencing genuine financial hardship. While an arrangement is in place and being met, recovery action is paused.
- Properties where sale procedures cannot yet be initiated due to legislative timelines
- Prescribes specific timeframes and notice requirements before a property can be sold for unpaid rates. Until these are met, sale cannot proceed.

Non recoverable or legislatively restricted debt is not as a result of Shire inaction, but rather statutory requirements

Specific Areas of Concern

- Three-year debt: \$406,905 outstanding. A review is progressing to determine if recovery action can commence under *Local Government Act 1995*, s.6.64, which permits the sale of a property where rates have been unpaid for three or more years, following the required statutory process.
- Commercial waste charges: \$85,791 outstanding. A review is progressing to determine circumstances, with immediate payment demands to be issued where appropriate, along with a review of whether waste collection services can be suspended for persistent non-payment, subject to legal and operational considerations.
- Domestic pensioner waste charges: \$8,252 outstanding. Follow-up letters will be issued immediately after 10 September for any unpaid balances. Approved payment arrangements can help maintain rebate eligibility.
- Principal debt totalling \$1,285,205 in Rates has been referred to Debt Collection, with \$7,674 being collected as of 16th April 2026. Originally this was from 176 Assessments, with 10 Assessments now closed due to payment being received.

Current Legislative Recovery Options

Under Western Australian legislation, the Shire's recovery options include:

- Issuing Final Notices and General Procedure Claims
- Entering payment arrangements
- Applying the three-year sale process for unpaid rates
- Engaging debt collection agencies for formal recovery steps

Limitations include mandatory acceptance of reasonable payment offers (if ordered by a Magistrate), and the inability to recover certain statutory concessions or deferred rate.

Rates Officer Context

Due to the inability to recruit a technically qualified Rates Officer, the service has been outsourced to LG Best Practices. This reflects increasing compliance obligations under the *Local Government Act 1995*, the *Rates and Charges (Rebates and Deferments) Act 1992*, and other subsidiary legislation.

The specialist nature of the role demands accuracy, up-to-date legislative knowledge, and consistent application of complex rating provisions, including exemptions, concessions, pensioner deferrals, minimum payments, and differential rates. Non-compliance in any of these areas can result in significant financial and reputational risk for the Shire.

The Shire will continue using LG Best Practices for specialist rates and debt recovery support, including:

- Staff training
- Monitoring recovery progress
- Assistance with reporting to this Committee and Council to maintain oversight

2. Sundry Debtors (Fees and Charges)

With the debtors balance at close of February being \$493,739, March has seen a significant increase to \$4,910,423. The overall increase should be recognised as reflecting active progress against grant funding, milestone achievements, and the delivery of operational and capital programs. Of the total balance, \$4,461,308 has been raised within the past 14 days and remains within standard payment terms. There are no concerns regarding the receipt of grant funding.

The aged trial balance as at 31 March 2026 shows a total of \$4,910,423 in outstanding amounts, broken down as follows:

- Current (less than 14 days): \$4,461,308
- Greater than 30 days: \$504
- Greater than 60 days: \$361
- Greater than 90 days: \$454,138

A substantial portion of the over-90-day outstanding balance, totalling \$390,707, is associated with Regional Express (REX) Holdings, which is currently under administration, resulting in delays to the recovery process. Of the total outstanding amount 90-day outstanding balances, \$454,138 (approximately 86%) is attributable to REX.

The Shire has submitted a grant application under the Regional and Remote Support Program to offset this amount, with the program closing on 14 March 2026. The outcome is currently pending.

A sum of \$17,735.72 represents the CESM contribution, which is currently on hold pending dispute and an outstanding debt of \$13,750.00 remains outstanding from a supplier who was engaged to perform a service for the Shire as part of a grant funded initiative. Due to circumstances beyond the control of the Shire and Supplier the initiative was unable to occur, and as a result, the supplier is required to repay the deposit. This has now been referred to debt collection as requests to enter into a payment arrangement have been unsuccessful.

In addition, outstanding accounts totalling \$33,916 has been referred to legal for recovery. As at 31 March 2026, the balance remaining for these matters is \$19,820, relating to debtors. The Shire will continue to pursue legal advice and appropriate enforcement pathways to recover all outstanding amounts.

OFFICER’S RECOMMENDATION

That the Audit & Risk Improvement Committee Recommends that Council receive the information contained in the report detailing outstanding rates and sundry debtors as at 31 March 2026.

COMMITTEE RESOLUTION ARICC 12/04/26

Moved: Cr Paul Kelly

Seconded: Mr Stephen Brown

That the Audit & Risk Improvement Committee Recommends that Council receive the information contained in the report detailing outstanding rates and sundry debtors as at 31 March 2026.

FOR: Cr Paul Kelly, Cr Mark Young, Cr Luke Skender, Ms Leah Horton and Mr Stephen Brown

AGAINST: Nil

ABSENT: Crs E Smith

CARRIED BY ABSOLUTE MAJORITY 5/0

5.5 OVERVIEW OF GRANT FUNDING 2025/2026

File No:	ADM1737
Location/Address:	N/A
Name of Applicant:	Shire of Carnarvon
Name of Owner:	N/A
Author(s):	Caroline Ballard, Governance & Information Coordinator
Authoriser:	Amanda Leighton, Executive Manager, Corporate Strategy & Performance
Declaration of Interest:	Nil
Voting Requirement:	Simple Majority
Previous Report:	Nil
Schedules:	Nil

Authority/Discretion:

- Advocacy When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.
- Executive The substantial direction setting and oversight role of the Council. E.g., adopting plans and reports, accepting tenders, directing operations, setting and amending budgets
- Legislative Includes adopting local laws, town planning schemes and policies.
- Information Includes items provided to Council for information purposes only that do not require a decision of Council (i.e. – for noting).
- Quasi-judicial When Council determines an application / matter that directly affects a person’s right and interest. The judicial character arises from the obligations to abide by the principles of natural justice. Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits / licenses

Summary of Report

An initial overview report to ARMC May 2025 provided a financial year-to-date (FYTD) overview of funding opportunities that have been investigated, applied for, and managed by Shire Officers. This report outlines the outcomes of grant applications submitted over a five-month period from 1 November 2025 and 10 April 2026.

The purpose of this report is to provide the Audit and Risk Improvement Committee with oversight of how external funding supports the delivery of Shire projects and services, and how associated funding risks are being monitored and managed by Officers. This includes assessment of dependencies on grant funding for key operational and capital programs, and measures in place to mitigate non-award or delayed award of grant income.

Annual and recurrent funding sources—such as the Financial Assistance Grants, Roads to Recovery, and LGGS allocations—are tracked separately through the Shire’s financial systems and are not included in this report.

Background

External funding plays a critical role in enabling the Shire of Carnarvon to deliver a wide range of infrastructure and community initiatives that may not otherwise be financially feasible within the constraints of municipal revenue alone. Grant funding is increasingly competitive and often subject to tight timeframes, co-contribution requirements, and performance-based reporting conditions.

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As part of good financial governance, it is important that the Shire maintains clear oversight of its external funding activities, including applications made, funding secured, and obligations arising from grant agreements. This supports effective forward planning, ensures funding conditions are met, and assists in identifying and mitigating risks associated with grant dependency, project delays, or potential non-compliance.

The Audit and Risk Improvement Committee has an advisory role in overseeing the Shire's financial management practices and ensuring appropriate risk controls are in place. Providing a financial year-to-date report on funding applications and outcomes promotes transparency and enables the Committee to assess the extent to which grant funding activities align with the Shire's strategic objectives and risk appetite.

This report consolidates funding activity undertaken between 1 November 2025 and 10 April 2026 and includes details of:

- Applications submitted (including purpose, value, and funding body),
- Outcomes of applications (successful, unsuccessful, pending).

Stakeholder and Public Consultation

No formal public consultation has been undertaken in the preparation of this report.

Internal consultation has occurred with relevant Shire officers, cross-departmental collaboration ensures that funding opportunities are aligned with the Shire's Strategic Community Plan, Corporate Business Plan, and Long-Term Financial Plan.

The Strategic Community Plan serves as the guiding framework for identifying priority projects and services for the community. Grant applications are assessed for their alignment with the SCP objectives to ensure the Shire is pursuing external funding that directly supports the aspirations and outcomes identified by the community.

From time to time, ad hoc funding opportunities may arise that fall outside the scope of existing strategic documents. In such cases, Officers undertake a preliminary review of the opportunity to assess feasibility, risks, and potential community benefit. Where deemed suitable, these applications may proceed with the direction or endorsement of Council.

Where required under specific grant programs, stakeholder engagement has been or will be undertaken in accordance with funding body requirements. This may include letters of support, project partnerships, or community consultation to demonstrate need and local benefit.

Statutory Environment

-Local Government Act 1995 (WA) – Part 6: Financial Management

Provides the overarching legislative framework for the proper management of financial resources by local governments, including the responsibility to apply sound financial practices and pursue external funding to support operational and capital activities.

-Local Government (Financial Management) Regulations 1996 – Regulation 5

Requires local governments to establish and maintain financial management systems and procedures that ensure the proper recording, control and accountability of the Shire's financial operations, including grants received.

-Local Government (Audit) Regulations 1996 – Regulation 16

Outlines the role of the Audit and Risk Committee, including its function to review the effectiveness of the Shire's risk management, internal control and legislative compliance — which encompasses risks associated with grant dependency and funding obligations.

-Integrated Planning and Reporting Framework (IPRF) – Department of Local Government, Sport and Cultural Industries (DLGSC)

Requires that all financial planning, including the pursuit of grant funding, is aligned with the Shire's Strategic Community Plan and Corporate Business Plan, ensuring resources are directed towards community-endorsed priorities.

-Individual Grant Funding Agreements

Operate as legally binding contracts that outline specific financial, governance and reporting obligations the Shire must meet. Failure to comply with these obligations may result in funding being withheld, recovered, or reputational damage to the Shire.

Relevant Plans and Policy

- Strategic Community Plan.
- Corporate Business Plan.
- Long Term Financial Plan.
- CD006 External Grants – Procurement and Grants.

Financial Implications

External grant funding forms a critical component of the Shire's overall funding strategy and significantly contributes to the delivery of key community, economic and infrastructure initiatives. While these funds support the expansion of services and capital projects beyond the capacity of municipal revenue alone, they also introduce financial considerations that require ongoing management.

Key financial implications include:

- **Budget Amendments**
Where successful grant applications are not included in the adopted Annual Budget; formal budget amendments are required in accordance with the Shire's Budget Amendment and Review Policy (FIN002). This ensures compliance with the *Local Government Act 1995* and *Financial Management Regulations 1996*.
- **Matching Contributions**
Some grant programs require a co-contribution from the Shire; these obligations are assessed at the application stage and considered in the context of available reserves, operational capacity, and alignment with the Long-Term Financial Plan.
- **Cash Flow and Timing Risk**
Delays in funding announcements or payments can affect project delivery schedules and cash flow forecasting. Officers monitor these closely and seek to mitigate impacts through appropriate phasing of expenditure and regular financial reporting.
- **Unsuccessful Applications**
Where funding is not awarded, projects reliant on external funding may be deferred, reduced in scope, or reprioritised. This has downstream implications for asset renewal programs, service delivery and strategic outcomes.
- **Grant Acquittals and Compliance**
Failure to meet reporting or acquittal obligations may result in grant funds being withheld or reclaimed. Financial and project staff work collaboratively to ensure all grant-related expenditures are documented and acquitted in accordance with funding agreements.
- **Audit and Financial Reporting**
Grant income and associated expenditure are captured in the Shire's financial records and subject to annual audit. Proper documentation and controls ensure accountability and reduce the risk of audit qualification.

Risk Assessment

STEP 3 – Risk Tolerance Chart Used to Determine Risk						
Consequence →		Insignificant 1	Minor 2	Major 3	Critical 4	Extreme 5
Likelihood ↘						
Almost certain	A	High	High	Extreme	Extreme	Extreme
Likely	B	Moderate	High	High	Extreme	Extreme
Possible	C	Low	Moderate	High	Extreme	Extreme
Unlikely	D	Low	Low	Moderate	High	Extreme
Rare	E	Low	Low	Moderate	High	High

Risk Category	Description	Rating	Mitigating Action/s
Financial	Risk of funding shortfalls, delayed payments, or the need for unbudgeted co-contributions.	2-C Moderate	Applications are assessed for financial viability; budget amendments are submitted to Council; cash flow is monitored and matched to project milestones.
Health & Safety	Risk to officer health and safety when implementing grant-funded works or community programs.	2-D Low	Projects are planned in accordance with the Shire’s WHS procedures; risk assessments are completed prior to project commencement.
Reputation	Risk of reputational damage if grant obligations are not met, or projects are not delivered.	2-C Moderate	Internal procedures ensure compliance with grant terms; project progress is reported to Council and funding bodies; communication with stakeholders is maintained.
Service disruption	Delays in funding decisions or acquittal processes may impact service delivery timelines.	3-D Moderate	Projects are sequenced and contingency plans developed; officers monitor grant timelines and maintain flexibility in delivery schedules.
Compliance	Risk of non-compliance with funding agreements or statutory reporting.	3-C High	CD006 External Grants Policy and internal controls guide grant management; regular reporting and acquittals are overseen by Finance and project teams.
Property	Potential damage to Shire assets if projects are not appropriately scoped or delivered.	2-D Low	Project scopes and risk assessments include asset impact considerations; works are supervised by technical officers.
Environment	Risk of environmental harm if infrastructure projects are poorly scoped or regulated.	2-D Low	Environmental approvals and assessments are undertaken where required; projects are aligned with applicable legislative and environmental standards.
Fraud	Misuse or misreporting of grant funds.	2-C Moderate	All financial transactions are subject to internal controls, dual authorisations, and audit review; grant acquittals require supporting documentation.

Community and Strategic Objectives

The proposal aligns with the following desired objectives as expressed in the *Community Strategic Plan 2022-2032*:

OBJECTIVES

In 2040 Carnarvon is a place where:

- *Our equitable community is actively involved in and are responsible for developing innovative, local solutions that transcend our region for a safe and unified 6701*

ADDITIONAL FOCUS AREAS:

- *Improve the trust between citizens and the Shire of Carnarvon*
- *N/A*

Comments

To support the delivery of its strategic objectives, the Shire of Carnarvon actively seeks funding from a range of sources including State and Federal government agencies, not-for-profit organisations, and philanthropic foundations. These funding arrangements are critical in enabling the Shire to deliver a combination of core community services and additional value-adding programs that respond to community expectations.

A significant portion of grant funding directly supports the Shire’s essential operations—particularly in areas such as infrastructure, community development, and environmental management. Other grants enable the Shire to undertake enhanced or pilot initiatives that would not otherwise be financially viable. In many cases, the ability to proceed with a project or program is contingent upon securing external funding.

Officers apply a rigorous process to assess the suitability of each funding opportunity in terms of strategic alignment, financial implications, delivery capacity, and compliance obligations. Successful grants are incorporated into the budget through formal amendment processes, and all grant-funded activities are tracked to ensure conditions are met and acquittals are completed within required timeframes.

With the appointment of a dedicated Accountant and the establishment of a Special Projects Team, the Shire has strengthened its internal financial oversight and project delivery capacity. The Grants Register is actively maintained and regularly reviewed; funding milestones, project progress, and acquittal status checks will be added to the Attain Compliance calendar to enhance their tracking and ensure continued compliance.

A summary grant activity for the period 1 November 2025 to 10 April 2026 is provided in the table below:

Name of funding body	Name of project	Status / funding period	amount applied for	funding received
Regional & remote airport support program	Rex debt – financial relief to operators (regional/remote)	Pending outcome	\$390,707.02	pending
Road safety commission	Bollards to belonging: safer streets for our people – march application	Pending outcome	\$25,000	pending
Inspiring WA	Seeds for science, nurturing knowledge for all on Yinggarda country	Pending outcome	\$10,000	pending
Lotterywest	EOI – arts and culture infrastructure grant program	Pending outcome	\$497,000	pending
National indigenous Australian agency	Remote jobs and economic development program	Pending outcome	\$250,5546	pending
Department of Communities	Women’s grants for a stronger future grants program 2025-26	Successful Fy 25/26	\$10,000	\$10,000
Town team movement	Streets alive stream 2	Successful Fy 25/26	\$50,000	\$50,000

Audit and Risk Management Committee Meeting Minutes

21 April 2026

Volunteering WA – NVW 2026	Carnarvon national volunteer week -2026	Successful Fy 25/26	\$15,000	\$15,000
Department of Primary Industries & Regional Development	Regional traineeship program grant 2025/26	Successful Fy 25/26	\$50,000	\$50,000
Lake MacLeod PTY	Community grant – defibs at blowholes	Successful Fy 25/26	\$5,000	\$5,000
MRWA	Rrg 26/27 – Quobba Gnaraloo Rd	Successful Fy 26/27	717336	717336
MRWA	Rrg 26/27 – Minilya Lyndon Rd	Successful Fy 26/27	\$268,836	\$268,836
Department of Primary Industries & Regional Development	Animal welfare grant program – desexing companion animals	Successful Fy 26/27	\$50,000	\$50,000
Department of Infrastructure, Transport, Regional Development & Arts	Safer local roads and infrastructure program (SLRIP) tranche 4c	Unsuccessful	\$5,000,000	N/A
Injury Matters: Improve your health	Active minds, active lives	Unsuccessful	\$5,000	N/A
Road Safety Commission	Bollards to belonging: safer streets for our people	Unsuccessful	\$25,000	N/A

OFFICER’S RECOMMENDATION

That the Audit & Risk Improvement Committee resolves to receive the summary of grant applications.

COMMITTEE RESOLUTION ARICC 13/04/26

Moved: Cr Mark Young

Seconded: Cr Paul Kelly

That the Audit & Risk Improvement Committee resolves to receive the summary of grant applications.

FOR: Cr Paul Kelly, Cr Mark Young, Cr Luke Skender, Ms Leah Horton and Mr Stephen Brown

AGAINST: Nil

ABSENT: Crs E Smith

CARRIED BY ABSOLUTE MAJORITY 5/0

6 DATE OF NEXT MEETING

The next meeting will be held on Tuesday 16 June 2026 at Shire Council Chambers, Stuart Street Carnarvon commencing at 1.30pm

Note for the minutes: Shire President Eddie Smith entered the meeting at 2:07pm

7 CLOSE

The Presiding Member declared the meeting closed at 2:17PM.

**OUTSTANDING ACTION ITEMS
ORDINARY COUNCIL MEETING
28 APRIL 2026**

[Action Sheets Report](#)

Printed: 23 April 2026 11:26 AM

Meeting	Officer/Director	Section	Subject
Council 24/02/2026	King, Racheal Dexter, Amanda	Governance	Request for Lease Renewal - Carnarvon Lions Club
COUNCIL RESOLUTION OCM 06/02/26			
Moved: Cr Burke Maslen			
Seconded: Cr Paul Kelly			
<i>That Council, by simple majority, pursuant to Section 3.58 of the Local Government Act 1995, and the Local Government (Functions and General) Regulations 1996 Reg 30 resolves to:</i>			
1. <i>Approve the renewal of lease with the Carnarvon Lions Club over a Portion of Lot 547, Building 133, Carnarvon Airport for a five-year term till 29 January 2031 subject to:</i>			
a. <i>Conformity with the statutory provisions for 'Disposal of Property' under Section 3.58 of the Local Government Act, 1995; and</i>			
b. <i>Confirmation of an ongoing maintenance and an acceptable property inspection; and</i>			
c. <i>Lease administration and document preparation is prepared at the Shire's cost upon execution of the lease; and</i>			
d. <i>Approve the CEO to execute the lease with the Lessee in accordance with the Shire of Carnarvon Policy CF018 Lease and Licensing Classification Category Two.</i>			
FOR: Mr Eddie Smith, Cr Burke Maslen, Cr Marco Ferreirinha, Cr Luke Skender, Cr Paul Kelly, Cr Dudley Maslen, Cr Mark Young and Cr Merome Beard			
AGAINST: Nil			
CARRIED BY SIMPLE MAJORITY 8/0			
16 Apr 2026 11:06am Ballard, Caroline - Reallocation			
Action reassigned to King, Racheal by Ballard, Caroline			
16 Apr 2026 12:19pm Benthien, Jasper			
Awaiting on receipt of signed lease			

Meeting	Officer/Director	Section	Subject
Council 24/02/2026	King, Racheal Dexter, Amanda	Governance	Request for Lease - Carnarvon Heritage Group
COUNCIL RESOLUTION OCM 05/02/26			
Moved: Cr Paul Kelly			
Seconded: Cr Marco Ferreirinha			

**OUTSTANDING ACTION ITEMS
ORDINARY COUNCIL MEETING
28 APRIL 2026**

[Action Sheets Report](#)

Printed: 23 April 2026 11:26 AM

That council, by Simple Majority, pursuant to section 3.58 of the Local Government Act 1995 and Regulation 30 of the Local Government (Functions and General) Regulations 1996, resolves to:

1. *Approve the granting of a lease to the Carnarvon Heritage Group over Reserve 6049 (old tramway track reserve), Carnarvon (schedule 1) for a term of five years, subject to:*
 - A. *Compliance with the statutory requirements for the disposal of property under section 3.58 of the local government act 1995, including public notice requirements where applicable;*
 - B. *Lease documentation and administration being prepared at the Shire's cost; and*
2. *Authorising the Chief Executive Officer to Finalise and Approve the Lease, and execute the lease documentation on behalf of the Shire in accordance with Shire of Carnarvon Policy CF018 – Lease and Licensing Classification Category One.*

FOR: Mr Eddie Smith, Cr Burke Maslen, Cr Marco Ferreirinha, Cr Luke Skender, Cr Paul Kelly, Cr Dudley Maslen, Cr Mark Young and Cr Merome Beard

AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 8/0

16 Apr 2026 12:18pm Benthien, Jasper
Awaiting on receipt of signed lease

Meeting	Officer/Director	Section	Subject
Council 24/02/2026	King, Racheal Dexter, Amanda	Governance	Request for Deed of Extension of Lease - Carnarvon Golf Club
COUNCIL RESOLUTION OCM 07/02/26			
Moved: Cr Paul Kelly			
Seconded: Cr Marco Ferreirinha			
<i>That Council, by simple majority, pursuant to Section 3.58 of the Local Government Act 1995, and the Local Government (Functions and General) Regulations 1996 Reg 30 resolves to:</i>			
<ol style="list-style-type: none"> 1. <i>Grant the further term option to extend the lease with Carnarvon Golf Club over Reserve 31811, (Lot 1178 & Lot 1212) Cornish Street, Carnarvon for a further ten-year term to 29 February 2036 subject to:</i> <ol style="list-style-type: none"> a. <i>Conformity with the statutory provisions for 'Disposal of Property' under Section 3.58 of the Local Government Act, 1995; and</i> 			

**OUTSTANDING ACTION ITEMS
ORDINARY COUNCIL MEETING
28 APRIL 2026**

[Action Sheets Report](#)

Printed: 23 April 2026 11:26 AM

- b. Lease administration and document preparation is prepared at the Lessee's cost to be invoiced to the Lessee upon execution of the lease.*
- 2. Authorise the CEO to approve, and execute the Deed of Extension with the Lessee in accordance with the Shire of Carnarvon Policy CF018 Lease and Licensing Classification Category Two.**

FOR: Mr Eddie Smith, Cr Burke Maslen, Cr Marco Ferreirinha, Cr Luke Skender, Cr Paul Kelly, Cr Dudley Maslen, Cr Mark Young and Cr Merome Beard
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 8/0

16 Apr 2026 12:18pm Benthien, Jasper
 Awaiting on receipt of signed lease

Meeting	Officer/Director	Section	Subject
Council 27/02/2024	Dexter, Amanda Dexter, Amanda	Governance	Bibbawarra Bore Partnership Group - Memorandum of Understanding
COUNCIL RESOLUTION OCM 05/02/24			
Moved: Cr Dudley Maslen			
Seconded: Cr Burke Maslen			
<i>That Council, by Simple Majority pursuant to Section 3.18 of the Local Government Act 1995, resolves to authorise the Chief Executive Officer to execute the Memorandum of Understanding between the Shire of Carnarvon, Friends of Bibbawarra Bore, Gascoyne Development Commission and Yinggarda Aboriginal Corporation.</i>			
FOR: Crs Burke Maslen, Adam Cottrell, Marco Ferreirinha, Luke Vandeleur and Dudley Maslen			
AGAINST: Crs Eddie Smith, Luke Skender and Paul Kelly			
CARRIED BY SIMPLE MAJORITY 5/3			
17 Feb 2025 10:06am Hill, Dannielle - Reallocation			
Action reassigned to Dexter, Amanda by Hill, Dannielle - Andrea Selvey no longer employed by the Shire			
04 Mar 2025 10:48am Dexter, Amanda			
CEO to Review and update Councillors at earliest possible convenience			
27 Jun 2025 3:10pm Dexter, Amanda - Email			
Action Item - Bibbawarra Bore Partnership Group - Memorandum of Understanding			
09 Jul 2025 11:50am Hill, Dannielle - Email			
Please note that there remains outstanding actions as a result of Council reports. Can you please update by close of business today. A report will be submitted to the July Council Meeting on any outstanding			

**OUTSTANDING ACTION ITEMS
ORDINARY COUNCIL MEETING
28 APRIL 2026**

[Action Sheets Report](#)

Printed: 23 April 2026 11:26 AM

matters.

11 Sep 2025 3:33pm Dexter, Amanda - Target Date Revision

Target date changed by Dexter, Amanda from 12 March 2024 to 01 April 2026 - The Shire and the Friends of Brbbawarra Bore are working together to formalise a lease and partnership into the future. The Working Group have been very busy and will present to Council early next year their plans and potential way forward.

Meeting	Officer/Director	Section	Subject
Council 25/06/2024	Dexter, Amanda Dexter, Amanda	Matters for which Meeting to be Closed to Members	Blowholes Reserve Management and Building Orders Update
COUNCIL RESOLUTION OCM 23/06/24			
Moved: Cr Dudley Maslen			
Seconded: Cr Luke Vandeleur			
<i>That Council by Simple Majority resolves -</i>			
<ol style="list-style-type: none"> 1. <i>To advise the Minister for Lands that the Shire has exhausted all options and resources in trying to implement the Blowholes Reserve Management Plan(BRMP);</i> 2. <i>Urgently request that the Minister for Lands provides financial, technical and practical assistance to provide a solution; and</i> 3. <i>Should the Minister not be able to provide that support, that the Shire will divest itself of the Blowholes Reserve as the Shire is unable to fulfill the obligations under the BRMP.</i> 			
FOR: Crs Eddie Smith, Burke Maslen, Marco Ferreirinha, Luke Skender, Luke Vandeleur, Paul Kelly and Dudley Maslen			
AGAINST: Nil			
ABSENT: Cr A Cottrell			
CARRIED BY SIMPLE MAJORITY 7/0			
COUNCIL RESOLUTION OCM 23/06/24			
Moved: Cr Dudley Maslen			
Seconded: Cr Luke Vandeleur			
<i>That Council by Simple Majority resolves -</i>			
<ol style="list-style-type: none"> 1. <i>To advise the Minister for Lands that the Shire has exhausted all options and resources in trying to implement the Blowholes Reserve Management Plan(BRMP);</i> 2. <i>Urgently request that the Minister for Lands provides financial, technical and practical assistance to provide a solution; and</i> 			

**OUTSTANDING ACTION ITEMS
ORDINARY COUNCIL MEETING
28 APRIL 2026**

[Action Sheets Report](#)

Printed: 23 April 2026 11:26 AM

3. Should the Minister not be able to provide that support, that the Shire will divest itself of the Blowholes Reserve as the Shire is unable to fulfill the obligations under the BRMP.

FOR: Crs Eddie Smith, Burke Maslen, Marco Ferreirinha, Luke Skender, Luke Vandeleur, Paul Kelly and Dudley Maslen

AGAINST: Nil

ABSENT: Cr A Cottrell

CARRIED BY SIMPLE MAJORITY 7/0

19 Nov 2024 8:23am Hill, Dannielle

Pres has written to Minister and had teams meeting with Minister Carey in September. Further meeting with minister Carey either by teams or in Perth scheduled or 9th October 2024

17 Feb 2025 10:05am Hill, Dannielle - Reallocation

Action reassigned to Dexter, Amanda by Hill, Dannielle - Andrea Selvey no longer employed by the Shire

27 Jun 2025 3:09pm Dexter, Amanda - Target Date Revision

Target date changed by Dexter, Amanda from 09 July 2024 to 30 September 2025 - A further update has been requested as of the 27/06/2025 of the Department to inform Council of the ongoing progress.

09 Jul 2025 11:50am Hill, Dannielle - Email

Please note that there remains outstanding actions as a result of Council reports. Can you please update by close of business today. A report will be submitted to the July Council Meeting on any outstanding matters.

11 Sep 2025 3:35pm Dexter, Amanda - Target Date Revision

Target date changed by Dexter, Amanda from 30 September 2025 to 25 November 2025 - Seeking a full update from the Department of Planning and Lands

19 Nov 2025 11:38am Dexter, Amanda

The Shire has recently provided information and feedback to the Manager, Land Management Central at the Department of Planning, Lands and Heritage, during their recent Blowholes Reserve Site Analysis. The Department is undertaking a Development Viability Report, which is intended to provide clarity and support the progression of this Item.

Meeting	Officer/Director	Section	Subject
Council 25/11/2025	Dexter, Amanda Dexter, Amanda	Development and Community Services	Pelican Point Beach Closure

COUNCIL RESOLUTION OCM 13/11/25

Moved: Cr Burke Maslen

Seconded: Cr Marco Ferreirinha

That Council by Simple Majority, resolves to:

- 1. Approve the continuation of the temporary vehicle access ban to Pelican Point spit in accordance with the Beach Vehicle Access Closure Plan; and**
- 2. Direct the CEO to conduct a comprehensive review of the temporary vehicle access ban to Pelican Point spit, including a detailed assessment of dune conditions and environmental impacts, and present a report with recommendations back to Council at the earliest practical time available**

<p>OUTSTANDING ACTION ITEMS ORDINARY COUNCIL MEETING 28 APRIL 2026</p>	<p>Printed: 23 April 2026 11:26 AM</p>
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[Action Sheets Report](#)

3. That the temporary vehicle access ban to Pelican Point spit continue in place until 27 November 2027.

FOR: Mr Eddie Smith, Cr Burke Maslen, Cr Marco Ferreirinha, Cr Luke Skender, Cr Paul Kelly, Cr Dudley Maslen, Cr Mark Young and Cr Merome Beard
AGAINST: Nil

CARRIED BY SIMPLE MAJORITY 8/0

16 Apr 2026 11:56am Benthien, Jasper

As per Stefan Louw - Review toward Dec 2026, with f/u item to council on Beach Closure and vehicle management.

Meeting	Officer/Director	Section	Subject
Council 26/11/2024	Davis, Mark Dexter, Amanda	Corporate Services	Endorsement of Tramway Bridge Closure
<p>THE ITEM WAS NOT FOUND (BOOKMARK: PDF2_ReportName_395) CHECK THE INTEGRITY OF THE ITEM IN THE MINUTES DOCUMENT</p>			
<p>DOCUMENT: \\DFS-01\INFOCOUNCIL_DATA\PROD\DOCUMENTSTORE\PUBLIC\OCM\MINUTES\OCM_20241126_MIN_34.DOCX Resolution not found</p>			
<p>04 Mar 2025 10:43am Dexter, Amanda - Target Date Revision Target date changed by Dexter, Amanda from 10 December 2024 to 30 April 2025 - Planning and fundraising is underway for the repair of the closed section. A full update will be provided at the April Council Meeting.</p>			
<p>04 Mar 2025 10:43am Dexter, Amanda Planning and fundraising is underway for the repair of the closed section. A full update will be provided at the April Council Meeting.</p>			
<p>27 Jun 2025 3:02pm Dexter, Amanda - Target Date Revision Target date changed by Dexter, Amanda from 30 April 2025 to 30 September 2025 - A further update will be provided to Council at this time, Geo Technical works are underway - \$2.5M has been raised and further fundraising is continuing</p>			
<p>09 Jul 2025 11:50am Hill, Dannielle - Email Please note that there remains outstanding actions as a result of Council reports. Can you please update by close of business today. A report will be submitted to the July Council Meeting on any outstanding matters.</p>			
<p>11 Sep 2025 3:36pm Dexter, Amanda - Target Date Revision Target date changed by Dexter, Amanda from 30 September 2025 to 16 December 2025 - Further update will be provided to Council on works timelines and funding progress.</p>			
<p>16 Apr 2026 11:55am Benthien, Jasper As per Mark Davis - Stage 1 works awarded to Ventia (\$3.3 million). Preliminary's, drawbridge repair and detailed design have been completed, and contractor has mobilised to site as of March 2026 and commenced works to commence repair of up to 200 metres. Ongoing efforts to seek funding (\$4.5 million) to complete Stage 2 are underway and include a submission with GDC to the State Government, funding prospectus provided to visiting State Ministers and presentation to upcoming Tourism Conference delegates.</p>			
<p>17 Apr 2026 9:31am Benthien, Jasper - Reallocation Action reassigned to Davis, Mark by Benthien, Jasper - Major Projects project reallocated</p>			

Delegation No: 6005 Issue and Revocation of Building Orders

Date Adopted:	27 May 2014	Delegate:	CEO
Date Last Reviewed:	25 July 2017 18 December 2018 23 June 2020 24 August 2021	Sub-Delegated:	Yes
Policy Reference:	N/A	Chief Executive Instruction/Procedure:	Nil

Legal (Parent):
1. Building Act 2011, Section 127.

Legal (Subsidiary):
1. Building Act 2011, Section 110
2. Building Act 2011, Section 117
3. Building Regulations 2012

Council delegates its authority and power to the Chief Executive Officer to-

- 1.0 Make a building order in respect of one or more of the following;
 - (a) Particular building work;
 - (b) Particular demolition work; or
 - (c) A particular building or incidental structure.
- 2.0 Revoke a building order subject to-
 - (a) Compliance with Section 117(1) of the Building Act 2011 by serving written notice to each person to whom the order is directed.

**Moore Australia**

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16 April 2026

Ms Amanda Dexter
Chief Executive Officer
Shire of Carnarvon
3 Francis Street
CARNARVON WA 6701

Dear Amanda

COMPILATION REPORT TO SHIRE OF CARNARVON

We have compiled the accompanying special purpose financial report of Shire of Carnarvon which comprise the statement of financial position as at 31 March 2026, the statement of financial activity, notes providing statement of financial activity supporting information, explanation of material variances for the year then ended and a summary of material accounting policy information. These have been prepared in accordance with *Local Government Act 1995* and associated regulations as described in Note 1 to the financial report. The specific purpose for which the special purpose financial statements have been prepared is also set out in Note 1 of the financial report. We have provided the supplementary information of Shire of Carnarvon as at 31 March 2026 and for the period then ended based on the records of the Shire of Carnarvon.

THE RESPONSIBILITY OF CARNARVON

The CEO of Shire of Carnarvon is solely responsible for information contained in the special purpose financial report and supplementary information, the reliability, accuracy and completeness of the information and for the determination that the basis of accounting used is appropriate to meet their needs and for the purpose that the financial report was prepared.

OUR RESPONSIBILITY

On the basis of information provided by Shire of Carnarvon we have compiled the accompanying special purpose financial report in accordance with the requirements of *APES 315 Compilation of Financial Information* and the *Local Government Act 1995*, associated regulations and to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards.

We have applied our expertise in accounting and financial reporting to compile these financial statements in accordance with the basis of accounting described in Note 1 to the financial report except for the matters of non-compliance with the basis of preparation identified with Note 1 of the financial report. We have complied with the relevant ethical requirements of *APES 110 Code of Ethics for Professional Accountants*.

Supplementary information attached to the financial report has been extracted from the records of Shire of Carnarvon and information presented in the special purpose financial report.

ASSURANCE DISCLAIMER

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

The special purpose financial report was compiled exclusively for the benefit of Shire of Carnarvon who are responsible for the reliability, accuracy and completeness of the information used to compile them. Accordingly, the special purpose financial report may not be suitable for other purposes. We do not accept responsibility for the contents of the special purpose financial report.

A handwritten signature in black ink, appearing to read 'Russell Barnes'.

Russell Barnes
Director
Moore Australia (WA) Pty Ltd

Moore Australia (WA) Pty Ltd trading as agent – ABN 99 433 544 961.
An independent member of Moore Global Network Limited - members in principal cities throughout the world.

SHIRE OF CARNARVON
MONTHLY FINANCIAL REPORT
(Containing the required statement of financial activity and statement of financial position)
For the period ended 31 March 2026

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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SHIRE OF CARNARVON
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

Note	Amended Budget Estimates (a) \$	YTD Budget Estimates (b) \$	YTD Actual (c) \$	Variance* \$ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
OPERATING ACTIVITIES						
Revenue from operating activities						
General rates	6,774,254	6,764,253	6,709,030	(55,223)	(0.82%)	
Rates excluding general rates	998,592	998,592	980,909	(17,683)	(1.77%)	
Grants, subsidies and contributions	11,016,952	9,033,651	4,775,220	(4,258,431)	(47.14%)	▼
Fees and charges	3,595,402	3,103,341	3,122,435	19,094	0.62%	
Interest revenue	492,000	353,991	301,491	(52,500)	(14.83%)	▼
Other revenue	454,050	376,370	379,585	3,215	0.85%	
	23,331,250	20,630,198	16,268,670	(4,361,528)	(21.14%)	
Expenditure from operating activities						
Employee costs	(12,457,213)	(9,320,531)	(8,070,608)	1,249,923	13.41%	▲
Materials and contracts	(11,073,027)	(8,949,168)	(5,298,071)	3,651,097	40.80%	▲
Utility charges	(879,208)	(730,045)	(652,374)	77,671	10.64%	▲
Depreciation	(8,815,610)	(6,611,397)	(6,588,086)	23,311	0.35%	
Finance costs	(127,727)	(126,796)	(83,115)	43,681	34.45%	▲
Insurance	(701,582)	(701,504)	(713,160)	(11,656)	(1.66%)	
Other expenditure	(380,470)	(302,718)	(210,852)	91,866	30.35%	▲
	(34,434,837)	(26,742,159)	(21,616,266)	5,125,893	19.17%	
Non cash amounts excluded from operating activities	2(c) 8,815,610	6,611,397	6,588,086	(23,311)	(0.35%)	
Amount attributable to operating activities	(2,287,977)	499,436	1,240,490	741,054	148.38%	
INVESTING ACTIVITIES						
Inflows from investing activities						
Proceeds from capital grants, subsidies and contributions	15,657,042	5,347,756	2,206,222	(3,141,534)	(58.74%)	▼
	15,657,042	5,347,756	2,206,222	(3,141,534)	(58.74%)	
Outflows from investing activities						
Right of use assets recognised	(245,960)	(245,960)	(253,210)	(7,250)	(2.95%)	
Acquisition of property, plant and equipment	(1,889,673)	(1,288,730)	(847,104)	441,626	34.27%	▲
Acquisition of infrastructure	(15,976,409)	(7,940,406)	(3,498,491)	4,441,915	55.94%	▲
	(18,112,042)	(9,475,096)	(4,598,805)	4,876,291	51.46%	
Non-cash amounts excluded from investing activities	2(d) 245,960	245,960	253,210	7,250	2.95%	
Amount attributable to investing activities	(2,209,040)	(3,881,380)	(2,139,373)	1,742,007	44.88%	
FINANCING ACTIVITIES						
Inflows from financing activities						
Leases liabilities recognised	245,960	245,960	253,210	7,250	2.95%	
Proceeds from new borrowings	365,000	0	0	0		
Transfer from reserves	1,311,260	0	0	0		
	1,922,220	245,960	253,210	7,250	2.95%	
Outflows from financing activities						
Payments for principal portion of lease liabilities	(214,626)	(168,119)	(168,119)	0	0.00%	
Repayment of borrowings	(464,694)	(237,715)	(237,715)	0	0.00%	
Transfer to reserves	(840,366)	0	(24,770)	(24,770)	(6.10%)	▼
	(1,519,686)	(405,834)	(430,604)	(24,770)	(6.10%)	
Non-cash amounts excluded from financing activities	2(e) (245,960)	(245,960)	(253,210)	(7,250)	(2.95%)	
Amount attributable to financing activities	156,574	(405,834)	(430,604)	(24,770)	(6.10%)	
MOVEMENT IN SURPLUS OR DEFICIT						
Surplus or deficit at the start of the financial year	2(a) 4,106,688	4,106,688	4,106,688	0	0.00%	
Amount attributable to operating activities	(2,287,977)	499,436	1,240,490	741,054	148.38%	▲
Amount attributable to investing activities	(2,209,040)	(3,881,380)	(2,139,373)	1,742,007	44.88%	▲
Amount attributable to financing activities	156,574	(405,834)	(430,604)	(24,770)	(6.10%)	
Surplus or deficit after imposition of general rates	(233,755)	318,910	2,777,201	2,458,291	770.84%	▲

KEY INFORMATION

- ▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data outside the adopted materiality threshold.
 - ▲ Indicates a variance with a positive impact on the financial position.
 - ▼ Indicates a variance with a negative impact on the financial position.
- Refer to Note 3 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying notes.

**SHIRE OF CARNARVON
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 MARCH 2026**

	Actual 30 June 2025	Actual as at 31 March 2026
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	5,788,339	3,787,886
Trade and other receivables	2,630,622	7,344,759
Other financial assets	0	3,022,382
Inventories	59,973	149,907
Contract assets	558,349	0
TOTAL CURRENT ASSETS	9,037,283	14,304,934
NON-CURRENT ASSETS		
Trade and other receivables	113,317	113,317
Other financial assets	139,334	139,334
Property, plant and equipment	45,795,560	45,660,010
Infrastructure	271,040,822	269,044,464
Right-of-use assets	118,926	261,553
TOTAL NON-CURRENT ASSETS	317,207,959	315,218,678
TOTAL ASSETS	326,245,242	329,523,612
CURRENT LIABILITIES		
Trade and other payables	1,472,655	2,986,201
Contract liabilities	546,213	1,587,663
Capital grant/contributions liabilities	442,737	4,460,109
Lease liabilities	121,774	47,850
Borrowings	464,694	226,979
Employee related provisions	1,123,052	1,123,052
TOTAL CURRENT LIABILITIES	4,171,125	10,431,854
NON-CURRENT LIABILITIES		
Lease liabilities	0	159,015
Borrowings	2,187,030	2,187,030
Employee related provisions	141,111	141,111
TOTAL NON-CURRENT LIABILITIES	2,328,141	2,487,156
TOTAL LIABILITIES	6,499,266	12,919,010
NET ASSETS	319,745,976	316,604,602
EQUITY		
Retained surplus	51,937,005	48,770,861
Reserve accounts	2,468,990	2,493,760
Revaluation surplus	265,339,981	265,339,981
TOTAL EQUITY	319,745,976	316,604,602

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF CARNARVON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996*, prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied where no inconsistencies exist.

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supplementary information does not form part of the financial report.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 13 April 2026

THE LOCAL GOVERNMENT REPORTING ENTITY

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

MATERIAL ACCOUNTING POLICIES

Material accounting policies utilised in the preparation of these statements are as described within the 2024-25 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment
 - Infrastructure
- Impairment losses of non-financial assets
- Expected credit losses on financial assets
- Measurement of employee benefits
- Estimation uncertainties and judgements made in relation to lease accounting

SHIRE OF CARNARVON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

2 NET CURRENT ASSETS INFORMATION

	Amended Budget Opening	Actual as at 30 June 2025	Actual as at 31 March 2026
Note	1 July 2025	30 June 2025	31 March 2026
(a) Net current assets used in the Statement of Financial Activity			
Current assets	\$	\$	\$
Cash and cash equivalents	5,788,339	5,788,339	3,787,88
Trade and other receivables	2,630,622	2,630,622	7,344,75
Other financial assets	0	0	3,022,38
Inventories	59,973	59,973	149,90
Contract assets	558,349	558,349	
	<u>9,037,283</u>	<u>9,037,283</u>	<u>14,304,93</u>
Less: current liabilities			
Trade and other payables	(1,472,655)	(1,472,655)	(2,986,20)
Other liabilities	(988,950)	(988,950)	(6,047,77)
Lease liabilities	(121,774)	(121,774)	(47,85)
Borrowings	(464,694)	(464,694)	(226,97)
Employee related provisions	(1,123,052)	(1,123,052)	(1,123,05)
	<u>(4,171,125)</u>	<u>(4,171,125)</u>	<u>(10,431,85)</u>
Net current assets	4,866,158	4,866,158	3,873,08
Less: Total adjustments to net current assets	2(b) (759,470)	(759,470)	(1,095,87)
Closing funding surplus / (deficit)	4,106,688	4,106,688	2,777,20
(b) Current assets and liabilities excluded from budgeted deficiency			
Adjustments to net current assets			
Less: Reserve accounts	(2,468,990)	(2,468,990)	(2,493,76)
Add: Current liabilities not expected to be cleared at the end of the year			
- Current portion of lease liabilities	121,774	121,774	47,85
- Current portion of borrowings	464,694	464,694	226,97
- Current portion of employee benefit provisions held in reserve	1,123,052	1,123,052	1,123,05
Total adjustments to net current assets	2(a) (759,470)	(759,470)	(1,095,87)
	Amended Budget Estimates	YTD Budget Estimates	YTD Actual
	30 June 2026	31 March 2026	31 March 2026
	\$	\$	\$
(c) Non-cash amounts excluded from operating activities			
Adjustments to operating activities			
Add: Depreciation	8,815,610	6,611,397	6,588,08
Total non-cash amounts excluded from operating activities	8,815,610	6,611,397	6,588,08
(d) Non-cash amounts excluded from investing activities			
Adjustments to investing activities			
Right of use assets received	245,960	245,960	253,21
Total non-cash amounts excluded from investing activities	245,960	245,960	253,21
(e) Non-cash amounts excluded from financing activities			
Adjustments to financing activities			
Non cash proceeds from new leases	(245,960)	(245,960)	(253,21)
Total non-cash amounts excluded from financing activities	(245,960)	(245,960)	(253,21)

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the local governments' operational cycle.

SHIRE OF CARNARVON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MARCH 2026

3 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
 The material variance adopted by Council for the 2025-26 year is \$10,000 and 10.00% whichever is the greater.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
Grants, subsidies and contributions			
Funding not received at time of reporting including Roads to Recovery, MRWA, town planning Coral Bay Settlement Structure Plan and income for strategic projects. DRFWA AGRN 1118 of \$1.8 million , R2R of \$1 million grant funding were budgeted for, but not received.	(4,258,431)	(47.14%)	▼
			Timing
			Timing
Interest revenue			
Interest received on investments lower than YTD budget due to lower interest and cash levels for investment. Higher amounts of interest received from instalment and penalty interest on rates.	(52,500)	(14.83%)	▼
			Permanent
			Timing
Expenditure from operating activities			
Employee costs			
Admin employee cost, risk management OHS, parental leave, cyclone prep and cleanup, asset management, mosquito/vermin control, YTD actuals higher than budget R Jed, Carnavon parks and gardens, workers compensation, workshop expenses, urban road maintenance employee costs are lower than YTD budget due to timing of onboarding	1,249,923	13.41%	▲
			Timing
			Timing
Materials and contracts			
YTD actuals of materials, contracts and operating services are below YTD budget profiled on a monthly basis with no allocations at time of reporting. Year to date expenditure on legal, election, computer operations, structure plans, mesquite eradication project, area promotion, youth program, fire prevention and minor plant are less than YTD budget. AGRN 118 repair works was budgeted for \$2 million which has not been spent.	3,651,097	40.80%	▲
			Timing
Utility charges			
Expenditure for civic centre operations, aquatic centre, library buildings, blowholes campground, street lighting and airport buildings are all below YTD budget.	77,671	10.64%	▲
			Timing
Finance costs			
Interest expenses on loans are lower than budget.	43,681	34.45%	▲
			Permanent
Other expenditure			
Timing of donations budgeted for Community growth fund.	91,866	30.35%	▲
			Timing
Inflows from investing activities			
Proceeds from capital grants, subsidies and contributions			
Bushfire grant, Art gallery grant and Coral Bay settlement structure plan grants received above annual budget. Carnarvon activation plan grant income was budgeted for \$3.3 million, but have only received \$610k.	(3,141,534)	(58.74%)	▼
			Permanent
			Timing
Outflows from investing activities			
Acquisition of property, plant and equipment			
YTD actuals for plant and equipment for animal control and IT equipment are lower than YTD budget.	441,626	34.27%	▲
			Timing
Acquisition of infrastructure			
Roads projects, airport upgrade YTD actuals lower than YTD budget.	4,441,915	55.94%	▲
			Timing
Outflows from financing activities			
Transfer to reserves			
Interest earned on reserve funds.	(24,770)		▼
			Permanent
Surplus or deficit after imposition of general rates			
Variations detailed above.	2,458,291	770.84%	▲

SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
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BASIS OF PREPARATION - SUPPLEMENTARY INFORMATION

Supplementary information is presented for information purposes. The information does not comply with the disclosure requirements of the Australian Accounting Standards.

SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$4.11 M	\$4.11 M	\$4.11 M	\$0.00 M
Closing	(\$0.23 M)	\$0.32 M	\$2.78 M	\$2.46 M

Refer to Statement of Financial Activity

Cash and cash equivalents		
	\$6.81 M	% of total
Unrestricted Cash	\$4.32 M	63.4%
Restricted Cash	\$2.49 M	36.6%

Refer to 3 - Cash and Financial Assets

Payables		
	\$2.99 M	% Outstanding
Trade Payables	\$0.15 M	
0 to 30 Days		100.0%
Over 30 Days		0.0%
Over 90 Days		0.0%

Refer to 8 - Payables

Receivables		
	\$4.51 M	% Collected
Rates Receivable	\$2.83 M	70.3%
Trade Receivable	\$4.51 M	% Outstanding
Over 30 Days		9.2%
Over 90 Days		9.2%

Refer to 6 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$2.29 M)	\$0.50 M	\$1.24 M	\$0.74 M

Refer to Statement of Financial Activity

Rates Revenue		
	\$6.71 M	% Variance
YTD Actual	\$6.71 M	
YTD Budget	\$6.76 M	(0.8%)

Grants and Contributions		
	\$4.78 M	% Variance
YTD Actual	\$4.78 M	
YTD Budget	\$9.03 M	(47.1%)

Refer to 12 - Grants and Contributions

Fees and Charges		
	\$3.12 M	% Variance
YTD Actual	\$3.12 M	
YTD Budget	\$3.10 M	0.6%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$2.21 M)	(\$3.88 M)	(\$2.14 M)	\$1.74 M

Refer to Statement of Financial Activity

Proceeds on sale		
	\$0.00 M	%
YTD Actual	\$0.00 M	
Amended Budget	\$0.00 M	

Asset Acquisition		
	\$3.50 M	% Spent
YTD Actual	\$3.50 M	
Amended Budget	\$15.98 M	(78.1%)

Refer to 5 - Capital Acquisitions

Capital Grants		
	\$2.21 M	% Received
YTD Actual	\$2.21 M	
Amended Budget	\$15.66 M	(85.9%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Amended Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$0.16 M	(\$0.41 M)	(\$0.43 M)	(\$0.02 M)

Refer to Statement of Financial Activity

Borrowings	
Principal repayments	(\$0.24 M)
Interest expense	(\$0.07 M)
Principal due	\$2.41 M

Refer to 9 - Borrowings

Reserves	
Reserves balance	\$2.49 M
Net Movement	\$0.02 M

Refer to 4 - Cash Reserves

Lease Liability	
Principal repayments	(\$0.17 M)
Interest expense	(\$0.01 M)
Principal due	\$0.21 M

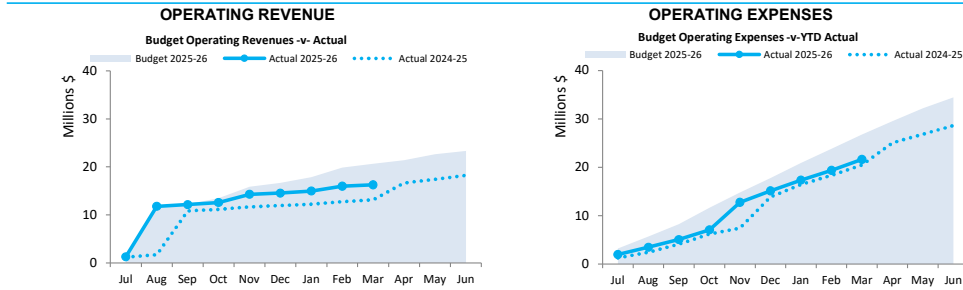
Refer to Note 10 - Lease Liabilities

This information is to be read in conjunction with the accompanying Financial Statements and notes.

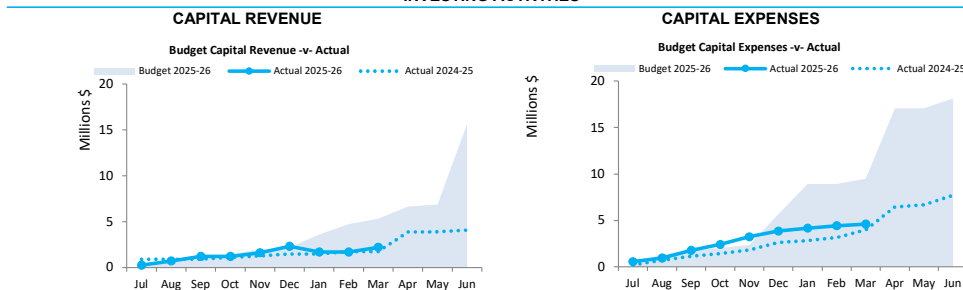
SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

2 KEY INFORMATION - GRAPHICAL

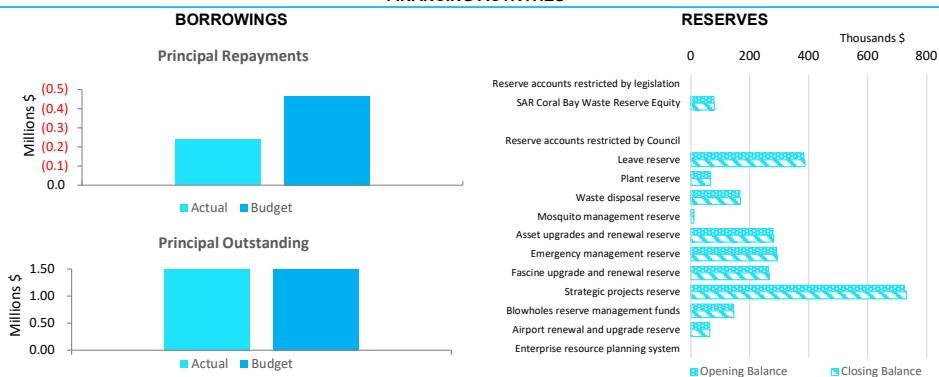
OPERATING ACTIVITIES



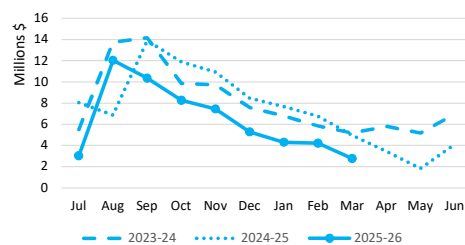
INVESTING ACTIVITIES



FINANCING ACTIVITIES



Closing funding surplus / (deficit)



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

3 CASH AND FINANCIAL ASSETS AT AMORTISED COST

Description	Classification	Unrestricted	Reserve Accounts	Total	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
Cash on hand	Cash and cash equivalents	2,800	0	2,800	0	NA	NA	NA
Municipal Account	Cash and cash equivalents	2,591,250	0	2,591,250	0	ANZ	Variable	NA
Municipal Online Account	Cash and cash equivalents	722,458	0	722,458	0	ANZ	Variable	NA
Municipal Term Deposit	Financial assets at amortised cost	1,000,000	0	1,000,000	0	ANZ	3.00%	May-26
Reserve Online Account	Cash and cash equivalents	0	471,378	471,378	0	ANZ	Variable	NA
Reserves Term Deposit	Financial assets at amortised cost	0	2,022,382	2,022,382	0	ANZ	4.19%	Apr-26
Trust Bank Account	Cash and cash equivalents	0	0	0	223,277	ANZ	Variable	NA
Total		4,316,508	2,493,760	6,810,268	223,277			
Comprising								
Cash and cash equivalents		3,316,508	471,378	3,787,886	223,277			
Financial assets at amortised cost - Term Deposits		1,000,000	2,022,382	3,022,382	0			
		4,316,508	2,493,760	6,810,268	223,277			

KEY INFORMATION

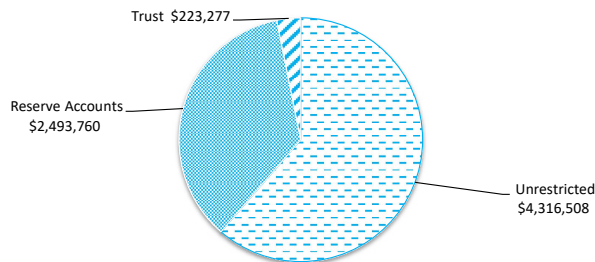
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 7 - Other assets.



**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

4 RESERVE ACCOUNTS

Reserve account name	Budget				Actual			
	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
Reserve accounts restricted by legislation								
SAR Coral Bay Waste Reserve Equity	78,683	375,366	(375,366)	78,683	78,683	789	0	79,472
Reserve accounts restricted by Council								
Leave reserve	383,648	0	(100,570)	283,078	383,648	3,849	0	387,497
Plant reserve	65,355	365,000	0	430,355	65,355	656	0	66,011
Waste disposal reserve	166,684	0	0	166,684	166,684	1,672	0	168,356
Mosquito management reserve	11,117	0	0	11,117	11,117	112	0	11,229
Asset upgrades and renewal reserve	278,513	0	(194,494)	84,019	278,513	2,794	0	281,307
Emergency management reserve	289,779	0	0	289,779	289,779	2,907	0	292,686
Fascine upgrade and renewal reserve	263,476	0	0	263,476	263,476	2,643	0	266,119
Strategic projects reserve	723,119	0	(640,830)	82,289	723,119	7,255	0	730,374
Blowholes reserve management funds	144,203	0	0	144,203	144,203	1,447	0	145,650
Airport renewal and upgrade reserve	64,413	0	0	64,413	64,413	646	0	65,059
Enterprise resource planning system	0	100,000	0	100,000	0	0	0	0
	2,468,990	840,366	(1,311,260)	1,998,096	2,468,990	24,770	0	2,493,760

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

INVESTING ACTIVITIES

5 CAPITAL ACQUISITIONS

Capital acquisitions	Amended		YTD Actual	YTD Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings	1,499,546	1,000,039	614,472	(385,567)
Furniture And Equipment	173,246	73,820	48,250	(25,570)
Plant And Equipment	216,881	214,871	184,382	(30,489)
Acquisition of property, plant and equipment	1,889,673	1,288,730	847,104	(441,626)
Infrastructure - Roads	4,414,017	4,414,014	2,360,760	(2,053,254)
Other Infrastructure - Drainage	40,790	40,790	0	(40,790)
Other Infrastructure - Footpaths	75,000	75,000	62,590	(12,410)
Other Infrastructure - Parks And Ovals	0	0	249,089	249,089
Other Infrastructure	3,374,602	3,374,602	707,092	(2,667,510)
Other Infrastructure - Airport	8,000,000	0	97,881	97,881
Other Infrastructure - Landfill	72,000	36,000	21,079	(14,921)
Acquisition of infrastructure	15,976,409	7,940,406	3,498,491	(4,441,915)
Total of PPE and Infrastructure	17,866,082	9,229,136	4,345,595	(4,883,541)
Right of use asset - Right Of Use - Plant And Equipment	245,960	245,960	253,210	7,250
Acquisition of right of use assets	245,960	245,960	253,210	7,250
Total capital acquisitions	18,112,042	9,475,096	4,598,805	(4,876,291)
Capital Acquisitions Funded By:				
Capital grants and contributions	15,657,042	5,347,756	2,206,222	(3,141,534)
Lease liabilities	245,960	245,960	253,210	7,250
Borrowings	365,000	0	0	0
Reserve accounts				
Asset upgrades and renewal reserve	194,494	0	0	0
Strategic projects reserve	640,830	0	0	0
Contribution - operations	1,008,716	3,881,380	2,139,373	(1,742,007)
Capital funding total	18,112,042	9,475,096	4,598,805	(4,876,291)

KEY INFORMATION

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

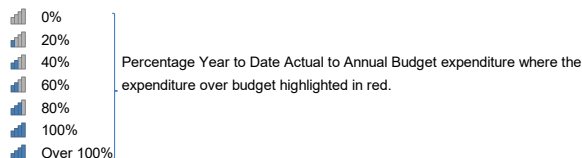
SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

INVESTING ACTIVITIES

5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

Capital expenditure total

Level of completion indicators



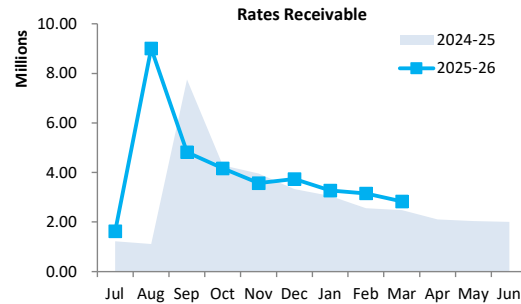
Cat	Category Description	Job	Description	Current Budget	YTD Budget	YTD Actual	YTD Variance
13101	Buildings	0386	Washbay For Trucks	65,500	65,500	62,518	(2,982)
13101	Buildings	BC01	Housing Development Northwater	494,337	494,334	362,786	(131,551)
13101	Buildings	BC02	Shire Buildings	10,000	7,500	0	(7,500)
13101	Buildings	G011	Civic Centre Refurbishment	405,994	405,990	162,453	(243,541)
13101	Buildings	1501	Depot Improvements	6,095	6,095	6,095	0
13101	Buildings	C2501	Depot Storage Project	20,620	20,620	20,620	0
13101	Buildings	3159	Theatre upgrades	497,000	0	0	497,000
			Buildings Total	1,499,546	1,000,039	614,472	(385,505)
13102	Furniture And Equipment	CO012	Cctv Server & Security Upgrades	85,000	63,750	38,180	(25,570)
13102	Furniture And Equipment	CO017	Council Chambers Video Conferencing Hardware Refresh	10,070	10,070	10,070	0
13102	Furniture And Equipment	3555	Art Gallery Equipment	78,176	0	0	78,176
			Furniture and Equipment Total	173,246	73,820	48,250	(125,026)
13103	Plant And Equipment	PC012	Ceo - Vehicle Purchase	81,606	81,606	81,606	0
13103	Plant And Equipment	PC0436	Canopy For Ranger Ute P379	30,000	30,000	0	(30,000)
13103	Plant And Equipment	PC013	Ute Purchase For Verge Crew	67,000	67,000	64,400	(2,600)
13103	Plant And Equipment	PC014	Trailer Purchase - Verge Crew	13,236	13,236	13,236	0
13103	Plant And Equipment	PC015	Fcar Diagonistic Scan Tool	8,230	8,230	8,230	0
13103	Plant And Equipment	PC016	Verge Spray Line - Boom Spray	6,022	4,012	6,123	2,111
13103	Plant And Equipment	A020	Fod*Boss Runway Sweeper	10,787	10,787	10,787	0
			Plant and Equipment Total	216,881	214,871	184,382	(30,499)
13201	Infrastructure - Roads	9010	Temporary Budget Job No - Roads To Recovery (Coa 3740)	245,710	245,710	0	(245,710)
13201	Infrastructure - Roads	R2R121	Quobba-Gnaraloo Road - Roads To Recovery	278,692	278,692	43,991	(234,701)
13201	Infrastructure - Roads	R2R174	Minilya Lyndon Road - Roads To Recovery	184,000	184,000	0	(184,000)
13201	Infrastructure - Roads	R2R204	Speedway Road - Roads To Recovery	436,000	436,000	0	(436,000)
13201	Infrastructure - Roads	R2R240	French Street - Roads To Recovery	200,000	200,000	0	(200,000)
13201	Infrastructure - Roads	RRG086	Wahroonga Pimbee Road (Rrg)	806,508	806,508	795,164	(11,344)
13201	Infrastructure - Roads	RRG121	Quobba Gnaraloo	1,076,006	1,076,004	1,309,697	233,693
13201	Infrastructure - Roads	BLS174	Minilya Lyndon Road - Blackspot	367,000	367,000	182,875	(184,125)
13201	Infrastructure - Roads	BLS204	Speedway Road A - Black Spot	593,751	593,751	770	(592,981)
13201	Infrastructure - Roads	BLS240	French Street Blackspot	200,000	200,000	0	(200,000)
13201	Infrastructure - Roads	LRC027	Electric Road Condition Monitoring & Response System	26,350	26,349	28,263	1,913
			Infrastructure - Roads Total	4,414,017	4,414,014	2,360,760	(2,053,257)
13202	Other Infrastructure - Footpaths	9004	Kerbing & Footpath Replacement - Allocation Tbc	75,000	75,000	62,590	(12,410)
			Other Infrastructure - Footpaths Total	75,000	75,000	62,590	(12,410)
13204	Other Infrastructure - Drainage	D010	Pump Station Upgrades	40,790	40,790	0	(40,790)
			Other Infrastructure - Drainage Total	40,790	40,790	0	(40,790)
13207	Other Infrastructure - Airport	A016	Carnarvon Airport Upgrade Q400	8,000,000	0	97,881	97,881
			Other Infrastructure - Airport Total	8,000,000	0	97,881	97,881
13209	Other Infrastructure	3624	Fascine Jetties Renewal	0	0	33,126	33,126
13209	Other Infrastructure	3763	Coral Bay Cenotaph	17,000	17,000	0	(17,000)
13209	Other Infrastructure	CAP01	Cap Design & Project Management	0	0	150,448	150,448
13209	Other Infrastructure	CAP02	Carnarvon Activation Plan	3,357,602	3,357,602	463,449	(2,894,153)
13209	Other Infrastructure	LRC025	Tramway Bridge Improvements	0	0	60,069	60,069
13210	Other Infrastructure - Landfill	0385	New Refuse Site Development At Coral Bay	72,000	36,000	21,079	(14,921)
13205	Other Infrastructure - Parks And Ovals	RPPP1	Local Connect & Create	0	0	6,007	6,007
13205	Other Infrastructure - Parks And Ovals	RPPP2	Fascine To Harbour Walk	0	0	58,947	58,947
13205	Other Infrastructure - Parks And Ovals	RPPP3	The Pier Development	0	0	81,242	81,242
13205	Other Infrastructure - Parks And Ovals	RPPP4	Tramway Trail & Bridge	0	0	97,113	97,113
13205	Other Infrastructure - Parks And Ovals	RPPP6	Van Dongen Park	0	0	5,780	5,780
			Other Infrastructure Total	3,446,602	3,410,602	977,260	(2,433,340)
			Grand Total	17,866,082	9,229,136	4,345,595	(4,883,500)

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

OPERATING ACTIVITIES

6 RECEIVABLES

Rates receivable	30 June 2025	31 Mar 2026
	\$	\$
Opening arrears previous year	1,483,133	2,004,628
Levied this year	7,264,318	7,689,939
Less - collections to date	(6,608,439)	(6,817,491)
Gross rates collectable	2,139,012	2,877,076
Allowance for impairment of rates receivable	(134,384)	(42,435)
Net rates collectable	2,004,628	2,834,641
% Collected	75.5%	70.3%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(5,888)	4,461,309	504	361	454,138	4,910,424
Percentage	(0.1%)	90.9%	0.0%	0.0%	9.2%	
Balance per trial balance						
Trade receivables						4,910,424
Other receivables						5,429
Receivables for employee related provisions						8,451
Allowance for impairment of receivables from contracts with customers						(489,524)
ESL receivables						69,687
Accrued income						5,651
Total receivables general outstanding						4,510,118

Amounts shown above include GST (where applicable)

KEY INFORMATION

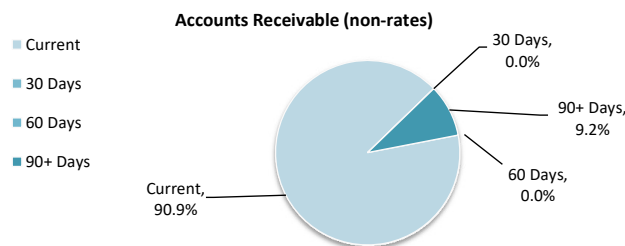
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

OPERATING ACTIVITIES

7 OTHER CURRENT ASSETS

	Opening Balance 1 July 2025	Asset Increase	Asset Reduction	Closing Balance 31 March 2026
	\$	\$	\$	\$
Other current assets				
Financial assets at amortised cost	0	3,022,382	0	3,022,382
Inventory				
Fuel and materials	14,671	212,435	(122,501)	104,605
Visitor Centre stock	45,302	0	0	45,302
Contract assets				
Contract assets	558,349	0	(558,349)	0
Total other current assets	618,322	3,234,817	(680,850)	3,172,289

Amounts shown above include GST (where applicable)

KEY INFORMATION

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Contract assets

A contract asset is the right to consideration in exchange for goods or services the entity has transferred to a customer when that right is conditioned on something other than the passage of time.

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

OPERATING ACTIVITIES

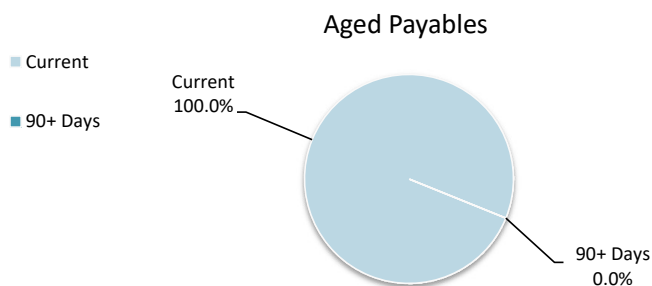
8 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	150,199	0	0	0	150,199
Percentage	0.0%	100.0%	0.0%	0.0%	0.0%	
Balance per trial balance						
Sundry creditors						150,199
Accrued salaries and wages						13,43
ATO liabilities						564,21
Other payables						2,143,93
Bonds and deposits held						98,12
Visitor Centre liabilities						16,28
Total payables general outstanding						2,986,20

Amounts shown above include GST (where applicable)

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

FINANCING ACTIVITIES

9 BORROWINGS

Repayments - borrowings

Information on borrowings Particulars	Loan No.	New Loans			Principal Repayments		Principal Outstanding		Interest Repayments	
		1 July 2025	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
Airport Corrective Works	216	76,481	0	0	(25,109)	(50,601)	51,372	25,880	(1,166)	(1,966)
Plant and Equipment	217	1,224,905	0	0	(126,098)	(254,589)	1,098,807	970,316	(23,232)	(44,072)
Heavy Plant	219	664,889	0	0	(49,108)	(99,280)	615,781	565,609	(14,414)	(27,766)
Light Fleet	220	192,689	0	0	(22,349)	(45,173)	170,340	147,516	(4,100)	(7,722)
Housing (RED House)	221	492,760	0	0	(15,051)	(15,051)	477,709	477,709	(25,521)	(25,521)
Plant	TBA	0	0	365,000	0	0	0	365,000	0	0
Total		2,651,724	0	365,000	(237,715)	(464,694)	2,414,009	2,552,030	(68,433)	(107,032)
Current borrowings		464,694					226,979			
Non-current borrowings		2,187,030					2,187,030			
		2,651,724					2,414,009			

All debenture repayments were financed by general purpose revenue.

New borrowings 2025-26

Particulars	Amount Borrowed		Institution	Loan Type	Term Years	Total Interest & Charges	Interest Rate	Amount (Used)		Balance Unspent
	Actual	Budget						Actual	Budget	
	\$	\$				\$	%	\$	\$	\$
Heavy Plant (Street Sweeper)	0	365,000	WATC	Debenture	7	150,109	5.22	0	(365,000)	(365,000)

KEY INFORMATION

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

FINANCING ACTIVITIES

10 LEASE LIABILITIES

Movement in carrying amounts

Information on leases Particulars	Lease No.	New Leases		Principal Repayments		Principal Outstanding		Interest Repayments		
		1 July 2025	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$	\$	
Copier		1,851	0	2,800	(3,325)	(4,651)	(1,474)	0	(32)	(29)
IT Equipment		66,692	0	6,500	(54,407)	(66,692)	12,285	6,500	(1,119)	(1,82)
Fleet		53,231	237,584	228,284	(109,103)	(141,520)	181,712	139,995	(4,192)	(42)
Printer/Scanner		0	8,376	8,376	(1,096)	(1,763)	7,280	6,613	(152)	
Laptops		0	7,250	0	(188)	0	7,062	0	(28)	
Total		121,774	253,210	245,960	(168,119)	(214,626)	206,865	153,108	(5,523)	(2,53)
Current lease liabilities		121,774					47,850			
Non-current lease liabilities		0					159,015			
		121,774					206,865			

All lease repayments were financed by general purpose revenue.

KEY INFORMATION

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is or contains a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

OPERATING ACTIVITIES

11 OTHER CURRENT LIABILITIES

	Note	Opening Balance 1 July 2025	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 31 March 2026
		\$	\$	\$	\$	\$
Other current liabilities						
Other liabilities						
Contract liabilities		546,213	0	1,121,810	(80,360)	1,587,663
Capital grant/contributions liabilities		442,737	0	4,266,462	(249,090)	4,460,109
Total other liabilities		988,950	0	5,388,272	(329,450)	6,047,772
Employee Related Provisions						
Provision for annual leave		606,701	0	0	0	606,701
Provision for long service leave		378,632	0	0	0	378,632
Employment on-costs		137,719	0	0	0	137,719
Total Provisions		1,123,052	0	0	0	1,123,052
Total other current liabilities		2,112,002	0	5,388,272	(329,450)	7,170,824

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 12 and 13

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

OPERATING ACTIVITIES

12 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability					Grants, subsidies and contributions		
	Liability	Increase in	Decrease in	Liability	Current	Amended	YTD	YTD
	1 July 2025	Liability	Liability	31 Mar 2026	Liability	Budget	Budget	Revenue
	\$	\$	(As revenue)	\$	\$	\$	\$	\$
Grants and subsidies								
F.A.G. - General Purpose	0	0	0	0	0	2,607,198	1,955,397	1,955,399
F.A.G. - Roads	0	0	0	0	0	904,406	678,303	678,305
Grant Income - SP-05	0	0	0	0	0	50,000	50,000	50,000
RJED Grant Income	0	1,121,810	(80,360)	1,041,450	1,041,450	1,041,450	1,041,450	80,360
Bushfire Grant	0	0	0	0	0	103,074	103,074	78,984
Other Grants - SP-06	0	0	0	0	0	27,920	27,918	13,975
Emergency Services Grant	0	0	0	0	0	39,414	24,633	14,049
Grants And Contributions	0	0	0	0	0	119,762	119,760	47,417
Grants- Early Years	70,805	0	0	70,805	70,805	70,805	0	0
Department Of Communities Grant- Mayu Mia	0	0	0	0	0	182,442	136,830	210,630
Department Of Communities Grant- Community Connectors - Night Patrol	0	0	0	0	0	228,000	0	228,000
Other Grant Income- Youth Services	45,087	0	0	45,087	45,087	209,000	165,364	69,000
Grants (Mosquito Funding)	0	0	0	0	0	3,000	2,250	3,328
Grants - Protection Of The Environment	8,314	0	0	8,314	8,314	242,895	182,169	234,966
Grant - Pelican Pt. Sand Drift & Erosion Project - DPLH Coastwest Program	0	0	0	0	0	24,991	0	0
Art Gallery Grants	21,684	0	0	21,684	21,684	194,360	145,764	132,593
Grants Library	0	0	0	0	0	10,000	10,000	7,000
Grants - Library	0	0	0	0	0	5,000	3,744	5,000
Community Development Grants Income	0	0	0	0	0	91,182	91,182	67,794
Community Hub Grant Income	25,490	0	0	25,490	25,490	73,005	73,004	1,000
Seniors Grant (Income)	0	0	0	0	0	3,000	3,000	0
Grant- DRFWA AGRN 1118	0	0	0	0	0	1,820,000	1,819,998	0
Grant - Improving Flood Preparedness Project	50,000	0	0	50,000	50,000	50,000	50,000	0
Town Planning Grants	62,211	0	0	62,211	62,211	62,211	46,656	0
Grant For Charmap Development	0	0	0	0	0	15,000	11,250	0
Grant -Coral Bay Settlement Structure Plan	250,217	0	0	250,217	250,217	250,218	187,659	0
MRWA Direct Grant	0	0	0	0	0	507,485	507,485	507,485
MRWA Streetlighting Contribution	0	0	0	0	0	24,200	24,200	0
MRWA Robinson Street Sweeping Contribution	0	0	0	0	0	10,000	10,000	0
MRWA Verge Mtnce Contribution	0	0	0	0	0	16,500	16,500	0
R2R Funding - Operating	0	0	0	0	0	1,340,549	1,005,411	0
Other Grants & Contributions	0	0	0	0	0	93,000	93,000	388,185
Strategic Projects Income - Other Economic Services	0	0	0	0	0	584,385	438,282	0
	533,808	1,121,810	(80,360)	1,575,258	1,575,258	11,004,452	9,024,283	4,773,470
Contributions								
State Library Subsidy	0	0	0	0	0	1,000	747	350
Community Art Hub Contributions & Donations	12,405	0	0	12,405	12,405	11,500	8,621	1,400
	12,405	0	0	12,405	12,405	12,500	9,368	1,750
TOTALS	546,213	1,121,810	(80,360)	1,587,663	1,587,663	11,016,952	9,033,651	4,775,220

SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026

INVESTING ACTIVITIES

13 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue		
	Liability 1 July 2025	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Mar 2026	Current Liability 31 Mar 2026	Amended Budget Revenue	YTD Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
Capital grants and subsidies								
Bushfire Grant	0	0	0	0	0	0	0	32,900
Housing Development Northwater - Grant	0	0	0	0	0	48,000	48,000	48,000
Grants - Protection Of The Environment	0	0	0	0	0	0	0	7,890
Grants Seroja Resilience - Civic Centre	375,994	0	0	375,994	375,994	375,994	0	(
Lotterywest - Arts & Culture (Upgrades)	0	546,700	0	546,700	546,700	0	0	(
Art Gallery Grants	0	0	0	0	0	58,176	43,631	58,176
Historical Grants	9,091	0	0	9,091	9,091	10,000	10,000	(
Grant - Lotterywest - Civic Centre-Theatre	0	0	0	0	0	497,000	0	(
Carnarvon Activation Plan Income	0	609,762	0	609,762	609,762	3,357,603	3,357,603	(
Regional Road Group Funding	0	0	0	0	0	1,255,009	1,255,010	1,452,540
State Blackspot Funding French St & Mynyia Road	57,652	0	0	57,652	57,652	1,144,845	633,512	306,930
Roads To Recovery Funding	0	0	0	0	0	1,299,402	0	(
R.A.D.S Grant	0	0	0	0	0	7,611,013	0	(
Grant - Coral Bay Settlement Structure Plan	0	0	0	0	0	0	0	50,670
Partnership Programs	0	3,110,000	(249,090)	2,860,910	2,860,910	0	0	249,090
	442,737	4,266,462	(249,090)	4,460,109	4,460,109	15,657,042	5,347,756	2,206,220

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

14 TRUST FUND

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Description	Opening Balance 1 July 2025	Amount Received	Amount Paid	Closing Balance 31 March 2026
	\$	\$	\$	\$
Private Works	138,033	0	(55,130)	82,903
Public Open Space	140,374	0	0	140,374
	278,407	0	(55,130)	223,277

**SHIRE OF CARNARVON
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 MARCH 2026**

15 BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
			\$	\$	\$	\$
Budget adoption						(390,707)
Opening surplus(deficit)	Res. OCM 11/10/25	Opening surplus(deficit)	0	0	(112,774)	(503,481)
Operating grants, subsidies and contributions	Res. OCM 11/10/25	Operating revenue	0	1,809,545	0	1,306,06
Other revenue	Res. OCM 11/10/25	Operating revenue	0	31,500	(894,041)	443,52
Employee costs	Res. OCM 11/10/25	Operating expenses	0	0	(423,686)	19,83
Materials and contracts	Res. OCM 11/10/25	Operating expenses	0	0	(267,195)	(247,358)
Purchase of property, plant & equipment	Res. OCM 11/10/25	Capital expenses	0	0	(143,349)	(390,707)
Purchase and construction of infrastructure	Res. OCM 11/10/25	Capital expenses	0	0	0	(390,707)
Grant revenue - theatre upgrades	Res. OCM 14/01/26	Operating revenue	0	497,000	0	106,29
Capital expenditure - theatre Ugrades	Res. OCM 14/01/26	Capital expenses	0	0	(497,000)	(390,707)
Grants, subsidies and contributions	Res. OCM 24/02/26	Operating revenue	0	10,000	0	(380,707)
Fees and charges	Res. OCM 24/02/26	Operating revenue	0	0	(100,000)	(480,707)
Other revenue	Res. OCM 24/02/26	Operating revenue	0	100,000	0	(380,707)
Employee costs	Res. OCM 24/02/26	Operating expenses	0	50,000	0	(330,707)
Materials and contracts	Res. OCM 24/02/26	Operating expenses	0	208,876	0	(121,831)
Finance costs	Res. OCM 24/02/26	Operating expenses	0	0	(18,160)	(139,991)
Insurance	Res. OCM 24/02/26	Operating expenses	0	0	(3,695)	(143,686)
Capital grants, subsidies and contributions	Res. OCM 24/02/26	Capital revenue	0	291,868	0	148,18
Purchase of land and buildings	Res. OCM 24/02/26	Capital expenses	0	0	(26,715)	121,46
Purchase of plant and equipment	Res. OCM 24/02/26	Capital expenses	0	374,814	0	496,28
Purchase of furniture and equipment	Res. OCM 24/02/26	Capital expenses	0	0	(31,886)	464,39
Purchase and construction of infrastructure-roads	Res. OCM 24/02/26	Capital expenses	0	0	(249,598)	214,79
Purchase of right of use assets	Res. OCM 24/02/26	Capital expenses	0	0	(245,960)	(31,163)
Non-cash amounts excluded from investing activities	Res. OCM 24/02/26	Non cash item	245,960	0	(245,960)	(31,163)
Proceeds from new leases liabilities	Res. OCM 24/02/26	Capital revenue	0	236,660	0	205,49
Payments for principal portion of lease liabilities	Res. OCM 24/02/26	Capital expenses	0	0	(83,552)	121,94
Transfers to reserve accounts	Res. OCM 24/02/26	Capital expenses	0	0	(365,000)	(243,055)
Non-cash amounts excluded from financing activities	Res. OCM 24/02/26	Non cash item	(236,660)	236,660	0	(243,055)
			9,300	3,846,923	(3,708,571)	(243,055)

SCHEDULE 2 - LIST OF ACCOUNTS PAID UNDER DELEGATION

OUCHER NUMBER	DATE PAID	PAYEE	MUNI BANK EFFTPOS	DESCRIPTION	INVOICE	INDIVIDUAL COST	PLANT ITEM, BUILDING LOCATION ACCOUNT NAME
FT47077	05/03/2026	AMPED IT PTY LTD T/AS AMPED DIGITAL	-\$ 48,209.81	SUPPLY, DELIVERY AND INSTALL OF THE ABSEN 4.44MM PIXEL PITCH COMMERCIAL GRADE OUTDOOR LED DISPLAY FOR THE CIVIC CENTRE FACADE AS PART OF THE CARNARVON ACTIVATION PROJECT (CAP) PHASE 1	INV-AU28530	\$ 48,209.81	OUTDOOR LED DI+H4:H30SPLAY FOR CIVIC CENTRE FAÇADE
FT47078	05/03/2026	BUILDING & CONSTRUCTION INDUSTRY TRAINING	-\$ 2,678.09	BUILDING & CONSTRUCTION INDUSTRY TRAINING FUND LEVY FOR THE PERIOD OF FEBRUARY 2026. REFERENCE: INV-345327-Y8C0Y2	INV-345327-Y8C0Y2	\$ 2,678.09	BUILDING & CONSTRUCTION INDUSTRY TRAINING FUND LEVY
FT47079	05/03/2026	BRIANA LEE HARDIE	-\$ 340.00	UNIT 2/6 JAMES STREET LEASE WEEKLY RENT FOR WEEK ENDING 08.03.2026	EFT47079	\$ 340.00	SHIRE LEASED ACCOMMODATION
FT47080	05/03/2026	BTX CONTRACTING	-\$ 1,500.00	REMOVE AND RE-INSTALL OF SHADE SAILS AT THE AQUATIC CENTRE. PREPARATION FOR TC MITCHELL.	00003451	\$ 1,500.00	BUILDING AND MAINTENANCE - AQUATIC CENTRE
FT47081	05/03/2026	CARNARVON MEDICAL CENTRE	-\$ 132.00	STANDING ORDER FOR RIED AUDIO SCREENING- VERGE MAINTENANCE OFFICER.	257883	\$ 132.00	RIED ONBOARDING COSTS
FT47082	05/03/2026	A.C.P. INDUSTRIES PTY LTD T/AS CARNARVON FRESH IGA	-\$ 199.98	REFRESHMENTS FOR THE 2026 EMPLOYEE SERVICE AWARDS FOOD SUPPLIES FOR AFTER SCHOOL YOUTH PROGRAMS.	01/5959	\$ 31.46	YOUTH PROGRAMS
				FOOD SUPPLIES FOR AFTER SCHOOL YOUTH PROGRAMS	01/5959	\$ 6.05	YOUTH PROGRAMS
				REFRESHMENTS FOR THE 2026 EMPLOYEE SERVICE AWARDS WITHOUT GST	01/5680	\$ 81.02	EMPLOYEE COSTS- RETENTION AND BONUS
				SMALL ITEMS FOR WOOLSHED AND VISITORS CENTRE KITCHEN WITH GST	01/5680	\$ 81.45	STORE EXPENSES
FT47083	05/03/2026	THE TRUSTEE FOR CHAPMAN TRUST T/A CARNARVON MITRE 10	-\$ 72.29	CHARGER FOR NIGHT PATROL BUS PHONE	10985164	\$ 19.95	NIGHT PATROL
				RUST PREVENTION LANOLIN300G AND WHEEN NYLON CONCAVE 32X6MM BORE PK2	10985158	\$ 32.15	BUILDING AND MAINTENANCE- AIRPORT
				NYLON ANCHOR MUSHROOM 6.5X50MM 200ACK RAMSET AND BIT DRILL MASONARY TWISTER	10984664	\$ 20.19	DRAINAGE PUMP STATION MAINTENANCE
FT47084	05/03/2026	DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION AND SAFETY	-\$ 4,707.79	App # B26/009 BRUCE & DARREL MUNRO	T1272	\$ 56.65	BUILDING SERVICES LEVY
				App # B26/008 NEW IMAGE HOLDINGS PTY LTD	T1272	\$ 56.65	BUILDING SERVICES LEVY
				App # B26/007 NINGALOO DEVELOPMENTS PTY LTD	T1272	\$ 2,680.84	BUILDING SERVICES LEVY
				App # B26/006 NEW IMAGE HOLDINGS PTY LTD	T1272	\$ 58.60	BUILDING SERVICES LEVY
				App # B25/089 SOUTH COAST BUILDING T/A SC BUILDING CO	T1272	\$ 1,741.75	BUILDING SERVICES LEVY
				App # B25/083 NIKOLA ALAGA	T1272	\$ 56.65	BUILDING SERVICES LEVY
				App # B25/032 CAMERON HOLLA	T1272	\$ 56.65	BUILDING SERVICES LEVY
FT47085	05/03/2026	GOODFORM HOLDINGS PTY LTD T/A EVERYWHERE TRAVEL	-\$ 187.00	FLIGHT NAME AND DATE CHANGE - FARE DIFFERENCE FOR HEATHER BAYNE	1000055738	\$ 187.00	STAFF TRAINING
FT47086	05/03/2026	GAVIN GRIFFITHS INVESTMENTS PTY LTD	-\$ 616.00	PRE-EMPLOYMENT MEDICAL ASSESSMENT AS PART OF THE RECRUITMENT PROCESS FOR RIED STAFF: FOR VERGE MAINTENANCE OFFICER	2963	\$ 308.00	RIED ONBOARDING COSTS
				PRE-EMPLOYMENT MEDICAL ASSESSMENT AS PART OF THE RECRUITMENT PROCESS FOR RIED STAFF: FOR BUSINESS CONCIERGE OFFICER	2965	\$ 308.00	RIED ONBOARDING COSTS
FT47087	05/03/2026	BREAKAWAY HOLDINGS WA PTY LTD TAS GASCOYNE TRADERS	-\$ 299.00	VARSIITY ERGO OFFICE CHAIR	26-0000403	\$ 299.00	BROWNS RANGE -MAINTENANCE
FT47088	05/03/2026	BLP HOLDINGS PTY LTD T/AS HANG ME U.P	-\$ 1,563.00	RE-STOCK OF ASSORTED MACRAME ITEMS FOR THE VISITOR CENTRE	INV-11720	\$ 1,563.00	STORE EXPENSES
FT47089	05/03/2026	HAVE A GO NEWS	-\$ 2,255.00	FULL PAGE EDITORIAL IN HAVE A-GO NEWS FOR FEBRUARY 2026	63353	\$ 2,255.00	ADVERTISING
FT47090	05/03/2026	ANDREOLI HOLDINGS PTY LTD T/A AUTOPRO CARNARVON	-\$ 5,120.75	KC 4D UPRT TOOLBOX KIT WHITE	2115112	\$ 4,595.00	SMALL PLANT SERVICE
				MINI JUMBO IND/TAI/REV LICENSE PLATE NAVARA	2115104	\$ 320.75	PARTS & REPAIRS
				SUPPY REMOTE KEY FOR FORD RANGER 1HHY219	2115103	\$ 205.00	PARTS & REPAIRS
FT47091	05/03/2026	HORIZON POWER (BENTLEY OFFICE)	-\$ 1,375.75	POWER SUPPLY FOR 10 CRAGGS CORT BROWN RANGE WA FOR THE PERIOD OF 19/12/2025 - 19/02/2026.	2102655998	\$ 1,375.75	SHIRE LEASED ACCOMMODATION
FT47092	05/03/2026	INTEGRATED ICT	-\$ 1,959.54	IP TELEPHONE SERVICE- IP TEL MONTHLY SOFTWARE AND SERVICES	41656	\$ 1,662.10	ICT SOFTWARE AND LICENSING
				EXCLAIMER SOFTWARE LICENSSES- MONTHLY \$270GST EXC X12- \$3244.80 GST EXC FOR THE MONTH OF FEBRUARY 2026	41661	\$ 297.44	ICT SOFTWARE AND LICENSING
FT47093	05/03/2026	JOLLY'S AUTO CENTRE (JOLLY'S TYRE SERVICE)	-\$ 180.00	WHEEL ALIGNMENT, ROTATE AND BALANCE TYRES FOR P382	169633	\$ 180.00	PARTS & REPAIRS
FT47094	05/03/2026	KLEENT PTY LTD	-\$ 13,915.00	PROVISION OF CLEANING SERVICES 2025/26 ROBINSON, EGAN, STUART, FRANCIS AND RUSHTON STREET AND DAVID BRAND DRIVE GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL, BIN AND FURNITURE CLEANING AND HIGH PRESSURE WASH	185546	\$ 262.00	CBD PARKS MAINTENANCE & RETIC
				CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 TOWN BEACH GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL AND HIGH PRESSURE WASH, BBQ & GAZEBO CLEANING	185546	\$ 1,340.00	TOWN BEACH PARK MAINTENANCE
				CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 FASCINE FORESHORE GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL AND HIGH PRESSURE WASH, BBQ & GAZEBO CLEANING	185546	\$ 1,610.00	FASCINE PARK MAINTENANCE
				CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 BAXTER PARK BBQ, GAZEBO CLEANING FOOTPATH HIGH PRESSURE WASH	185546	\$ 820.00	BAXTER PARK MAINTENANCE & RETIC
				GST EXPENSE CONTROL	185546	\$ 639.00	GST
				PROVISION OF CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 ROBINSON, EGAN, STUART, FRANCIS AND RUSHTON STREET AND DAVID BRAND DRIVE GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL, BIN AND FURNITURE CLEANING AND HIGH PRESSURE WASH	185260	\$ 2,620.00	CBD PARKS MAINTENANCE & RETIC
				PROVISION OF CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 ROBINSON, EGAN, STUART, FRANCIS AND RUSHTON STREET AND DAVID BRAND DRIVE GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL, BIN AND FURNITURE CLEANING AND HIGH PRESSURE WASH	185260	\$ 2,358.00	CBD PARKS MAINTENANCE & RETIC

				PROVISION OF CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 TOWN BEACH GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL AND HIGH PRESSURE WASH, BBQ & GAZEBO CLEANING	185260	\$ 1,340.00	TOWN BEACH PARK MAINTENANCE
				PROVISION OF CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 FASCINE FORESHORE GENERAL FOOTPATH CLEANING, DEBRIS REMOVAL AND HIGH PRESSURE WASH, BBQ & GAZEBO CLEANING	185260	\$ 1,480.00	FASCINE PARK MAINTENANCE
				PROVISION OF CLEANING SERVICES AS PER CONTRACT RFT 07/2023 - 2025/26 BAXTER PARK BBQ, GAZEBO CLEANING FOOTPATH HIGH PRESSURE WASH	185260	\$ 820.00	BAXTER PARK MAINTENANCE & RETIC
				(GST EXPENSE CONTROL A/C MUN)	185260	\$ 626.00	GST
FT47095	05/03/2026	KOMPAN PLAYSCAPE PTY LTD	-\$ 4,910.40	SUPPLY AND DELIVER KOMPAN SWAY ALLEY, STEEL POSTS, NATURE INGROUND PLAYGROUND EQUIPMENT FOR WISE PARK AS PER QUOTE SQ214853-1. LEAD TIME 18-20 WEEKS.	SI228909	\$ 4,910.40	WISE PARK MAINTANENCE
FT47096	05/03/2026	LGISWA	-\$ 2,823.15	EMPLOYEE ASSISTANCE PROGRAM (EAP) TO 30 JUNE 2026 INCLUDING ADJUSTMENT FOR EAP FROM 01/07/2025-31/12/2025	100-163810	\$ 2,823.15	EMPLOYEE COSTS - EMPLOYEE ASSISTANCE PROGRAM
FT47097	05/03/2026	HELENE PTY LTD T/A LO-GO APPOINTMENTS	-\$ 4,687.45	REMUNERATION COSTS FOR WORK HEALTH & SAFETY COORDINATOR FROM FEBRUARY 2026 TO MARCH 2026 FOR WEEK ENDING 21/02/2026	H6507	\$ 4,687.45	EMPLOYEE COSTS - WORK HEALTH & SAFETY COORDINATOR
FT47098	05/03/2026	MALMAR ENTERPRISES	-\$ 1,143.27	ORDER OF LOCAL SOLVENIRS FOR RETAIL AT THE VISITOR CENTRE AS PER QUOTE ORDER NUMBER 477738; FREIGHT AND HANDLING	639339	\$ 1,143.27	MERCHANDISE PURCHASES - VISITORS CENTRE
FT47099	05/03/2026	THE TRUSTEE FOR KIMAL TRUST T/A MKB WASTE & RECYCLING (MKB SKIP BINS)	-\$ 836.00	UP TO 26 WEEKLY COLLECTIONS (1ST JAN 26 TO 30TH JUNE 26) OF 2 X 4.5M3 FRONT LIFT BINS AS PER QUOTE 6863 AT BLOWHOLES CAMPING AREA AT \$760.00 PER WEEK (EXCL GST) FOR THE COLLECTION DATE 05/02/2026	000008053	\$ 836.00	BLOWHOLES OPERATIONAL EXPENDITURE
FT47100	05/03/2026	RENEE SIMONE TURNER T/AS WOORAMULLA ECO CULTURAL TOURS	-\$ 350.00	CULTURAL ADVISOR ON SHIRE OF CARNARVON COMMUNITY ENGAGEMENT PLAN FOR RAP	INV-0049	\$ 350.00	RECONCILIATION PLAN
FT47101	05/03/2026	THE TRUSTEE FOR D & T ROSE FAMILY TRUST T/AS NEW HEIGHTS TREE SERVICE	-\$ 2,299.00	EMERGENCY REMOVAL OF SHADE SAILS AT TOWN BEACH IN PREPARATION FOR TC MITCHELL ANDRE-INSTALLATION OF SHADE SAILS AFTER TC MITCHELL.	970	\$ 2,299.00	TC MITCHELL PREPARATION & CLEANUP
FT47102	05/03/2026	OUTBACK FLORAL DESIGNS	-\$ 280.00	FRESH FLORAL ARRANGEMENTS FOR THE EMPLOYEE SERVICE RECOGNITION AWARDS	INV-0774	\$ 280.00	OTHER EMPLOYEE COSTS (RETENTION AND BONUS)
FT47103	05/03/2026	PATHWEST LABORATORY MEDICINE WA	-\$ 1,193.50	STANDING PD DRUG & ALCOHOL SCREENING FOR RIED ONBOARDING FOR THE MONTH OF FEBRUARY 2026	SHCA2026002	\$ 1,193.50	RIED ONBOARDING COSTS
FT47104	05/03/2026	REECE WELDING AND FABRICATION	-\$ 594.00	REPAIR 2 X CRACKS IN FRAME AND STRENGTHEN WITH FLAT BAR ON P294 AS PER QUOTE QU-0006	INC-0014	\$ 594.00	PARTS & REPAIRS
FT47105	05/03/2026	REPCO PTY LTD	-\$ 311.27	AIR FILTER FOR P304	4610643185	\$ 118.80	PARTS & REPAIRS
				Air FILTER FOR P382	4610643116	\$ 46.20	PARTS & REPAIRS
				CLEANER- BRAKE CLEANER 20l	4610643005	\$ 99.00	WORKSHOP EXPENSES
				FILTER OIL SPIN ON AND CABIN FILTER	4610642966	\$ 47.27	PARTS & REPAIRS
FT47106	05/03/2026	RICHER888 PTY LTD	-\$ 1,010.00	MORNING TEA FOR ZONE MEETING	INV-0130284	\$ 675.00	COUNCIL CATERING
				MORNING TEA FOR CORPORATE INFORMATION SESSION	INV-0130283	\$ 335.00	COUNCIL CATERING
FT47107	05/03/2026	SANDHURST SECURITY SERVICES PTY LTD	-\$ 3,362.22	DAILY PARTOLS - A FOR 2025/26 AS PER CONTRACT RFQ 12/2021 FOR THE MONTH OF FEBRUARY 2026	INV-4569	\$ 3,362.22	SECURITY COST
FT47108	05/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	-\$ 59.75	COMMISSION ON BUILDING SERVICES LEVY FOR THE PERIOD 01/02/2026 TO 28/02/2026		\$ 59.75	BUILDING SERVICE LEVY
FT47109	05/03/2026	ST JOHN AMBULANCE WESTERN AUSTRALIA LTD	-\$ 1,080.00	FIRST AID TRAINING (HLTAID011) LIBRARY OFFICER	FAINV01377212	\$ 180.00	STAFF TRAINING
				FIRST AID TRAINING (HLTAID011) GSO	FAINV01377154	\$ 180.00	STAFF TRAINING
				FIRST AID TRAINING (HLTAID011) GSO	FAINV01377152	\$ 180.00	STAFF TRAINING
				FIRST AID TRAINING (HLTAID011) LEAD OPERATOR	FAINV01377151	\$ 180.00	STAFF TRAINING
				FIRST AID TRAINING (HLTAID011) GSO	FAINV01377148	\$ 180.00	STAFF TRAINING
				FIRST AID TRAINING (HLTAID011) GSO	FAINV01377147	\$ 180.00	STAFF TRAINING
FT47110	05/03/2026	TEAM GLOBAL EXPRESS PTY LTD	-\$ 42.15	POOL WATER SAMPLE - PATHWEST	1369-12D790	\$ 42.15	MONITORING AND ASSESSMENT
FT47111	05/03/2026	VENTIA AUSTRALIA PTY LIMITED	-\$ 56,936.42	TRAMWAY BRIDGE DETAILED DESIGN AND REFURISHMENT OF STAGE 1.	93531147	\$ 56,936.42	REGIONAL PRECINCTS AND PARTNERSHIP PROGRAM
FT47112	05/03/2026	WATER CORPORATION	-\$ 267.84	WATER USE AND SERVICE CHARGE FOR 10 CRAGGS COURT BROWN RANGE LOT 5 FOR FEBRUARY 2026	9006777145/24022026	\$ 162.11	SHIRE LEASED ACCOMMODATION
				WATER USE AND SERVICE CHARGE FOR 9 CAMEL LANE (SES) FOR FEBRUARY 2026	9006758104/19022026	\$ 105.73	BUILDING MAINTENANCE- SES
FT47113	05/03/2026	YIRRA YAAKIN ABORIGINAL CORPORATION	-\$ 6,050.00	RECONCILIATION PLAN - YIRRA YAAKIN: 7 STAGES OF GRIEVING; 50% DEPOSIT	00002598	\$ 6,050.00	FESTIVAL AND EVENTS
FT47114	13/03/2026	AMPOL AUSTRALIA PETROLEUM PTY LTD	-\$ 1,382.31	DIESEL: U69950 26/02/2026	000151466	\$ 77.30	TOYOTA HILUX 4X4 WORKMATE 2023
				DIESEL: U70011 26/02/2026		\$ 202.82	PTRU4 MITSUBISHI FUSO CANTER 4.5 TRUCK
				PREMIUM DIESEL A: E10459 6/02/2026		\$ 92.45	P340 TOYOTA HIACE COMMUTER BUS (1)
				PREMIUM DIESEL A: 12/02/2026 E652114		\$ 64.62	P340 TOYOTA HIACE COMMUTER BUS (1)
				PREMIUM DIESEL A: 13/02/2026 E652347		\$ 100.46	P340 TOYOTA HIACE COMMUTER BUS (1)
				PREMIUM DIESEL A: 19/02/2026 E545643		\$ 94.50	P340 TOYOTA HIACE COMMUTER BUS (1)
				PREMIUM DIESEL A: 22/02/2026 E10813		\$ 84.89	P340 TOYOTA HIACE COMMUTER BUS (1)
				PREMIUM DIESEL A: 05/02/2026 E4699		\$ 103.23	ISUZU D-MAX - EXEC MGR CORP SERV VEHICLE
				PREMIUM DIESEL A: 11/02/2026 E4212		\$ 101.12	ISUZU D-MAX - EXEC MGR CORP SERV VEHICLE
				PREMIUM DIESEL A: 26/02/2026 E657501		\$ 70.67	MAZDA BT50 DUALCAB 4X4
				PREMIUM DIESEL A: 27/02/2026 E1402		\$ 58.29	MAZDA BT50 DUALCAB 4X4
				PREMIUM DIESEL A: 18/02/2026 E4634		\$ 85.30	TOYOTA PRADO GXL - CEO VEHICLE
				PREMIUM DIESEL A: 06/02/2026 E3807		\$ 188.63	ISUZU 3.4 URBAN TANKER (EX P291)

				PREMIUM 95 A: 06/02/2026 E3808		\$	14.34	LANDCRUISER LIGHT TANKER (EX P313)		
				PREMIUM DIESEL A: 06/02/2026 E3808		\$	43.69	LANDCRUISER LIGHT TANKER (EX P313)		
FT47115	13/03/2026	ANDREW WILLIAM HEATHCOTE TYNDALL T/AS DUNDERHEAD PRODUCTIONS	-\$	285.00	REORDER OF LOCAL PRODUCTS FOR RETAIL SALE AT THE VISITOR CENTRE 40 X ASSORTED PHOTO CARDS AT \$6.50EA AND FREIGHT	2602261	\$	285.00	MERCHANDISE PURCHASE - VISITOR CENTRE	
EFT47116	13/03/2026	ASHFUELS (WA) PTY LTD	-\$	31,418.82	DIESEL 7000L FOR TANK AF071 DATE 07/02/2026	INV00000663	\$	7,858.07	FUEL FOR DEPOT	
						INV00000617	\$	6,964.01	FUEL FOR DEPOT	
						INV00000608	\$	2,080.58	FUEL FOR DEPOT	
						INV00000554	\$	12,102.06	FUEL FOR DEPOT	
						INV00000549	\$	2,414.10	FUEL FOR DEPOT	
FT47117	13/03/2026	ASSET INFRASTRUCTURE MANAGEMENT	-\$	1,650.00	UNDERTAKE REVIEW OF THE SHIRE OF CARNARVON ASSETS MANAGEMENT PLAN AND ASSET	INV-0822	\$	1,650.00	CONTRACTORS/CONSULTANCY CONTINGENCY	
FT47118	13/03/2026	AUSTRALIA POST	-\$	1,400.22	POSTAGE FOR THE MONTH OF FEBRUARY 2026: POSTAGE AND GST	1014591228	\$	1,400.22	POSTAGE	
FT47119	13/03/2026	AVCRM PRODUCTS PTY LTD	-\$	7,700.00	AVCRM PLATINUM (17/03/2026 - 16/03/2027) SUBSCRIPTION RENEWAL	#11328	\$	7,700.00	OPERATING EXPENSES- AIRPORT	
FT47120	13/03/2026	AVELING	-\$	4,290.00	10 SEATS FOR SHIRE OF CARNARVON TRAINING BUNDLE AS PART OF THE ONBOARDING	L0007135,	\$	2,970.00	RJED ONBOARDING COSTS	
						522746	\$	1,320.00	RJED ONBOARDING COSTS	
FT47121	13/03/2026	G BISHOPS TRANSPORT SERVICES PTY LTD AFT GBT SERVICES TRUST	-\$	257.28	TOURISM CONFERENCE FREIGHT OF FOLDABLE TABLES FOR THE WOOLSHED	B347762	\$	257.28	CIVIC CENTRE REFURBISHMENT	
FT47122	13/03/2026	BLACKBOX CONTROL PTY LTD	-\$	990.00	2025/26 STANDING ORDER FOR MONTHLY SUBSCRIPTION FEE (\$33 PER MONTH PER UNIT)	79390	\$	990.00	PARTS & REPAIRS	
FT47123	13/03/2026	BLACKWOOD & SON PTY LTD	-\$	669.90	10 X SQUINCHER HYDRATION QWIK-STIKS AS PER QUOTE BWS0001532841	SI13875864	\$	669.90	PROTECTIVE CLOTHING & EQUIP	
FT47124	13/03/2026	BOOEASY AUSTRALIA PTY LTD	-\$	334.95	STANDING PO JULY 2025 TO JUNE 2026. BOOEASY TOURISM SOLUTIONS BOOKING	00010834	\$	334.95	SUBS/REGISTRATION FEES	
FT47125	13/03/2026	CARNARVON MOTOR GROUP PTY LTD	-\$	52.12	SEAL PACKING BLACK FOR PTRU4	PI12021017	\$	52.12	OPERATING EXPENSES PARTS & REPAIR	
FT47126	13/03/2026	CARNARVON NETBALL ASSOCIATION	-\$	75.00	REIMBURSEMENT FOR 3 X NETBALLS TAKEN - AFTER UNAUTHORISED ACCESS TO THE	DREQ-2799	\$	75.00	YOUTH OUTREACH AND SCHOOL PROGRAM	
FT47127	13/03/2026	CARNARVON CENTRAL APARTMENTS 2	-\$	5,990.00	ACCOMMODATION LG BEST CONTNUTLANT 9/3/- 13/3	108582	\$	720.00	OPERATING EXPENSE- CONSULTANCIES	
						COPORATE WEEKLY FROM 27/2- 30/3 FOR WHS COORDINATOR	108493	\$	5,270.00	EMPLOYEE COSTS ADMIN
FT47128	13/03/2026	CARNARVON CLEANERS PTY LTD	-\$	5,722.70	PROVISION OF CLEANING SERVICES IN ACCORDANCE WITH CONTRACT RFT 03/2022 -	INV-1006486	\$	5,722.70	OPERATING EXPENSES- AIRPORT	
FT47129	13/03/2026	S & N CONTRACTORS PTY LTD T/A CARNARVON WORKWEAR	-\$	977.31	5 X WORKCOOL PANTS (K13800-NAVY) AND 1 X PAID SAFETY BOOTS FOR DARRYL ROSS	INV- 4578	\$	560.26	PROTECTIVE CLOTHING & EQUIP	
						UP TO \$270 FOR SAFETY BOOTS- EXECUTIVE MANAGER INFRASTRUCTURE SERVICES	INV-4569	\$	189.05	PROTECTIVE CLOTHING & EQUIP
						1 PAIR SAFETY BOOTS -GSO	INV-4568	\$	228.00	PROTECTIVE CLOTHING & EQUIP
FT47130	13/03/2026	THE TRUSTEE FOR THE CARAVANA SUN TRUST	-\$	11,000.00	LIVE PERFORMANCE BY CARAVANA SUN AT GNULLI FESTIVAL SUNDAY 25 MAY 2026. \$25,000	INV-0346	\$	11,000.00	FESTIVAL AND EVENTS	
FT47131	13/03/2026	THE TRUSTEE FOR DN KEARNEY FAMILY TRUST T/A CARNARVON ELECTRICS	-\$	7,894.53	WORKS TO SUPPORT THE INSTALLATION OF THE LED SCREEN FOR THE CONNECT AND CREATE PROJECT - SUPPLY AND INSTALL 2 X 15AMP POWER CIRCUITS AND 1 X DOUBLE DATA OUTLET TO THE ROOF ADJACENT TO THE NEW SCREEN THAT IS TO BE INSTALLED AS PER QUOTE 366	15050	\$	7,426.94	OPERATING EXPENSES- OTHER INFRASTRUCTURE	
						INVESTIGATE AND REPAIR LIGHTS ON FASCINE	15060	\$	467.59	URBAN ROAD MAINTENANCE
FT47132	13/03/2026	CENTRAL REGIONAL TAFE	-\$	1,850.00	ACCOMMODATION FOR BLOCKS 3A-3E OF 2026 (10 WEEKS AT \$175 PER WEEK) FOR AUR31220- AD83 CERTIFICATE III IN MOBILE PLANT TECHNOLOGY (MOBILE PLANT EQUIPMENT) - APPRENTICE MECHANIC	10035612	\$	1,850.00	PWO STAFF OVERHEADS	
FT47133	13/03/2026	CHANGED INDUSTRIES T/A MADCOW ENTERTAINMENT CO OF WA	-\$	2,900.00	50% PAYABLE ON 09/04/2026- GRANT FUNDED BY DEPARTMENT OF CREATIVE INDUSTRIES, TOURISM AND SPORT - COMMUNITY PLACE BASED SCHOOL HOLIDAY PROGRAM. BOUNCY CASTLE HIRE FOR APRIL 2026 SCHOOL HOLIDAY PROGRAM: 9 & 10 APRIL. TRAVEL AND ACCOMMODATION INCLUDED	INV-0158	\$	2,900.00	YOUTH OUTREACH AND SCHOOL HOLIDAY PROGRAM	
FT47134	13/03/2026	PLA ENTERPRISES PTY LTD TRADING AS CHEFMASTER AUSTRALIA	-\$	505.00	5 X CARTONS (250) OF CHEFMASTER 54L ROADSIDE LITTER BAGS @ \$70 EACH (INCL GST) AS PER QUOTE 000162 AND 15 X CARTONS (1000) OF CLEAR ICE BAGS @ \$155 (INCL GST) AS PER QUOTE 000162 DELIVERY TO BE ARRANGED THROUGH BISHOPS USING PURCHASE ORDER ZB 0651 155	000162	\$	505.00	OPERATING EXPENSES - PARKS & GARDENS	
FT47135	13/03/2026	CITY OF GREATER GERALDTON	-\$	1,443.00	CONTRACT FOR THE PROVISION OF BUILDING SURVEYING SERVICES 2025-26 FY - JANUARY 2026	130772	\$	1,443.00	OPERATING EXPENSES- CONTRATC BLDG, SURVEY	
FT47136	13/03/2026	CORAL COAST WATER PTY LTD	-\$	8,342.80	FESTIVAL GROUND PARK COMMERCIAL CONSUMPTION 4390LT 01/02/2026- 28/02/2026	CC116-226	\$	8,209.30	UTILITY COSTS - PARKS & GARDENS	
						FESTIVAL GROUND PARK SANDPIPE 89 LITRES FEBRUARY	99030274	\$	133.50	UTILITY COSTS - PARKS & GARDENS
FT47137	13/03/2026	CUPPA & CRUMB CAFE	-\$	470.00	CLEAN COMMUNITY COFFEE PROGRAMS - COFFEE VOUCHERS FOR LITTER LEGENDS VOLUNTEERS X 50	INV-0122	\$	350.00	FESTIVAL AND EVENTS	
						GRAZING PLATTER FOR FRIDAY NIGHT ART CLUB	INV-0108	\$	120.00	FESTIVAL AND EVENTS
FT47138	13/03/2026	RK & LJ SMITH CORPORATION PTY LTD T/A CARNARVON AUTO ELECTRICS	-\$	1,366.42	SUPPLY AND INSTALL 1 X AC DELCO TO TOYOTA YARIS C29002	400005001	\$	272.00	PARTS & REPAIRS	
						INSPECT AND REPAIR ELECTRICAL ISSUE FOR WATER PUMP CONTROL SYSTEM ON FIRE TANKER - 1EFH928	40005000	\$	714.58	PARTS & REPAIRS
						REPLACED LED GLOBE KIT ON WATER TRUCK - 1HNH816	40004846	\$	379.84	PARTS & REPAIRS
FT47139	13/03/2026	CARNARVON GROWERS ASSOCIATION INC	-\$	1,239.94	MINOR RETIC ITEMS	INV-444323	\$	9.65	OPERATING- PARTS & REPAIRS	
						MINOR RETIC ITEMS- CBD	INV-444321	\$	66.61	OPERATING -PARKS AND GARDENS
						MINOR RETIC ITEMS- FASCINE	INV-444264	\$	81.49	OPERATING- PARKS AND GARDENS
						TELESCOPIC PVC SOCK 50MM	INV-444098	\$	106.48	OPERATING - PARKS AND GARDENS
						SIFLC-T010 BOOMLESS NOZZLE	INV-443870	\$	112.87	OPERATING - PARTS & REPAIR
						20 X HIP90422200 NIPPLE 20MM	INV-443853	\$	42.90	OPERATING - PARKS AND GARDENS
						2X ENVIRODYE RED 5LT	INV-443833	\$	355.78	OPERATING - PARKS AND GARDENS

				TELESCOPIC SOCK 40MM AND THREADED ELBOW	INV-443717	\$ 74.08	OPERATING - PARKS AND GARDENS
				SAFETY BOOTS GSO	INV-443588	\$ 154.00	OPERATING - PROTECTIVE CLOTHING
				TELESCOPIC PVC SOCK 50MM	INV-443586	\$ 97.85	OPERATING - PARKS AND GARDENS
				PVC VALVE SOCK 50MM PVC UNION 50MM SOLVENT CEMENT	INV-443540	\$ 64.27	OPERATING - PARKS AND GARDENS
				TELESCOPIC SOCK20MM AND BUSH 25MM	INV-443504	\$ 73.96	OPERATING - PARKS AND GARDENS
FT47140	13/03/2026	CARNARVON MEDICAL CENTRE	-\$ 105.00	STANDING ORDER FOR RIJED AUDIO SCREENING	258097LENA1	\$ 105.00	RIJED ONBOARDING COSTS
EFT47141	13/03/2026	A.C.P. INDUSTRIES PTY LTD T/AS CARNARVON FRESH IGA	-\$ 188.11	CLEANING CONSUMABLES & TEA ROOM SUPPLY ITEMS 25/26 WITH GST	01/9400	\$ 123.70	STORE EXPENSES
				CLEANING CONSUMABLES & TEA ROOM SUPPLY ITEMS 25/26 WITHOUT GST	01/9400	\$ 27.70	STORE EXPENSES
				TUESDAY CREATIVE SPARKS WITH STU @ ART HUB WITHOUT GST	01/8870	\$ 24.56	FESTIVAL AND EVENTS
				TUESDAY CREATIVE SPARKS WITH STU @ ART HUB WITH GST	01/8870	\$ 12.15	FESTIVAL AND EVENTS
FT47142	13/03/2026	THE TRUSTEE FOR CHAPMAN TRUST T/AS CARNARVON MITRE 10	-\$ 8,624.35	CONNECTOR HOSE PL 12MM	109988728	\$ 9.40	OPERATING - WORKSHOP
				SQUEEGEE ALUMINUM FLOOR WITH HANDLE 600MM	10989207	\$ 83.00	OPERATING - ANIMAL POUND
				ACRYLIC SEALER UNDERCOAT	10989180	\$ 79.28	OPERATING - FESTIVAL AND EVENTS
				BOLT, NUT AND WASHER GALVANISED 8 X100	10988679	\$ 4.09	OPERATING - PART & REPAIRS
				3X30 VOUCHERS	10988569	\$ 90.00	OPERATING - GENERAL
				RAPID SET CONCRETE 20 KG X 20	10988487	\$ 230.00	OPERATING - SIGN & STREET
				FASCINE RETIC ITEMS	10988459	\$ 115.09	OPERATING - PARKS AND GARDENS
				NIPPLE POLLY X 2 SOCKET 50MM X 2MM	10988329	\$ 75.98	OPERATING - PARKS AND GARDENS
				CUTTER CONDUIT 3MMØ 42 CRESSENT	10987698	\$ 71.11	OPERATING - PARKS AND GARDENS
				PADLOCK MASTER COMB RESET	10987694	\$ 31.70	OPERATING - WORKSHOP
				WALL PLUGS, MESH, SCEWA 10X40 P50X2	10987599	\$ 118.90	OPERATING - ANIMAL POUND
				HYDROCHLORIC ACID 20 L	10987327	\$ 67.00	OPERATING - FOOTPATH
				CEMENT RAPID SET 20 KG	10987307	\$ 115.00	OPERATING - SIGN & STREET FURN
				CEMENT RAPID SET 20 KG	10987275	\$ 230.00	OPERATING - SIGN & STREET FURN
				WATERING CAN PLASTIC 8 L	10986803	\$ 9.99	OPERATING - WORKSHOP
				GRANT FUNDED FUTURE M PROGRAM PLYWOOD FOR FESTIVAL GROUNDS	10986727	\$ 917.45	OPERATING - YOUTH PROGRAM
				SUPPLY OF MATERIALS FOR VISITORS CENTRE	10986714	\$ 80.00	OPERATING - VISITORS CENTRE MINOR EQUIP
				PAIL 10 L WHITE W/LID	10986694	\$ 60.00	OPERATING - CORAL BAY AIRPORT
				VARIOUS DRILL BITS	10986653	\$ 430.10	OPERATING - BUILDING MTCE
				SCREW MT 8-18 X 20 BX100 AND HX TEKS	10986541	\$ 48.06	OPERATING - BUILDING MTCE
				FENCE SHEETS AND SCREWS	10986514	\$ 93.93	OPERATING - RECREATION PUBLIC BUILDINGS
				VOUCHERS FOR EMPLOYEE SERVICE AWARDS	10986471	\$ 2,200.00	EMPLOYEE COSTS - RETENTION AND BONUS
				VARIOUS RETIC SUPPLIES/ TOOLS	10986450	\$ 1,939.03	OPERATING - PARKS & GARDENS
				SCREW BULGE BATTEN T17 14 - 10 X 100MM	10986192	\$ 91.14	OPERATING - BLOWHOLES CAMP GROUND
				GRANT FUNDED PAINT AND ART EQUIPMENT FOR EXHIBITION	10985901	\$ 397.80	OPERATING - ART GALLERY PROGRAMS
				SILICONE ROOF GUTTER SPEED SEAL	10985707	\$ 39.00	OPERATING - CIVIC CENTRE
				30 BAGS OF GREY CEMENT FOR SIGNS	10985539	\$ 522.30	OPERATING - COUNTRY ROADS MTCE
				18V BLOWER	10985255	\$ 179.00	OPERATING - BUILDING MTCE
				23/12/2025 NO INFORMATION	10978491	\$ 296.00	
FT47143	13/03/2026	DENIKA SWEETMAN	-\$ 300.00	REIMBURSEMENT FOR GYM MEMBERSHIP	DREQ-2793	\$ 300.00	EMPLOYEE COST - ADMIN
FT47144	13/03/2026	MESSAGE4U PTY LTD T/AS DIRECTSMS BY SINCH MESSAGEMEDIA	-\$ 258.17	ONLINE SMS COMMUNICATION SERVICE USED TO MARKET AND PROMOTE EVENTS	INV05900894	\$ 258.17	EXPENSES REGISTRATION/SUBS
FT47145	13/03/2026	D & J BLACK	-\$ 220.00	SALE AS THE VISITOR CENTRE. 20 X ASSORTED PRESERVE/JAMS @ \$6 = \$120.00 20 X MANGO LEATHER @ \$5.00 = \$100.00	76	\$ 220.00	MERCHANDISE PURCHASE - VISITOR CENTRE
FT47146	13/03/2026	DUN DIRECT PTY LTD	-\$ 502.84	FUEL FOR THE MONTH OF FEBRUARY 2026	28022026	\$ 502.84	FUEL & OIL
FT47147	13/03/2026	EQUIFAX AUSTRALASIA WORKFORCE SOLUTIONS PTY LTD	-\$ 845.90	STANDING ORDER FOR NATIONAL POLICE CLEARANCE CHECKS	15933668	\$ 845.90	STAFF RECRUITMENT
FT47148	13/03/2026	ELDERS RURAL SERVICES AUSTRALIA LIMITED	-\$ 148.25	DOG FOOD 20 KG SWAGMAN AIRR - FEBRUARY 2026	6704-10011001644	\$ 55.00	ANIMAL POUND
				DOG FOOD AND DUCK FEED - FEBRUARY	6704-10011001470	\$ 93.25	ANIMAL POUND
FT47149	13/03/2026	GOODFORM HOLDINGS PTY LTD T/AS EVERYWHERE TRAVEL	-\$ 1,850.62	FLIGHTS FOR LG BEST PRACTICE CONSULTANT TO ATTEND SHIRE FOR TRAINING FOR THE PERIOD 09.03.2026 TO 13.03.2026	1000056442	\$ 1,138.00	CONSULTANCY
				FLIGHTS FOR PETA GREENING- SMF STRATEGIC PROJECT MANAGER	1000056383	\$ 712.62	EMPLOYEE AIRFAIRES
FT47150	13/03/2026	JM AND VL FARNE T/AS CORAL BAY CONTRACTING	-\$ 23,465.35	PROVISION OF CORAL BAY WASTE FACILITY SERVICES AS PER CONTRACT RFT 12/2021 - MAINTENANCE OF LANDFILL SITE FOR FEBRUARY 2026	CS0596	\$ 16,999.27	SITE MAINTENANCE
				ABLUTION FACILITY DAILY TASKS- CORAL BAY	CS0595	\$ 6,566.08	PUBLIC CONVENIENCE
FT47151	13/03/2026	DEPARTMENT OF FIRE & EMERGENCY SERVICES	-\$ 99,833.84	2025/26 ESL QUARTER 3 - EMERGENCY SERVICES LEVY -	160655	\$ 99,833.84	ESL CONTROL
FT47152	13/03/2026	THE TRUSTEE FOR THE PLUMBING TRUST T/AS GASCOYNE PLUMBING SOLUTIONS	\$ 8,041.19	INSPECT AND RECTIFY WATER LEAK UNDER GREEN ROOM AT THE DEPOT	#5383	\$ 3,950.65	OPERATING AND MAINTENANCE
				PUMP OUT OF PUMP POINTS AND TOILETS AT BLOWHOLES CAMPING AREA	#5352	\$ 1,776.52	BLOWHOLES CAMP GROUND
				PUMP OUT OF PUMP POINTS AND TOILETS AT BLOWHOLES CAMPING AREA	#5236	\$ 2,314.02	BLOWHOLES CAMP GROUND
FT47153	13/03/2026	GASCOYNE FUNERAL DIRECTORS & MONUMENTALS	-\$ 2,530.00	GRAVE DIGGING FOR JAYNE SNOWBALL	00113514	\$ 440.00	OPERATING EXPENSES - CEMETERY
				GRAVE DIGGING FOR KATHLEEN THREADINGHAM	00113514	\$ 440.00	OPERATING EXPENSES - CEMETERY
				GARDEN MAINTENANCE AS PER CONTRACT CEMETERY SERVICES	00113514	\$ 1,650.00	OPERATING EXPENSES - CEMETERY
FT47154	13/03/2026	GASCOYNE MACHINING PTY LTD	-\$ 64.72	50 X 5 GALV FLAT BAR FOR THE CARNARVON AIRPORT AS PER QUOTE 1389	4016	\$ 64.72	OPERATING EXPENSES - AIRPORT
FT47155	13/03/2026	GASCOYNE OFFICE EQUIPMENT	-\$ 1,881.25	MBG S/PROTECTORS FOLD OUT 20PK	135093 / REG2-20260227-093500	\$ 29.95	FESTIVAL AND EVENTS


				MP PRINTING FOR CCTV CAMERA LAYOUT	134971 / SOF5695-321	\$ 350.00	PRINT/STATIONARY
				2 X BOX A4 WHITE PAPER	134908 / SOF5695-320	\$ 101.20	PRINT/STATIONARY
				A4 COLOUR PRINTING AND FOLDING (366 RATES INSTALMENTS)	134904 / SOF5695-319	\$ 311.10	MATERIALS - RATES NOTICE PRODUCTION
				RINTING OF FEBRUARY COMMUNITY NEWSLETTER	134903 / SOF5695-318	\$ 1,089.00	MATERIALS COMMUNITY NEWSLETTER
FT47156	13/03/2026	BREAKAWAY HOLDINGS WA PTY LTD TAS GASCOYNE TRADERS	-\$ 1,744.00	1 X \$100 VOUCHER - ABORIGINAL COMMUNITY DEVELOPMENT OFFICE FOR EMPLOYEE SERVICE AWARDS	26-00000625	\$ 100.00	OTHER EMPLOYEE - RETENTION BONUS
				PURCHASE OF BLADEN 3 SEATER COUCH FOR 11 PARNAA VIEW, BROCKMAN	26-00000602	\$ 1,644.00	STAFF HOUSING
FT47157	13/03/2026	HAMES SHARLEY WA PTY LTD	-\$ 4,980.25	RFT 08/2023 STAGE 4 - LOCAL PLANNING STRATEGY AND HAMES SHARLEY 2 - VARIATION - HAMES SHARLEY	WA018790	\$ 4,980.25	STRUCTURE PLAN
FT47159	13/03/2026	HIGHWAYONE INVESTMENTS PTY LTD	-\$ 1,900.00	4 WEEKS RENT - 9 RICHARDS STREET, BROCKMAN 6701 - 16TH MARCH 2026 TO 12TH APRIL 2026	DREQ-2803	\$ 1,900.00	STAFF HOUSING
FT47160	13/03/2026	ANDREOLI HOLDINGS PTY LTD T/A AUTOPRO CARNARVON	-\$ 1,140.38	1 X SUPER COMPACT 5W UHF RADIO & SOUNDPATH SPEAKER FOR P353 AS PER QUOTE 111040	2115789	\$ 549.00	PARTS & REPAIRS
				2X 3MM CLEAR HOSE 2 X VT40L150 VACUUM TUBING HOSE	2115563	\$ 10.54	PARTS & REPAIRS
				BRAKE FLUID DEE SHACKLE YELLOW PIN 1.5t	2115559	\$ 81.16	PARTS & REPAIRS
				1X BRAKE SHOE , 2 X BRAKE DRUM MITSUBISHI TRITON	2115516	\$ 392.60	PARTS & REPAIRS
				2X KIT TIMKEN TRAILER KIT FORD 6014	2115477	\$ 78.90	PARTS & REPAIRS
				PIPE/CABLE CLAMP 13MM	2115452	\$ 28.18	PARTS & REPAIRS
FT47161	13/03/2026	HORIZON POWER (BENTLEY OFFICE)	-\$ 38,214.28	POWER SUPPLY 2/6 JAMES ST FOR THE PERIO OF 6/1- 4/3	21 026 65789	\$ 113.28	STAFF HOUSING
				POWER SUPPLY BABBAGE ISLAN ROAD FOR THE PERIOD OF 3/2- 3/3	21 026 64965	\$ 1,358.68	UTILITY CHARGES - PARKS & GARDENS
				POWER SUPPLY LOT 547 JAMES ST FOR THE PERIOD OF 3/2- 3/3	21 026 64935	\$ 4,549.23	UTILITY CHARGES - AIRPORT
				POWER SUPPLY 13 ROBINSON FOR THE PERIOD OF 3/2- 3/3	21 026 64921	\$ 3,776.89	UTILITY CHARGES- CIVIC CENTRE
				POWER SUPPLY LOT 233 FRANCIS ST FOR THE PERIOD OF 3/2- 3/3	21 026 64881	\$ 4,406.22	UTILITY CHARGES- ADMIN
				POWER SUPPLY FR STREET LIGHT FOR THE PERIOD OF 1/2- 28/2	21 026 64760	\$ 23,904.31	UTILITY CHARGE - STREET LIGHTING
				POWER SUPPLY FOR CCTV OLIVIA TERRACE FOR PERIOD OF 1/2- 28/2	21 026 64701	\$ 105.67	UTILITY CHARGE- PARKS & GARDENS
FT47162	13/03/2026	ILIKE LAM	-\$ 540.00	REIMBURSEMENT FOR CARNARVON NETBALL ASSOCIATION CLUB SUBSIDY AND ANNUAL LEAVE TRAVEL ASSISTANCE 26/9/2025 - 02/10/2025	DREQ 2794	\$ 540.00	MATERIAL, CONTRATCS & OPERATING- CONTROL
FT47163	13/03/2026	INK STATION	-\$ 338.29	3 X BROTHER MFCL2700DW, 1 X BROTHER MFCL3755CDW, 5 X BROTHEHLL2350DW, INK ROLLERS BLACK FOR SINGLE LINE PRICING GUN	NS6204515	\$ 338.29	PRINTING STATIONARY
FT47164	13/03/2026	INTEGRATED ICT	-\$ 14,211.67	CLOUD STORAGE	41971	\$ 2,187.68	COMPUTER OPERATIONS
				ICT CLOUD BACK UP	41947	\$ 553.39	COMPUTER OPERATIONS
				MICROSOFT WINDOWS SERVER LICENSE X 13	41865	\$ 1,837.02	COMPUTER OPERATIONS
				DFES M365 LICENSING	41860	\$ 66.33	FIRE PREVENTION
				AVEPOINT POLICIES FOR PRE COPILOT ROLLOUT X 83	41840	\$ 685.30	COMPUTER OPERATIONS
				DARK WEB DOMAIN MONITORING 25/26	41784	\$ 4,496.25	COMPUTER OPERATIONS
				DARK WEB DOMAIN MONITORING 25/26	40862	\$ 4,385.70	COMPUTER OPERATIONS
FT47165	13/03/2026	JOANNE CAROL CAMPBELL	-\$ 242.00	REIMBURSEMENT FOR MEALS FOR GSO FOR WORK AT BLOW HOLES FOR THE PERIOD 17/02/2026 TO 19/02/2026	DREQ-2801	\$ 242.00	OPERATING- CONTROL
FT47166	13/03/2026	JOLLY'S AUTO CENTRE (JOLLY'S TYRE SERVICE)	-\$ 4,017.60	SUPPLY AND FIT 1 X TYRES FOR MITSUBISHI FUSO - GNG1513	169906	\$ 536.00	TYRES
				PUNCTURE REPAIR TO 1 TYRE TOYOTA HILUX C29095	169892	\$ 934.00	TYRES
				SUPPLY & FIT 1X TYRE, WHEEL BALANCE AND DISPOSAL HILUX C29095	169867	\$ 479.00	TYRES
				1 X TYRE REPAIR	169794	\$ 29.00	TYRES
				SUPPLY & FIT 2 X TYRES FOR PTRU4	169747	\$ 1,240.00	TYRES
				SUPPLY & FIT TYRE FOR RUBBISH TRUCK P376	169684	\$ 702.00	TYRES
				BROUGHT IN LOOSE PUNCTURE REPAIR	169679	\$ 50.00	TYRES
				REPAIRED LEAKING VAVLE	169644	\$ 47.60	TYRES
FT47167	13/03/2026	KAREN MAREE RYAN	-\$ 500.00	PURCHASING OF FIRST NATIONS ARTWORK - MANGO DESIGN, FOR USAGE IN TOURISM CONFERENCE POSTCARDS AND CONFERENCE GIFT	DREQ280	\$ 500.00	FESTIVAL AND EVENTS
FT47168	13/03/2026	KLEENIT PTY LTD	-\$ 20,275.75	REMOVE GRAFFITI ALONG FASCINE WALL	185768	\$ 242.00	PARKS AND GARDENS
				CLEANING OF TOILETS FOR THE PERIOD OF 1/2- 28/2	185741	\$ 7,603.75	PUBLIC CONVENIENCE
				CLEANING SERVICES FOR PREMIER OVAL FOR THE PERIOD OF 1/2- 28/2	185740	\$ 462.00	RECREATION PUBIC BUILDINGS
				CLEANING SERVICES FOR YOUTH HUB(JIM RICHARDS PAVILION) FOR THE PERIOD OF 1/2- 28/2	185739	\$ 880.00	YOUTH SVCE BUILDING
				CLEANING SERVICES FOR LIBRARY AND ART GALLERY FOR THE PERIOD OF 1/2- 28/2	185738	\$ 2,541.00	OPERATING -LIBRARY
				CLEANING SERVICES FOR WASTE FACILITY FOR THE PERIOD OF 1/2- 28/2	185737	\$ 814.00	BROWNS RD TIP
				CLEANING SERVICE FOR TOWN BEACH EGAN,STUART FANCIS AND RUSHTON ST	185736	\$ 1,617.00	SHIRE DEPOT
				CLEANING SERVICE FOR ADMIN FOR THE PERIOD OF 1/2 - 28/2	185735	\$ 4,004.00	ADMIN
				CLEANING TOILETS X 6 AT BLOWHOLES FOR THE PEIOD OF 1/2- 28/2	185734	\$ 2,112.00	BLOWHOLES CAMP GROUND
FT47169	13/03/2026	LANDGATE - ACCOUNTS	-\$ 58.44	INTERIM VALUATION	77547112	\$ 25.84	VALUATION
				STANDING ORDER ONLINE LAND AND TITLE ENQUIRIES	1556312	\$ 32.60	LAND DEVELOPMENT
FT47170	13/03/2026	LG BEST PRACTICES PTY LTD	-\$ 6,336.00	REVIEW OF SUPERANNUATION FROM 19.11.2025 TO 13.02.2026	23225	\$ 3,960.00	CONSULTANCIES
				FINANCE SUPPORT SERVICES 12/2 TO 26/2	23224	\$ 2,376.00	EMPLOYEE COSTS- ADMIN


FT47171	13/03/2026	THE TRUSTEE FOR THE LITTLE RED HEN TRUST T/AS THE CARNARVON HOTEL	-\$ 131.25	OPERATOR PAYMENT FOR CARNARVON MOTEL BOOKING REFERENCE 15940495	DREQ-2796	\$ 131.25	SYSTEM IE CODE- VISITORS CENTRE
FT47172	13/03/2026	LOCHLAN ANDREW DUNN	-\$ 180.00	REIMBURSEMENT GYM/FITNESS MEMBERSHIP SUBSIDY	EFT47172	\$ 180.00	CONTROL EXPENSES
FT47173	13/03/2026	HELENE PTY LTD T/A LO-GO APPOINTMENTS	-\$ 10,432.79	RENUMERATION COSTS FOR WORK HEALTH & SAFETY COORDINATOR FROM FEB 2026 TO MARCH 2026	H6507	\$ 4,687.45	EMPLOYEE COSTS- ADMIN
				PERMANENT RECRUITMENT- TEMPORY TO PERMANENT PLACEMENT FEE FOR RANGER	H6494	\$ 5,745.34	EMPLOYEE COSTS- ANIMAL CONTROL
FT47174	13/03/2026	MASON CONTRACTING SERVICES	-\$ 110.00	MONTHLY ROAD SAFETY SIGNAGE (MINILYA/LYNDON ROAD) FOR THE MONTH OF FEBRUARY 2026	0007281	\$ 110.00	COUNTRY ROADS
FT47175	13/03/2026	MESSAGES ON HOLD AUSTRALIA PTY LTD	-\$ 324.99	ANNUAL SUBSCRIPTION FOR SHIRE PHONE SYSTEM FOR THE PERIOD 28.02.2026 TO 27.05.2026	INV364910	\$ 324.99	COMPUTER OPERATIONS
FT47176	13/03/2026	THE TRUSTEE FOR KIMAL TRUST T/A MKB WASTE & RECYCLING (MKB SKIP BINS)	-\$ 3,344.00	COLLECTIONS AT BLOWHOLES CAMPING AREA - PICK UP DATE 6/03/2026	00008186	\$ 836.00	BLOWHOLES CAMP GROUND
				COLLECTIONS AT BLOWHOLES CAMPING AREA - PICK UP DATE 29/01/2026	00008134	\$ 836.00	BLOWHOLES CAMP GROUND
				COLLECTIONS AT BLOWHOLES CAMPING AREA - PICK UP DATE 19/02/2026	00008104	\$ 836.00	BLOWHOLES CAMPGROUND
				COLLECTIONS AT BLOWHOLES CAMPING AREA - PICK UP DATE 12/02/2026	00008081	\$ 836.00	BLOWHOLES CAMPGROUND
FT47177	13/03/2026	DIANE SHEPPARD T/AS MOTHER EARTH DREAMS	-\$ 624.00	RE-ORDER OF JEWELLERY FOR RETAIL SALE AT THE VISITOR CENTRE	INV-CVCO226	\$ 624.00	MERCHANDISE VISITORS CENTRE
FT47178	13/03/2026	NINGALOO SURFARIS PTY LTD	-\$ 800.00	THIS LIFE SUMMER SERIES - DJ SET FOR CAMEL LANE TAVERN ON FRIDAY 27 FEB 2026	INV-0059	\$ 800.00	LIVE SHOWS
FT47179	13/03/2026	TURTLE TIME PTY LTD T/AS NINGALOO ROAST	-\$ 250.00	CLEAN COMMUNITY COFFEES PROGRAM - 43 COFFEE VOUCHERS FOR LITTER LEGENDS VOLUNTEERS	INV-1219	\$ 250.00	FESTIVAL AND EVENTS
FT47180	13/03/2026	J.L ANDREOLI & D.P DICKS T/AS NO BOUNDARIES CONTRACTING	-\$ 6,490.00	ON-GROUND CHEMICAL CONTROL OF NOXIOUS WEEDS - MESQUITE - BIBBWARRA BORE	#238	\$ 6,490.00	MESQUITE ERADICATION
FT47181	13/03/2026	NORTHERN GOLDFIELDS EARTHMOVING PTY LTD	-\$ 55,962.50	ROAD GRADING SERVICE - WINDERIE ROAD FOR FEBRUARY 2026	00000735	\$ 6,715.50	COUNTRY ROADS
				ROAD GRADING SERVICE - YALBAGOO NORTH ROAD FOR FEBRUARY 2026	00000735	\$ 15,669.50	COUNTRY ROADS
				ROAD GRADING SERVICE - MIA MIA FOR FEBRUARY 2026	00000735	\$ 6,715.50	COUNTRY ROADS
				ROAD GRADING SERVICE - WINNING ROAD FOR FEBRUARY 2026	00000735	\$ 2,238.50	COUNTRY ROADS
				ROAD GRADING SERVICE - WARRORA ROAD FOR FEBRUARY 2026	00000735	\$ 11,192.50	COUNTRY ROADS
				ROAD GRADING SERVICE - WARRORA ROAD, MINILYA AND LYNDON ROAD FOR FEBRUARY 2026	00000735	\$ 13,431.00	COUNTRY ROADS
FT47182	13/03/2026	GASCOYNE CONSTRUCTION SERVICES PTY LTD T/AS NORWEST PROJECT SOLUTIONS	-\$ 68,849.00	POUR AND FINISH CONCRETE AT THE FRONT OF ST MARYS CHURCH	INV-1099	\$ 68,849.00	FOOTPATH/CYCLEWAY ASSET RENEWAL
FT47183	13/03/2026	NORWEST REFRIGERATION SERVICES	-\$ 2,138.40	CARRY OUT AIR CONDITIONING SERVICE FOR FEBRUARY 2026	00044742	\$ 2,138.40	MATERIALS AND CONTRACTS
FT47184	13/03/2026	KIMMARC PTY LTD T/A W&C CO. MECHANICAL AND CIVIL	-\$ 44.00	EXHAUST CAPS FOR PGENS. PART PAYMENT WAS PAID ON 11.2.2026 TAND BALANCE OF \$44.00 NOW PAYABLE.	INV-47184	\$ 44.00	PARTS & REPAIRS
FT47185	13/03/2026	R.C.THORNHILL T/A R AND L TRANSPORT	-\$ 1,650.00	DELIVER 1 X CONCRETE PICNIC TABLE FAND DELIVER TO BAXTER PARK , REMOVE OLD CONCRETE TABLE	3927	\$ 1,650.00	PUBLIC CONVENIENCE
FT47186	13/03/2026	REECE WELDING AND FABRICATION	-\$ 594.00	FABRICATE RAIL/STEP FOR TRUCK P395. REMOVE WATER TANK, REPAIR BENT FRAME	INV-0018	\$ 594.00	PARTS & REPAIRS
FT47187	13/03/2026	REPCO PTY LTD	-\$ 1,157.32	UHF ANTENNA- WHIP AE 4002	4610644259	\$ 22.80	PARTS & REPAIRS
				1 X BOOT-KIT CV JOINT FOR P353	4610644072	\$ 31.08	PARTS & REPAIRS
				P829333,AND P828889, P829333 AND P828889 (AIR FILTERS)	4610644007	\$ 79.37	Parts & REPAIRS
				MILWAUKEE M12 SOLDERING IRON KIT ANDMILWAUKEE M12 RDLITHIUM BATTERY PACK	4610643939	\$ 570.90	WORKSHOP EXPENSES
				DFX020 (COVOY SUPER FX 15W - 40 20L)	4610643915	\$ 149.45	PARTS & REPAIRS
				OEX DRIVE BELT PULLEY AND OEX DRIVE IDLER PULLEY	4610643785	\$ 246.40	PARTS & REPAIRS
				GROMMET PACK-WIRING	4610643588	\$ 24.92	WORKSHOP EXPENSES
				GROMMET PACK-WIRING RUB 3/8X1/2 AND CONDUIT TUBING SPLIT 7MM X 10M	4610643489	\$ 9.02	PARTS & REPAIRS
				RSWCCBLK (SWC LUXE SPORT BLACK)	461064481	\$ 23.38	PARTS & REPAIRS
FT47188	13/03/2026	RICHER888 PTY LTD	-\$ 1,225.00	CATERING FOR WHOLE ORGANISATION STAFF MEETING - MARCH 2026	INV-0130288	\$ 890.00	COUNCIL CATERING
				COUNCIL MEETING LUNCH 26TH FEBRUARY 2026	INV-0130287	\$ 335.00	COUNCIL CATERING
FT47189	13/03/2026	RILEY JOHN BROWN	-\$ 891.00	CONSULTANCY FEES CORAL BAY HOLIDAY HOUSE; BUTCHER STREET; CORAL BAY SUBDIVISION; FINNERTY PHONE ENQUIRY; CARAVAN PARK EXTENSIONS - ASSESSMENT AND DETERMINATION	CARN009	\$ 891.00	CONSULTANCY AND TRAINING
FT47190	13/03/2026	ROBERT EDWARD HULL	-\$ 242.00	REIMBURSEMENT FOR MEALS FOR LEAD OPERATOR FOR WORK AT CORAL BAY FOR THE PERIOD 24/02/2026 TO 26/02/2026	DREQ-2802	\$ 242.00	CONTROL EXPENSES
FT47191	13/03/2026	ROCKING HORSE MUSIC PTY LTD	-\$ 4,125.00	CURATION AND MUSICAL DIRECTION OF THE GNULLI FESTIVAL 23-24 MAY 2026. 1 30% DEPOSIT OF TOTAL FEE \$12,500	INV-0051	\$ 4,125.00	FESTIVAL AND EVENTS
FT47192	13/03/2026	S.A.F.E CARNARVON	-\$ 950.00	CARE FEES FOR ANIMALS FROM 15.10.2025 TO 15.02.2026	INV-0964	\$ 950.00	SAFE CARNARVON
FT47193	13/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	-\$ 18.75	COMMISSION PAYMENT - BOOKEASY OPERATOR RETURN FOR FEBRUARY 2026	DREQ-2797	\$ 18.75	VISITORS CENTRE COMMISSIONS
FT47194	13/03/2026	SPRAYLINE SPRAYING EQUIPMENT	-\$ 668.69	BOOMLESS NOZZLE, CAP & WASHER, FILTER THIMBLE, NOZZLE AIRMIX, BODY WET AND 1/2", SCREW ARAG.	78734	\$ 668.69	PARTS & REPAIRS
FT47195	13/03/2026	STRATAGREEN	-\$ 1,828.33	SUPPLY ARCOA LITTER PICKERS AS PER QUOTE Q009391	187005	\$ 1,828.33	OTHER PARKS & GARDENS
FT47196	13/03/2026	STUART MCMILLAN	-\$ 141.00	REIMBURSEMENT: FOR GRANT FUNDED ART ON THE MOVE -	DREG-2798	\$ 141.00	ART GALLERY PROGRAMS
FT47197	13/03/2026	SUPER MOTOR SPARES	-\$ 645.50	CABIN FILTER GUN	851202	\$ 102.30	PARTS & REPAIRS
				VARIOUS OIL FILTERS	851201	\$ 543.20	PARTS & REPAIRS
FT47198	13/03/2026	SWEETER BANANA CO-OPERATIVE LIMITED	-\$ 180.00	FREEZE DRIED BANANA'S FOR RESALE	52833	\$ 180.00	MERCHANDISE- VIITORS CENTRE
FT47199	13/03/2026	CASSANDRA TAYLOR	-\$ 106.00	REIMBURSEMENTS FOR MEAL FOR THE 21ST AND 22ND OF JANUARY ATTENDING GERALDTON WASTE FACILITY	DREQ-2785	\$ 106.00	STFF TRAINING

FT47200	13/03/2026	TELSTRA LIMITED	\$ 1,662.27	TELEPHONE ACCOUNT FOR THE PERIOD 20.02.2026 TO 19.03.2026	7803346000/27022026	\$ 1,487.27	UTILITY CHARGE
				TELEPHONE ACCOUNT FOR THE PERIOD 22.02.2026 TO 21.03.2026, DEPOT SAT PHONE	4244120244/22022026		
				BUSHFIRE BRIGADE PHONE		\$ 175.00	UTILITY CHARGE
FT47201	13/03/2026	TENDERLINK (TRADING AS TENDERLINK.COM)	\$ 184.80	ADVERTISING FOR RFT 01/2026 VAN DONGEN PARK STAGE ONE	2065767	\$ 184.80	OTHER INFRASTRUCTURE SP-35MUN
FT47202	13/03/2026	TEAM GLOBAL EXPRESS PTY LTD	\$ 389.57	FREIGHT RECEIVED FROM T-QUIP FOR DEPOT ON 19.02.2026 AND 26.02.2026	1371-1ZD790	\$ 101.88	PARTS & REPAIRS
				FREIGHT FOR PATHWEST ON 23.02.2026 AND 24.02.2026	1371-1ZD790	\$ 68.70	MONITORING AND ASSESSMENT
				FREIGHT RECEIVED FROM FRONT LINE ON 20.02.2026 24.02.2026	1371-1ZD790	\$ 97.85	FIRE PREVENTION
				FREIGHT RECEIVED FROM T-QUIP FOR DEPOT ON 19.02.2026 AND 26.02.2026	1370-1ZD790	\$ 121.14	PARTS & REPAIRS
FT47203	13/03/2026	TOURISM COUNCIL WESTERN AUSTRALIA LTD	\$ 65,858.34	PROCUREMENT OF A CHARTER FLIGHT FOR THE WA TOURISM CONFERENCE.	1-000016156	\$ 65,858.34	OPERATING EXP-AREA PROMOTION
FT47204	13/03/2026	A & M H ZAKNICH TRUST T/AS CARNARVON TRADE CENTRE TROPICS HARDWARE	\$ 1,577.10	12X SAFETY GLASSES	199118952	\$ 105.60	PROTECTIVE CLOTHING & EQUIP
				RAPID SET CONTRETE 20KG BAG	199118937	\$ 96.00	BLOWHOLES CAMP GROUND
				PAIL 10 L WHITE W/LID	104037394	\$ 80.00	CORAL BAY AIRPORT
				VOUCHERS FOR THR EMPLOYEE SERVICE AWARDS	104037390	\$ 500.00	RETENTION AND BONUS
				MISCELLANEOUS MINOR EQUIPMENT STORAGE BOX'S ETC	104037284	\$ 171.50	EQUIPMENT MINOR
				5 X MAXISTRW SUN HATS	101001230	\$ 110.00	PROTECTIVE CLOTHING & EQUIP
				8 X 5L BLUE WATER JUG AND 8 X 2.5L BLUE WATER JUG	101001226	\$ 514.00	PROTECTIVE CLOTHING & EQUIP
FT47205	13/03/2026	UNIFORMS AT WORK AUSTRALIA PTY LTD	\$ 754.39	UNIFORMS FOR THE EXECUTIVE SERVICES COORDINATOR	30000224	\$ 289.00	EMPLOYEE- ADMIN
				UNIFORMS FOR LIBRARY AND YOUNG PEOPLE SERVICE OFFICER	30000223	\$ 28.85	EMPLOYEE- LIBRARIES
				UNIFORM FOR THE TOURISM COORDINATOR	30000220	\$ 240.45	EMPLOYEE- TOURISM & AREA PROMOTION
				UNIFORM FOR YOUTH SUPPORT OFFICER	30000219	\$ 196.09	COMMUNITY CONNECT - NIGHT PATROL
FT47206	13/03/2026	VANESSA ANNE FROST	\$ 1,350.00	GRANT FUNDED - CONNECT, CREATE AND ENGAGE AGE FRIENDLY COMMUNITIES GRANT - DELIVER PROGRAMMING FOR SENIORS	0023	\$ 1,350.00	FESTIVAL & EVENTS
FT47207	13/03/2026	VANGUARD UNIT TRUST & VIKING TRUST T/A VANGUARD PRINT	\$ 59.18	DISTRIBUTION, STORAGE, RACKING, BROCHURE ORDERS, HANDLING FEE AND TRANSPORTATION FEES FOR JOB DS101686	50015	\$ 59.18	OPERATING EXP- AREA PROMOTION
FT47208	13/03/2026	VEE JAYS (WA) PTY LTD	\$ 26,620.00	CONDUCT OPENING GRADE OF QUORBA GNARALOO RD AFTER TC MITCHELL COMMENCING WEDNESDAY 11TH FEBRUARY 2026.	0408	\$ 26,620.00	CYCLONE PREP AND CLEAN UP
FT47209	13/03/2026	VEND LIMITED	\$ 75.00	MONTHLY TRANSACTION FEE OF SALES THROUGH VEND LIGHTSPEED FOR THE PERIOD 01/02/2026 TO 28/02/2026	#475865	\$ 75.00	MINOR EQUIPMENT- CIVIC CENTRE
FT47210	13/03/2026	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	\$ 14,300.00	PROCUREMENT PLANNING & RISK MANAGEMENT - FULL DAY COURSE FOR 16 ATTENDEES	S1-017754	\$ 8,800.00	STAFF TRAINING
				PROCUREMENT AND CONTRACT ESSENTIALS VIRTUAL CLASS 20TH FEB 2026	SI-017754	\$ 5,500.00	STAFF TRAINING
FT47211	13/03/2026	WATER CORPORATION	\$ 461.27	CHARGE FOR ROBINSON STREET CORAL BAY TOILETS FOR THE PERIOD 01.03.2026 TO 30.04.2026	9013322384/04032026	\$ 123.36	UTILITY CHARGE - PUBLIC CONVENIENCE
				CHARGE FOR PARKS AT 68 CLEAVER STREET - BAXTER TOILETS FOR THE PERIOD OF 12.01.2026 06.03.2026	9006756176	\$ 337.91	UTILITY CHARGE- PARKS & GARDENS
FT47212	13/03/2026	WESTRAC PTY LTD	\$ 1,201.01	SUPPLY AND DELIVER FILTERS, RED OIL TEST PK AND YELLOW OIL TEST PK FOR P389	P11955009	\$ 1,201.01	PARTS & REPAIRS
FT47213	13/03/2026	THE TRUSTEE FOR THE SAPPHIRE INVESTMENT TRUST T/A WESTLINE CONTRACTING	\$ 2,860.00	CAMEL LANE CAR PARK WORKS	4845	\$ 2,860.00	URBAN ROAD MAINTENANCE
FT47214	13/03/2026	WHITBURN RURAL SERVICES	\$ 455.40	1 X AP300 BATTERY AND FREIGHT	INV2651	\$ 455.40	STAFF HOUSING
FT47215	20/03/2026	ANGELA LOUISE YOUNG	\$ 2,038.68	RATES REFUND ASSESSMENT A1826 7 JAMES ST CARNARVON WA 6701	A1826	\$ 2,038.68	SYSTEM IE CODE - REFUND
FT47216	20/03/2026	ASHFUELS (WA) PTY LTD	\$ 8,611.13	FREIGHT CHARGE ONDELIVERY OF TANK P308T	INV00000818	\$ 60.50	OPERATING EXP- BROWNS RD-TIP SITE
				DIESEL FUEL - 500L DELIVERED ON 16.03.2026 FOR TANK P308T	INV00000818	\$ 1,241.02	STOCK CONTROL
				DIESEL FUEL - 2945L DELIVERED ON 14.03.2026 FOR BULK TANK	INV00000814	\$ 7,309.61	STOCK CONTROL
FT47217	20/03/2026	AUSTRALASIAN PERFORMING RIGHT ASSOC. LTD T/A ONEMUSIC AUSTRALIA	\$ 70.85	LICENCE FEE FOR MUSIC LICENCE FOR THE PERIOD 01/10/2025 TO 31/12/2025	APAU-000165190	\$ 70.85	LIVE SHOWS
FT47218	20/03/2026	BARE CREATIVE	\$ 1,170.00	CHANGES TO THE EXISTING CARNARVON TOWN MAP AND CREATION OF NEW CORAL BAY TOWN MAP	00000925	\$ 1,170.00	OPERATING EXP- AREA PROMOTION
FT47219	20/03/2026	BEST WESTERN HOSPITALITY INN GERALDTON	\$ 777.00	ACCOMMODATION FOR JUSTIN LO TO ATTEND STAFF TRAINING AT QUEENS THEATRE	127927	\$ 777.00	STAFF TRAINING - COMMUNITY & CULTURAL DEVELOPMENT
FT47220	20/03/2026	BOC LIMITED (AUST)	\$ 81.88	ARGOSHIELD UNIVERSAL G SIZE	4041284454	\$ 81.88	WORKSHOP EXPENSES
FT47221	20/03/2026	BTX CONTRACTING	\$ 124.00	HIRE OF POOL INFLATABLES FOR END OF YEAR POOL PARTY ON 17/12/2025 ENTRY FEES FOR BOYS GROUP FOR 18.02.2026 TO 19.02.2026	00003455	\$ 124.00	YOUTH PROGRAM
FT47222	20/03/2026	CALL ASSOCIATES PTY LTD	\$ 332.44	CONNECT CALL CENTRE SERVICES - FOR THE MONTH OF FEBRUARY 2026	00121414	\$ 332.44	OPERATING EXP - CONSULTING
FT47223	20/03/2026	CARNARVON MOTOR GROUP PTY LTD	\$ 306.14	SUPPLY 1 X SWITCH POWER WINDOW FOR MAZDA BT50	PI12021017	\$ 306.14	PARTS & REPAIRS
FT47224	20/03/2026	CARNARVON NETBALL ASSOCIATION	\$ 1,000.00	COMMUNITY GROWTH FUNDING - ROUND 03, JAN 2026	11032026-0030	\$ 1,000.00	OPERATING EXP- COMMUNITY GROWTH
FT47225	20/03/2026	CARNARVON CENTRAL APARTMENTS 2	\$ 570.00	ACCOMMODATION FOR PETA GREENING	108550	\$ 570.00	OPERATING EXP- REGIONAL PRECINCTS AND PARTNERSHIPS
FT47226	20/03/2026	CONTROLLED IRRIGATION SUPPLIES	\$ 5,943.30	25A MM PGM VALVE WITH FLOW CONTROL ; 50MM PLASTIC GLOBE VALVE WITH FLOW CONTROL	INV-4873	\$ 5,943.30	OPERATING EXP- PARKS & GARDENS
FT47227	20/03/2026	PRETZOS HOLDING PTY LTD T/AS COASTLINE MOWERS	\$ 608.40	STOP SOLINOID FOR KUBOTA ZERO TURN MOWER AND OIL SEAL, BELT, CRANKSHAFT AND O-RINGS FOR KUBOTA FRONT DECK MOWER - P399	5176945	\$ 608.40	PARTS & REPAIRS
FT47228	20/03/2026	COLIN JAMES VONOW	\$ 10.00	DETAILS OF ART SALE: 01/01/26 - 31/01/26.	DREQ-2815	\$ 10.00	COMMUNITY ART HUB
FT47229	20/03/2026	CUPPA & CRUMB CAFE	\$ 325.00	GRAZING BOARD FOR TOURISM CONFERENCE WORKING GROUP	INV-0126	\$ 205.00	OPERATING EXP- AREA PROMOTION
				FRIDAY NIGHT ART HUB 6TH MARCH	INV-0114	\$ 120.00	OPERATING EXP - FESTIVAL AND EVENTS
FT47230	20/03/2026	CARNARVON BOWLING CLUB INC	\$ 3,993.00	COMMUNITY GROWTH FUNDING - ROUND 03, JAN 2026 A	00000588	\$ 3,993.00	OPERATING EXP - COMMUNITY GROWTH
FT47231	20/03/2026	CARNARVON GROWERS ASSOCIATION INC	\$ 1,483.80	TRICKLE TUBE 19MM - 200 METRE COIL FOR THE AQUATIC CENTRE	INV-444894	\$ 1,360.15	OPERATING EXP- AQUATIC CENTRE
				TELESCOPIC SOCK 80MM AND PVC BRUSH 80-50MM	INV-444810	\$ 123.65	OPERATING EXP- PARKS & GARDENS

FT47232	20/03/2026	A.C.P. INDUSTRIES PTY LTD T/AS CARNARVON FRESH IGA	\$ 69.68	TOURISM CONFERENCE MEETING WITHOUT GST	01/2377	\$ 6.00	OPERATING EXP- FESTIVAL AND EVENTS
				TOURISM CONFERENCE MEETING WITH GST	01/2377	\$ 42.69	OPERATING EXP- FESTIVAL AND EVENTS
				CONNECT CREATE ENGAGE PROGRAM	01/1778	\$ 20.99	OPERATING EXP- FESTIVAL AND EVENTS
FT47233	20/03/2026	THE TRUSTEE FOR CHAPMAN TRUST T/A CARNARVON MITRE 10	-\$ 78.25	SEALANT S; CAULKING GUN TOUGH; TAPE DUCT	10990729	\$ 61.16	OPERATING EXP- WORKSHOP
				GALVANISED BOLTS, WASHER AND NUT	10990679	\$ 17.09	OPERATING EXP- PARTS & REPAIR
FT47234	20/03/2026	DEC THE MALLS PTY LTD	-\$ 6,039.00	PURCHASE OF ANGEL WINGS FROM DEC THE MALLS FOR STREET	INV-4176	\$ 6,039.00	OPERATING EXP- AREA PROMOTION
FT47235	20/03/2026	DISCOVERY PARKS CARNARVON (DISCOVERY HOLIDAY PARKS PTY LIMITED)	-\$ 13,944.00	VARIOUS CABINS FOR THE WA TOURISM CONFERENCE PACKAGES: DEPOSIT	12408693	\$ 13,944.00	OPERATING EXP- AREA PROMOTION
FT47236	20/03/2026	THE TRUSTEE FOR H&K FAMILY TRUST TRADING AS GASCOYNE BAKERY CAFE	-\$ 3,350.00	LUNCH FOR STAFF FOR THE DEXISING AND MICROCHIPPING EVENT	1300	\$ 410.00	OPERATING EXP - CONTROL EXP
				LUNCH FOR INCIDENT RESPONSE & INVESTIGATION TRAINING	1300	\$ 200.00	OPERATING EXP - STAFF TRAINING
				SENIORS WEEK CATERING FOR REEL GOOD TIMES MOVIE SCREENING	1300	\$ 400.00	OPERATING EXP- SENIORS WEEK
				LUNCH FOR PROACTIVE CONFLICT MANAGEMENT AND MANAGING PRIORITIES TRAINING	1300	\$ 650.00	OPERATING EXP- STAFF TRAINING
				LARGE SPONGE CAKE AND HOTDOG ROLLS FOR EOY PARTY	1300	\$ 190.00	OPERATING EXP - YOUTH PROGRAM
				BREAD FOR SCHOOL HOLIDAY ACTIVITY	1300	\$ 100.00	OPERATING EXP - YOUTH OUTREACH AND SCHOOL HOLIDAY PROGRAM
				CATERING FOR SCHOOL HOLIDAY PROGRAM 9&10 OCTOBR 2025	1300	\$ 500.00	OPERATING EXP - YOUTH OUTREACH AND SCHOOL HOLIDAY PROGRAM
				LUNCH CATERING FOR 2X DAYS	1300	\$ 800.00	OPERATING EXP- STAFF TRAINING
				LUNCH VISIT WITH LOTTERYWEST	1300	\$ 100.00	OPERATING EXP - FESTIVAL AND EVENTS
FT47237	20/03/2026	GAVIN GRIFFITHS INVESTMENTS PTY LTD	-\$ 308.00	PRE-EMPLOYMENT MEDICAL - RIED STAFF	2982	\$ 308.00	RIED ONBOARDING COSTS
FT47238	20/03/2026	GASCOYNE MEDIA	-\$ 500.00	GRANT FUNDED - EXQUISITE BODIES MEDIA AND COMMS VIDEO PROMOTIONAL REEL	12032026	\$ 500.00	OPERATING EXP - ART GALLERY
FT47239	20/03/2026	CARNARVON ACCOMMODATION SERVICES PTY LTD T/AS GATEWAY MOTEL	-\$ 2,380.00	CARAVANA SUN MUSICIANS PERFORMING AT THE GNULLI FESTIVAL ACCOMMODATION.	R030235699	\$ 2,380.00	OPERATING EXP- FESTIVAL AND EVENTS
FT47240	20/03/2026	ANDREOLI HOLDINGS PTY LTD T/A AUTOPRO CARNARVON	-\$ 109.07	BRAKE CABLE 8M X 4M	2116394	\$ 18.93	OPERATING EXP - PARTS & REPAIRS
				SET SCREW/NUT PACK-METRIC AND REAR MARKER SET DNOTV ADHESIVE	2116359	\$ 90.14	OPERATING EXP - WORKSHOP
FT47241	20/03/2026	JAMIE LEE BONE	-\$ 368.60	MEALS FOR ATTENDING BAYVIEW CORALBAY	DREQ-2809	\$ 106.00	OPERATING EXP- CINEMA EXP
				SUPERVISION AT CORAL BAY AIRPORT WHILE SURVEY WORKS UNDERTAKEN	DREQ-2808	\$ 262.60	OPERATING EXP - CORALBAY AIRPORT
FT47242	20/03/2026	JARD JOEL TUCK LEONG LO	-\$ 322.00	REIMBURSEMENT FOR MEALS FOR ATTENDING QUEENS PARK THEATRE - BLUEYS BIG PLAY	DREQ-2804	\$ 322.00	OPERATING EXP- CONTROL
FT47243	20/03/2026	JOLLY'S AUTO CENTRE (JOLLY'S TYRE SERVICE)	-\$ 150.00	REPAIR P389 LOADER TYRE	170009	\$ 150.00	OPERATING EXP- TYRES
FT47244	20/03/2026	LAND INSIGHTS	-\$ 7,781.13	CORAL COAST CHRMAP - PARTIAL PAYMENT (25%) OF STAGE 8 (FINAL CHRMAP)	INV-3155	\$ 7,781.13	OPERATING EXP- CHRMAP DEVELOPMENT
FT47245	20/03/2026	LOCHLAN ANDREW DUNN	-\$ 106.00	REIMBURSEMENT FOR MEALS FOR ATTENDING CORAL BAY AIRPORT INSPECTION	DREQ-2805	\$ 106.00	OPERATING EXP- CONTROL
FT47246	20/03/2026	HELENE PTY LTD T/A LO-GO APPOINTMENTS	-\$ 3,871.25	COSTS FOR WORK HEALTH & SAFETY COORDINATOR FROM FEBRUARY 2026 TO MARCH 2026	H6538	\$ 3,871.25	EMPLOYEE COSTS- ADMIN
FT47247	20/03/2026	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	-\$ 360.00	OWN YOUR IMPACT: CAREER GROWTH FOR EXECUTIVE SUPPORT PROFESSIONALS FOR EXECUTIVE SERVICES COORDINATOR	47809	\$ 360.00	STAFF TRAINING
FT47248	20/03/2026	MARIA ESMA MCMAHON	-\$ 10.00	DETAILS OF ART SALE: 01/01/26 - 31/01/26.	DREQ-2813	\$ 10.00	COMMUNITY ART HUB
FT47249	20/03/2026	MICHAEL JAMES COOKE	-\$ 92.75	WORK RELATED EXPENSE: CLIPBOARD; TWINRIX IMMUNISATION - WORK RELATED TO WAST WATER EXPOSURE; CLIPBOARD; TWINRIX IMMUNISATION	DREQ-2806	\$ 92.75	FESTIVAL AND EVENTS
FT47250	20/03/2026	MISS FANG PTY LTD	-\$ 219.80	THIS LIFE SUMMER SERIES - CATERING FOR NATHAN PARSONS AND FLEUR	1077	\$ 219.80	LIVE SHOWS
FT47251	20/03/2026	MOANA WOODS	-\$ 100.00	LOCAL CLUB MEMBERSHIP SUBSIDY: NETBALL AUSTRALIA	DREQ-2810	\$ 100.00	EMPLOYEE COSTS ADMIN
FT47252	20/03/2026	THE TRUSTEE FOR D & T ROSE FAMILY TRUST T/AS NEW HEIGHTS TREE SERVICE	-\$ 4,132.15	VERGE CLEANUP OF GREEN WASTE AFTER CYCLONE MITCHELI	1000	\$ 3,582.15	CYCLONE PREP AND CLEAN UP
				TRIM GUM OVERHANGING JUBILEE HALL	1001	\$ 550.00	JUBILEE HALL
FT47253	20/03/2026	PARKWOOD UPHOLSTERY	-\$ 355.00	MANUFACTURE CANVAS SEAT COVER AND REPLACE BASE SEAT IN MATERIAL AND REBOLSTER FOAM - PIRUIS	4105	\$ 355.00	OPERATING EXP- PARTS & REPAIRS
FT47254	20/03/2026	KIMMARC PTY LTD T/A W&C CO. MECHANICAL AND CIVIL	-\$ 112.00	TIE DOWN - 2500KG 9M X 50MM RATCHET STRAP	INV-3312	\$ 112.00	OPERATING EXP- PARTS & REPAIRS
FT47255	20/03/2026	PROJEX PARTNERS PTY LTD	-\$ 8,637.75	FASCINE TO HARBOUR WALK - FOR PERIOD 01/02/2026 TO 28/02/2026	INV-2933	\$ 8,637.75	REGIONAL PRECINCTS AND PARTNERSHIPS PROGRAM
FT47256	20/03/2026	G & KL WRIGHT PTY LTD T/AS RIP-IT SECURITY SHREDDING	-\$ 304.00	SUPPLY/COLLECTION/EXCHANGE & PROCESSING OF 240L SECURE DOCUMENT BINS ON 11/03/2026	00002279	\$ 304.00	OPERATING EXP- GENERAL
FT47257	20/03/2026	R & L COURIERS	-\$ 735.63	FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 180422	INV-21368	\$ 41.25	OPERATING EXP - PROTECTING CLOTHING
				PICK UP ABLUTION PUMP FROM CORAL BAY AND DELIVER TO CARNARVON ON CONNOTE 183618	INV-21368	\$ 55.00	OPERATING EXP - PUBLIC CONVENIENCE
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 18315	INV-21368	\$ 55.00	OPERATING EXP- CORAL BAY STREETS
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTES 112496,112498,156200 AND 11247	INV-21368	\$ 275.00	OPERATING EXP - FESTIVAL AND EVENTS
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 182407	INV-21368	\$ 82.50	OPERATING EXP - FREIGHT & POSTAGE
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 176177	INV-21368	\$ 41.25	OPERATING EXP- PARTS & REPAIRS
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 176178	INV-21368	\$ 41.25	OPERATING EXP - PARTS & REPAIRS
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 171135	INV-21368	\$ 41.25	OPERATING EXP - PARTS & REPAIRS
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 180424	INV-21368	\$ 41.25	OPERATING EXP - PROTECTIVE CLOTHING & EQUIP
				FREIGHT BETWEEN GERALDTON AND CARNARVON ON CONNOTE 176119	INV-21368	\$ 61.88	OPERATING EXP - PARTS & REPAIRS
FT47258	20/03/2026	ROBERT EDWARD HULL	-\$ 242.00	MEALS FOR ATTENDING QUOBBA STATION BETWEEN 17/2/2026 TO 19/2/2026	DERQ-2807	\$ 242.00	OPERATING EXP- CONTROL
FT47259	20/03/2026	SAMANTHA DELORRAINE DRUMMOND	-\$ 33.00	DETAILS OF ART SALE: 01/01/26 - 31/01/26.	DREQ-2812	\$ 18.00	COMMUNITY ART HUB
				COMMUNITY ART HUB SALES 16/2/2026	DREQ-2811	\$ 15.00	COMMUNITY ART HUB
FT47260	20/03/2026	SHARON ELIZABETH WILLIAMS	-\$ 15.00	DETAILS OF ART SALE: 01/01/26 - 31/01/26. I		\$ 15.00	COMMUNITY ART HUB

FT47261	20/03/2026	THE TRUSTEE FOR HAYTO TRUST T/AS SOCO STUDIOS	-\$ 9,652.50	CORAL BAY AND CARNARVON VIDEO POST PRODUCTION ONLY VIDEO & PHOTOGRAPHY SERVICE. 3 X FULL DAYS BETWEEN 9TH TO 11TH JANUARY 2026	INV-1450 IN-1424	\$ 742.50 \$ 8,910.00	OPERATING EXP- AREA PROMOTION OPERATING EXP - COMMUNICATION & MEDIA
FT47262	20/03/2026	FORDETT INVESTMENTS PTY LTD T/A SUNPRINTS T-SHIRTS AND CLOTHING	-\$ 1,009.25	TOURISM CONFERENCE - PROMOTIONAL MATERIAL	78936A	\$ 1,009.25	OPERATING EXP- AREA PROMOTION
FT47263	20/03/2026	TELOMAC TACKLE AND CAMPING	-\$ 18.00	FISHING LINE FOR THE DEPOT NURSERY	1000000171	\$ 18.00	OPERATING EXP- OPERATION & MAINTENANCE
FT47264	20/03/2026	THE TRUSTEE FOR TALIS UNIT TRUST T/A TALIS CONSULTANTS	-\$ 13,466.31	SPECIALIST WASTE SERVICES - CORAL BAY WASTE CONCEPT DEVELOPMENT CONSULTANCY SERVICES FOR PERIOD ENDING 28.02.2026;	39480	\$ 13,466.31	OPERATING EXP- OTHER INFRASTRUCTURE
FT47265	20/03/2026	TEAM GLOBAL EXPRESS PTY LTD	-\$ 170.33	FREIGHT FROM T-QUIP TO CARNARVON FREIGHT FOR SHENTON PUMP FOR AQUATIC CENTRE	1373-12D790 1372-12D790	\$ 56.93 \$ 113.40	OPERATING EXP- PARTS & REPAIRS OPERATING EXP- AQUATIC CENTRE
FT47266	20/03/2026	UNIFORMS AT WORK AUSTRALIA PTY LTD	-\$ 522.25	UNIFORMS FOR THE EXECUTIVE SERVICES COORDINATOR UNIFORMS FOR THE CREATIVE FACILITATOR UNIFORMS FOR THE LEAD STRATEGIC PROJECTS MANAGER UNIFORMS FOR THE BUIOLDING SERVICES OFFICER	30000224-1 30000226 30000225 30000221	\$ 90.05 \$ 86.55 \$ 229.15 \$ 116.50	EMPLOYEE COST- ADMIN OPERATING EXP - ART GALLERY PROGRAMS EMPLOYEE COSTS - ADMIN EMPLOYEE COSTS- BUILDING CONTROL
FT47267	20/03/2026	SARAH ELIZABETH BOOTH T/AS VISUAL CONTRAST	-\$ 1,435.50	CREATION OF A NEW LOGO DESIGN AFOR THE INAUGURAL GNULLI FESTIVAL GRAPHIC DESIGN TO 2026 MURAL AND ARTWORK TRAIL	00817 00813	\$ 1,089.00 \$ 346.50	OPERATING EXP - FESTIVAL & EVENTS OPERATING EXP - AREA PROMOTION
FT47268	20/03/2026	WATER CORPORATION	-\$ 19,462.22	WATER USE AND SERVICE CHARGE FOR LIBRARY 8L FOR THE PERIOD OF 14/1- 11/3 WATER USE AND SERVICE CHARGE FOR AMBULANCE DEPOT 924KL FOR THE PERIOD OF 14/1- 10/3 WATER USE AND SERVICE CHARGE FOR CIVIC CENTRE 3609KL FOR THE PERIOD OF 14/1- 11/3 WATER USE AND SERVICE CHARGE FOR HALL AT RUSHTON ST 0KL FOR THE PERIOD OF -1/3- 30/4 WATER USE AND SERVICE CHARGE FOR 141 OLIVIA TERRACE 61KL FOR THE PERIOD OF 12/1- 9/3 WATER USE AND SERVICE CHARGE FOR LIBRARY 11KL FOR THE PERIOD OF 14/1- 10/3 WATER USE AND SERVICE CHARGE FOR 3 FRANCIS ST 11KL FOR THE PERIOD OF 14/1- 10/3 WATER USE AND SERVICE CHARGE FOR HALL AT FRANCIS ST 367KL FOR THE PERIOD OF -14/1- 10/3 WATER USE AND SERVICE CHARGE FOR AT AIRPORT 0KL FOR THE PERIOD OF -13/1 -10/3 WATER USE AND SERVICE CHARGE FOR CLUB AT HILL ST 19KL FOR THE PERIOD OF -14/1- 11/3 WATER USE AND SERVICE CHARGE FOR PIONEER/FASCINE PARK 689KL FOR THE PERIOD OF -12/1- 9/3 WATER USE AND SERVICE CHARGE FOR MEDIAN STRIP ROBINSON ST LOT 29 236KL FOR THE PERIOD OF -14/0-10/3 WATER USE AND SERVICE CHARGE FOR GARDEN AT ROBINSON ST LOT OPP 45KL FOR THE PERIOD OF -14/1-11/3 WATER USE AND SERVICE CHARGE FOR AMENITIES AT OLIVIA TERRACE LOT 1309 35KL FOR THE PERIOD OF -1/3-30/4	0181/9006759094 0178/9006758833 0177/9006757910 0175/9006758825 0173/9006755763 0172/9006758809 0172/9006758796 0172/9006758788 0171/9006761012 0166/9006759289 0152/9006758894 0149/9006759318 0141/9006769145 0101/9014944185	\$ 252.17 \$ 200.19 \$ 53.18 \$ 11,420.70 \$ 170.15 \$ 399.80 \$ 156.49 \$ 963.92 \$ 1,158.58 \$ 1,397.66 \$ 367.74 \$ 2,075.27 \$ 710.83 \$ 135.54	UTILITY - LIBRARY BUILDING UTILITY - ADMIN BUILDING UTILITY - CIVIC CENTRE UTILITY - ADMIN UTILITY - STAFF HOUSING UTILITY - ADIN BUILDINGS UTILITY- ADMIN BUILDING UTILITY CHARGE- ADMIN BUILDING UTILITY- AIRPORT UTILITY- YOUTH SERVICE BUILDING UTILITY- PARKS & GARDENS UTILITY - PARKS & GARDENS UTILITY - PARKS & GARDENS UTILITY - PUBLIC CONVENIENCE
			-\$ 926,932.86			\$ 926,932.86	

Completed By:	Rachel Johnson
Signature:	
Position:	Finance officer
Date:	13/04/2026

Checked By:	Sachin Kumar
Signature:	
Position:	Accountant
Date:	14/04/2026

SCHEDULE 3 - DIRECT DEBITS

VOUCHER NUMBER	DATE PAID	PAYEE	DIRECT DEPOSIT MUNI	DESCRIPTION	INVOICE	INDIVIDUAL COST
D42344.3	13/03/2026	SHERIFF'S OFFICE, PERTH	\$ 88.50	15286 - LODGEMENT FEE FOR REGISTERING UP AID INFRINGEMENT FER 17029515	357775271	\$ 88.50
D42407.1	02/03/2026	DE LAGE LANDEN PTY LIMITED	\$ 6,786.45	DE LAGE - MONTHLY IT EQUIPMENT LEASE FOR THE PERIOD MARCH 2026	303-0678753-001M	\$ 6,786.45
D42407.2	02/03/2026	ANZ BANK LIMITED		MONTHLY CHARGES FOR THE PERIOD FEBRUARY 2026	MERCHNAT FEE - FEB 26	\$ 203.36
				MONTHLY CHARGES FOR THE PERIOD FEBRUARY 2026	MERCHANT FEES 2 - FEB 26	\$ 35.52
				MONTHLY CHARGES FOR THE PERIOD FEBRUARY 2026	000591840028079 - FEB 2026	\$ 29.95
				MONTHLY CHARGES FOR THE PERIOD FEBRUARY 2026	000588780028474 - FEB 26	\$ 124.48
				MONTHLY CHARGES FOR THE PERIOD FEBRUARY 2026	000464660022482 - FEB 2026	\$ 51.90
			\$ 1,093.70	MONTHLY CHARGES FOR THE PERIOD FEBRUARY 2026	000463170022486 - FEB 26	\$ 648.49
D42407.3	02/03/2026	HPE FINANCIAL SERVICES (AUSTRALIA) PTY LIMITED	\$ 274.51	HPE FINANCIAL - MONTHLY LEASE FOR ADMIN PRINTER FOR THE PERIOD MARCH 2026	100001873932-MAF	\$ 274.51
D42407.4	02/03/2026	WESTNET PTY LTD	\$ 23.54	MONTHLY DAILUP CHARGES FOR THE PERIOD MARCH 2026	260580BOB41175A-MARCH 26	\$ 10.59
				MONTHLY DIALIUP CHARGES FOR MARCH 2026	260580BOB3E4142	\$ 12.95
D42414.1	05/03/2026	BEAM CLEARING HOUSE	\$ 47,684.08	SUPPERANNUATION FOR THE TERMINATION PAY PERIOD 23/2- 8/6	PR363- SUPERANNUATION	\$ 225.07
				SUPERANNUATION FOR PAY PERIOD 09/02.2026 - 22/02/2026	PR365 - SUPERANNUATION	\$ 47,459.01
D42414.2	05/03/2026	TOYOTA FLEET MANAGEMENT	\$ 395.25	TOYOTA FLEET - MONTHLY LEASE FOR P339 FOR THE PERIOD MARCH 2026	1699781	\$ 395.25
D42414.3	05/03/2026	IINET LIMITED	\$ 25.00	IINET - MONTHLY INTERNET CHARGES FOR LIBRARY PHONE FOR THE PERIOD 12/03/2026 - 11/04/2026	885696475	\$ 25.00
D42417.1	12/03/2026	AUSTRALIAN TAXATION OFFICE (PAYG)	\$ 88,757.00	PR368 - ATO TAXATION FOR THE TERMINATION PAY PERIOD 23/02/2026 - 08/06/2026	PR368-ATO TAX	\$ 80.00
				ATO TAXATION FOR THE PERIOD OF 23/0/26 - 8/6/2026	PR367 - ATO TAX	\$ 88,677.00
D42417.2	12/03/2026	IINET LIMITED	\$ 35.00	IINET INTERNET CHARGES FOR IT COORDINATOR FOR THE PERIOD 19/03/2026 - 18/04/2026	88675462	\$ 35.00
D42417.3	12/03/2026	ATO - CHILD SUPPORT AGENCY	\$ 1,662.83	PR367 - CHILD SUPPORT FOR THE PAY PERIOD 23/02/2026 - 08/06/2026	PR367 - CHILD SUPPORT	\$ 1,662.83
D42417.4	12/03/2026	AUSTRALIAN SERVICES UNION	\$ 26.50	PR367 - UNION FEES FOR THE PAY PERIOD 23/02/2026 - 08/06/2026	PR367-UNION FEES	\$ 26.50
D42417.5	12/03/2026	MAXIA PTY LTD	\$ 1,460.87	PR367 - SALARY SACRIFICE FOR THE PAY PERIOD 23/02/2026 - 08/06/2026	PR367-SALARY SACRIFICE	\$ 1,460.87
D42417.6	12/03/2026	BEAM CLEARING HOUSE	\$ 47,941.95	PR368 - SUPERANNUATION FOR THE TERMINATION PAY PERIOD 23/02/2026 - 08/06/2026	PR368- SUPERANNUATION	\$ 135.94
				PR367 - EMPLOYEE SUPERANNUATION FOR THE PERIOD OF 23/2/2026- 8/06/2026	PR367-SUPERANNUATION	\$ 47,806.01
D42417.7	12/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	\$ 263,977.61	PR368 - SALARY FOR THE TERMINATION PAY PERIOD 23/02/2026 - 08/06/2026	PR368 - SALARY	\$ 1,052.87
				PR-367 EMPLOYEES SALARY FOR THE PAY PERIOD OF 23/02/26 - 8/06/2026	PR367 - SALARY	\$ 262,924.74
D42419.1	17/03/2026	SG FLEET AUSTRALIA PTY LTD	\$ 9,660.91	SG FLEET - MONTHLY LEASE FOR VARIOUS PLANTS FOR THE PERIOD MARCH 2026	AUSGO1307219	\$ 9,660.91
D42419.2	17/03/2026	IINET LIMITED	\$ 25.00	IINET INTERNET CHARGES FOR VISITOR CENTRE FOR THE PERIOD 24/03/2026 - 23/04/2026	887309436	\$ 25.00
D42421.1	18/03/2026	IINET LIMITED	\$ 35.00	IINET INTERNET CHARGES FOR NIGHT PARTOL PHONE FOR THE PERIOD 25/03/2026 - 24/04/2026	88742006	\$ 35.00
D42424.1	23/03/2026	3E Advantage Pty Limited	\$ 410.30	3E ADVANTAGE - MONTHLY ADMIN COPIER LEASE PAYMENT FOR THE PERIOD MARCH 2026	INV-249921	\$ 410.30
D42455.1	27/03/2026	HPE FINANCIAL SERVICES (AUSTRALIA) PTY LIMITED	\$ 237.60	HPE - MONTHLY LEASE PAYMENT FOR 4 LAPTOPS FOR THE PERIOD MARCH 2026	100001883863	\$ 237.60
D42458.1	06/03/2026	FLEET CARE PTY LTD	\$ 4,027.52	FLEET CARE - MONTHLY LEASE FOR CESM VEHICLE P404 FOR THE PERIOD MARCH 26	41476-MRCH26	\$ 4,027.52

1D42458.2	06/03/2026	ANZ BANK LIMITED		ANZBANK - MONTHLY BPP 040326 0000170845 FEES FOR THE PERIOD MARCH 2026	TRANS 040326 31807 - MARCH 040326 0000170845 - MARCH	\$ 212.65 \$ 183.26
1D42458.3	06/03/2026	AUSTRALIAN TAXATION OFFICE (PAYG)	-\$ 395.91	PR366 - ATO TAX FOR THE TERMINATION PAY PERIOD 23/03/2026 - 27/03/2026	PR366-ATO TAX	\$ 3,916.00
1D42458.4	06/03/2026	BEAM CLEARING HOUSE	-\$ 411.09	PR366 - SUPERANNUATION FOR THE TERMINATION PAY PERIOD 23/03/2026 - 27/03/2026	PR366- SUPERANNUATION	\$ 411.09
1D42458.5	06/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	-\$ 9,432.71	PR366 - EMPLOYEE SALARY FOR THE TERMINATION PAY PERIOD 23/03/2026 - 27/03/2026	PR366- SALARY	\$ 9,432.71
1D42460.1	13/03/2026	ANZ BANK LIMITED		ANZ BANK - MONTHLY ACCOUNT SERVICE FEES FOR THE PERIOD MARCH 2026	TRANSACTION ASSISTED - MARCH 26 SERVICING FEES - MARCH 26 DEPOSITS - MARCH 26	\$ 12.50 \$ 10.00 \$ 2.50
1D42460.2	13/03/2026	AUSTRALIAN TAXATION OFFICE (PAYG)	-\$ 1,976.00	PR370 - ATO TAXATION FOR THE PAY PERIOD 23/02/2026 - 08/03/2026	PR370-ATO TAX	\$ 1,976.00
1D42460.3	13/03/2026	BEAM CLEARING HOUSE	-\$ 1,374.62	PR370 - SUPERANNUATION FOR THE PAY PERIOD 23/02/2026 - 08/03/2026	PR360- SUPERANNUATION	\$ 1,374.62
1D42460.4	13/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	-\$ 9,526.50	PR370 - EMPLOYEES SALARY FOR THE PAY PERIOD 23/02/2026 - 08/03/2026	PR370- SALARY	\$ 9,526.50
1D42462.1	26/03/2026	AUSTRALIAN TAXATION OFFICE (PAYG)	-\$ 90,871.00	PR371 - ATO TAXATION FOR THE PAY PERIOD 09/03/2026 - 22/03/2026	PR371-ATO TAX	\$ 90,871.00
1D42462.2	26/03/2026	ATO - CHILD SUPPORT AGENCY	-\$ 1,662.83	PR371 - CHILD SUPPORT FOR THE PAY PERIOD 09/03/2026 - 22/03/2026	PR371- CHILD SUPPORT	\$ 1,662.83
1D42462.3	26/03/2026	AUSTRALIAN SERVICES UNION	-\$ 26.50	PR371 - UNION FEES FOR THE PAY PERIOD 09/03/2026 - 22/03/2026	PR371- UNION FEES	\$ 26.50
1D42462.4	26/03/2026	MAXXIA PTY LTD	-\$ 1,460.87	PR371 - SALARY SACRIFICE FOR THE PAY PERIOD 09/03/2026 - 22/03/2026	PR371- SALARY SACRIFICE	\$ 1,460.87
1D42462.5	26/03/2026	BEAM CLEARING HOUSE	-\$ 54,564.10	PR371 - COUNCILLORS SUPERANNAUTION FOR THE PAY PERIOD MARCH 2026	PR371SUPERANNAUTION	\$ 54,564.10
1D42462.6	26/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	-\$ 276,642.69	PR371 - EMPLOYEES SALARY FOR THE PAY PERIOD 09/03/2026 - 22/03/2026	PR371- SALARY	\$ 276,642.69
1D42464.1	30/03/2026	SHIRE OF CARNARVON MUNICIPAL FUND	-\$ 19,747.60	PR372 - COUNCILLORS PAYMENT FOR THE PAY PERIOD MARCH 2026	PR372- COUNCILLOR PAYMENT	\$ 19,747.60
1D42464.2	30/03/2026	DE LAGE LANDEN PTY LIMITED	-\$ 6,786.45	DE LAGE - MONTHLY IT EQUIPMENT LEASE FOR THE PERIOD FEBRUARY 2026	DE LAGEMONTHLY	\$ 6,786.45
1D42467.1	31/03/2026	ANZ BANK LIMITED		ANZ BANK - MONTHLY ANZ WORLDBANK 000591840027704 FEES FOR THE PERIOD MARCH 2026	000591840027704 - MARCH 26 000588780028049 - MARCH 26 000464660022066 - MARCH26 000463170021997 - MARCH26	\$ 29.95 \$ 118.88 \$ 99.97 \$ 857.44
1D42470.1	09/03/2026	ANZ BANK LIMITED	-\$ 10,658.28	ANZ CREDIT CARD PAYMENT FOR THE PERIOD 23/01/2026 - 22/02/2026	23012026-22022026	\$ 10,658.28
			-\$ 965,213.51			\$ 965,213.51

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**Shire of Carnarvon
Local Planning Scheme No. 13**

Amendment No. 14

Summary of Amendment Details

Update scheme text to introduce new and revised land use classes and general definitions to facilitate State Government reforms for short-term rental accommodation.

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FORM 2A

**Planning and Development Act 2005
RESOLUTION TO ADOPT AMENDMENT
TO LOCAL PLANNING SCHEME**

***Shire of Carnarvon Local Planning Scheme No. 13
Amendment No. 14***

Resolved that the Local Government pursuant to section 75 of the *Planning and Development Act 2005*, amend the above Local Planning Scheme by:

1. In Part 6, Division 1, Clause 37, 'Terms Used':
 - A. Delete the definition for *short-term accommodation*.
 - B. Amend the general definition for *cabin* to:

means a building that -

 - (a) *is an individual unit other than a chalet; and*
 - (b) *forms part of -*
 - (i) *tourist and visitor accommodation; or*
 - (ii) *a caravan park;*

and

 - (c) *if the unit forms part of a caravan park - is used to provide accommodation for persons, on a commercial basis, with no individual person accommodated for a period or periods exceeding a total of 3 months in any 12-month period*
 - C. Amend the general definition for *chalet* to:

means a building that —

 - (a) *is a self-contained unit that includes cooking facilities, bathroom facilities and separate living and sleeping areas; and*
 - (b) *forms part of -*
 - (i) *tourist and visitor accommodation; or*
 - (ii) *a caravan park;*
 - (c) *and if the unit forms part of a caravan park - is used to provide accommodation for persons, on a commercial basis, with no individual person accommodated for a period or periods exceeding a total of 3 months in any 12-month period*
2. In Part 6, Division 2, Clause 38, 'Land Use Terms Used':
 - A. Delete the definitions for:
 - o *bed and breakfast;*
 - o *holiday accommodation;*

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- *holiday house;*
 - *motel;*
 - *serviced apartment;*
 - *tourist development; and*
- B. Amend the existing land use term for *roadhouse* to:
- roadhouse means premises that has direct access to a State road other than a freeway and which provides the services or facilities provided by a freeway service centre and may provide any of the following facilities or services —
- (a) a full range of automotive repair services;
 - (b) wrecking, panel beating and spray painting services;
 - (c) transport depot facilities;
 - (d) accommodation for guests, on a commercial basis, with no individual guest accommodated for a period or periods exceeding a total of 3 months in any 12-month period;
 - (e) facilities for being a muster point in response to accidents, natural disasters and other emergencies;
- C. Insert the definition for *tourist and visitor accommodation* as per Schedule 1 – Model Provisions
3. In Part 3, Clause 17 ‘Zoning Table’ insert in alphabetical order the following land uses and permissibility:
- A. *hosted-short term rental accommodation*; designate as ‘P’ uses in zones where a dwelling is capable of approval and ‘X’ uses in all other zones.
 - B. *Unhosted-short term rental accommodation*;
 - *Regional Centre* – ‘P’ use
 - *Residential* – ‘D’ use
 - *Tourism* – ‘P’ use
 - ‘X’ use in all other zones
 - C. *tourist and visitor accommodation* and designate as ‘A’ in Tourism Zone and Regional Centre Zone, and ‘X’ in all other zones
4. In Part 3, Clause 17 ‘Zoning Table’, delete all references to:
- A. *bed and breakfast*;
 - B. *holiday accommodation*;
 - C. *holiday house*;
 - D. *motel*;
 - E. *serviced apartment*;
 - F. *tourist development*.
5. In schedules 1, 2, 3 and 4, replace the following land uses as follows:
- A. Holiday accommodation with unhosted short-term rental accommodation
 - B. Holiday house with unhosted short-term rental accommodation
 - C. Tourist Development with Tourist and Visitor Accommodation

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6. In schedules 1, 2, 3 and 4, delete references to the following land uses:
 - A. bed and breakfast;
 - B. holiday accommodation;
 - C. holiday house;
 - D. motel;
 - E. serviced apartment;
 - F. tourist development.

7. In schedule 5, Table 6, delete reference to the following land uses and their corresponding parking requirements:
 - A. Serviced Apartment
 - B. Holiday House
 - C. Bed and Breakfast
 - D. Motel

8. In schedule 5, Table 6, replace reference to the following land uses as follows:
 - A. Holiday Accommodation with unhosted short-term rental accommodation
 - B. Tourist Development with Tourist and Visitor Accommodation

The amendment is standard under the provisions of Regulation 35(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015* for the following reasons:

1. the amendment would have minimal impact on land in the scheme area that is not the subject of the amendment;
2. the amendment does not result in any significant environmental, social, economic or governance impacts on land in the scheme area;
3. the amendment is not considered a complex or basic amendment.

Dated this _____ day of _____ 20__

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(Chief Executive Officer)

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Scheme Amendment Report

1. Introduction

The purpose of this amendment is to amend the Shire of Carnarvon's local planning scheme to implement the State Government's planning reforms for short-term rental accommodation.

This amendment is required to ensure alignment with new 'deemed' and 'model' land use classes and general definitions introduced into the state planning framework. Most significantly, it includes amendments to reflect the 'deemed' land use classes for 'hosted short-term rental accommodation' and 'unhosted short-term rental accommodation', along with removal of superseded land uses. The following report provides further detail and background information on these changes, including specific implications for the Shire

2. Background

Short-Term Rental Accommodation (STRA) refers to the practice of renting out a property (or part of a property) for a relatively short period of time, usually on a nightly or weekly basis. This type of accommodation is usually booked through online platforms and is popular among travellers and visitors seeking temporary lodging for holidays, business trips or other short stays. The State Government has committed to various initiatives to deliver better regulation of the short-term rental accommodation sector.

In November 2023, the Western Australian Planning Commission released its *Position Statement: Planning for Tourism and Short-Term Rental Accommodation* (Position Statement) and associated Guidelines. The release of the Position Statement complemented other whole-of-government reforms relating to STRA, responding to recommendations made in the 2019 parliamentary enquiry *Levelling the Playing Field: Managing the impact of the rapid increase of short-term rentals in Western Australia*. This included development of a state-wide registration scheme for STRA, as well as an incentive scheme to encourage transition of properties from the short to long term rental market.

Alongside the registration scheme, which sits separately to the planning system and is mandatory for all STRA, amendments to planning regulations were flagged as a key part of the State Government's goal to ensure a fairer and more consistent treatment of STRA from both a legal and practical standpoint. The planning changes, which have triggered the need for the Shire to amend its scheme, aim to provide greater consistency across the state in relation to what approvals are needed for STRA proposals as well as how these uses are defined in local planning schemes.

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3. State Planning Framework

The State Government's planning reforms for short-term rental accommodation are being implemented predominantly through the *Planning & Development (Local Planning Schemes) Regulations 2015* (LPS Regulations), which in turn have been informed by policy direction provided through the Position Statement.

Position Statement

The Position Statement foreshadowed a series of amendments to the LPS Regulations with the overall aim of providing more certainty and consistency across jurisdictions in respect to the treatment of STRA. Key changes flagged in this document included dedicated land use classes for STRA to ensure a clear delineation between this use and traditional accommodation types, as well as a state-wide exemption for hosted STRA and a 90-night exemption for unhosted STRA within the Perth Metropolitan Area. The Position Statement also includes guidance on strategic and statutory planning matters for both tourism and STRA, as well as local planning policy development.

LPS Regulations

The LPS Regulations are a key component of Western Australia's planning system comprising of three major parts:

- Regulations proper, which set out the process for preparing or amending a local planning scheme;
- 'Model' provisions, set out in Schedule 1, which are to be used by local governments in preparing or amending a local planning scheme; and
- 'Deemed' provisions, set out in Schedule 2, read automatically into all local planning schemes, and override any existing scheme provision to the extent of any inconsistencies. Where there is a conflict between these provisions and the scheme, the deemed provisions prevail.

Amendments to both Schedules 1 and 2 of these regulations have been made to facilitate the necessary planning changes of the State Government's short-term rental accommodation (STRA) reform initiatives, as envisaged by the Position Statement. These changes, most notably, include:

- i. new 'deemed' land use classes of 'hosted short-term rental accommodation' and 'unhosted short-term rental accommodation' to ensure these accommodation types are classified as dedicated land use classes in planning schemes;
- ii. new 'deemed' general terms to define 'short-term rental accommodation' and link to the overarching *Short-Term Rental Accommodation Act 2024*, which provides the legal framework for the STRA Register;
- iii. a new 'model' land use class of 'tourist and visitor accommodation' to differentiate these use types from STRA, and consolidate a number of existing land use terms for tourist and visitor accommodation (aside from 'hotel'), as well as other changes to general definitions;
- iv. a state-wide development approval exemption for 'hosted short-term rental accommodation' (this includes ancillary dwellings); and

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- v. a 90-night (cumulative) exemption within a 12-month period for ‘unhosted’ short-term rental accommodation in the Perth metropolitan area.

The implications for these changes to the Shire are detailed further in the following sections of this report.

4. Local Planning Context

Short-term rental accommodation (STRA) in the Shire of Carnarvon has historically evolved alongside the tourism sector, rather than through any explicit local planning policy direction. The Shire’s Local Planning Strategy (2017) provides important insight into how visitor accommodation—including holiday homes, seasonal worker accommodation, caravan parks, and other short-stay formats—has been understood and managed over time.

Tourism has long been a major economic driver for the Shire, particularly in Coral Bay and Carnarvon, with significant seasonal population increases. This seasonal swell has historically placed pressure on the local accommodation market, fostering a mix of formal and informal short-stay arrangements.

In Coral Bay, governance of accommodation has been particularly strong. Since the early 2000s, the area has undergone numerous planning interventions, culminating in the Coral Bay Settlement Structure Plan (2015), which formally prohibits permanent residential subdivision or occupation in order to preserve the area’s tourism function and holiday-based character. The historical planning position is that Coral Bay remain a dedicated tourism settlement, with short-stay accommodation forming its dominant housing type and 89.2% of dwellings categorised as “other” (caravans, cabins, holiday units) as per the Local Planning Strategy.

Although specific numbers of STRA development approvals are not referenced, the Strategy highlights historical compliance challenges around seasonal worker accommodation in horticultural localities, with “largely non-compliant” accommodation historically occurring in the Intensive Horticulture Zone around Carnarvon and Wooramel. This issue overlaps with STRA pressures in the sense that seasonal workers compete for the same limited short-stay housing stock

The Shire’s strategic and statutory documents demonstrate a historical approach that:

- Recognises STRA as part of the broader tourism accommodation market rather than a stand-alone policy issue.
- Uses zoning and structure planning—especially in Coral Bay and coastal nodes—to control where short-stay accommodation is appropriate.
- Prioritises tourism-oriented use in specific settlements (especially Coral Bay) and seeks to avoid permanent residential encroachment into areas intended for tourism.
- Highlights emerging issues in seasonal worker accommodation and informal short-stay arrangements, signalling a need for clearer regulation.
- Encourages expansion and diversification of short-stay accommodation, including holiday homes, where consistent with tourism and settlement planning frameworks.

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5. Proposed Amendment

With the introduction of the new deemed land use classes into planning schemes associated with short-term rental accommodation, this scheme amendment relates to the introduction, modification and deletion of various land use and general definitions to the Shire's planning scheme. The new exemptions are also 'deemed' and as such are already operative, however this amendment does include changes to the zoning table to reflect the hosted STRA exemption as a permitted use.

Deemed Short-Term Rental Accommodation Land Use Classes

Whilst the new 'deemed' land use classes are automatically read into the Shire's scheme through the LPS Regulations, along with the previously mentioned exemptions, these uses are being incorporated into scheme zoning tables to ensure absolute clarity from an interpretation perspective, particularly given these uses replace long-standing 'model' land use classes within the Shire's planning framework.

To implement the required changes, this amendment requires deletion of all references to the land use classes of *bed and breakfast*, *holiday accommodation* and *holiday house* replaced with the new 'deemed' definitions of *hosted short-term rental accommodation* and *unhosted short-term rental accommodation*. This includes amending the Zoning Table and Definitions schedules of the scheme text accordingly.

In addition to the LPS Regulations, the Position Statement and Planning Bulletin 115 provide further direction for how STRA should be dealt with in local planning schemes from a permissibility standpoint. To reflect these requirements, this amendment proposes the following designations for these new land use classes:

- 'Hosted short-term rental accommodation' is proposed as a Permitted use in all zones where any type of 'dwelling' is capable of approval, to reflect the state-wide exemption in the 'deemed provisions';
- 'Unhosted short-term rental accommodation' is proposed to be designated in a manner that is consistent with the current 'Holiday House' land use

Aside from the above, where the uses of holiday house and bed and breakfast are referenced in other sections of the scheme text, these are to be cross-referenced accordingly.

Model 'Tourist and Visitor Accommodation' Land Use

A new model land use class of 'Tourist and Visitor Accommodation' has been introduced to supersede various traditional accommodation land use types (excluding 'hotel') and provide a clearer delineation between these uses and 'short-term rental accommodation'. In the context of the Shire's, uses to be deleted through this change include:

- *Motel – specifically referenced in the new land use class definition;*
- *Serviced apartment – specifically referenced in the new land use class definition;*
- *Tourist development – directly replaced by the new use class.*

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New and Revised Land Use & General Definitions

As part of the LPS Regulations changes, amendments to some other model definitions were also introduced so as to not cause confusion or conflict with the new short-term rental accommodation land use terms. These include deletion of the definition for 'short-term accommodation', which has been removed to avoid confusion with new terms relating to 'short-term rental accommodation'. This has consequentially resulted in modifications to the general model terms of 'cabin' and 'chalet', as well as the land use term for 'road house'. The new model terms are proposed to be introduced into the scheme text through this amendment.

Through deletion of the general term 'short term accommodation' it is proposed to insert into the scheme text the deleted model definition in-full wherever referenced, to replicate the changes made in the model provisions; this being:

accommodation for guests, on a commercial basis, either continuously or from time to time, with no guest accommodated for periods totalling more than 3 months in any 12-month period.

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**Planning and Development Act 2005
RESOLUTION TO ADOPT AMENDMENT
TO LOCAL PLANNING SCHEME**

***Shire of Carnarvon Local Planning Scheme No. 13
Amendment No. 14***

Resolved that the Local Government pursuant to section 75 of the *Planning and Development Act 2005*, amend the above Local Planning Scheme by:

1. In Part 6, Division 1, Clause 37, 'Terms Used':
 - a. Delete the definition for *short-term accommodation*.
 - b. Amend the general definition for *cabin* to:
means a building that -
 - (d) *is an individual unit other than a chalet; and*
 - (e) *forms part of -*
 - (iii) *tourist and visitor accommodation; or*
 - (iv) *a caravan park;*
and
 - (f) *if the unit forms part of a caravan park - is used to provide accommodation for persons, on a commercial basis, with no individual person accommodated for a period or periods exceeding a total of 3 months in any 12-month period*
 - c. Amend the general definition for *chalet* to:
means a building that —
 - (c) *is a self-contained unit that includes cooking facilities, bathroom facilities and separate living and sleeping areas; and*
 - (d) *forms part of—*
 - (iii) *tourist and visitor accommodation; or*
 - (iv) *a caravan park;*
 - (d) *and if the unit forms part of a caravan park - is used to provide accommodation for persons, on a commercial basis, with no individual person accommodated for a period or periods exceeding a total of 3 months in any 12-month period*
2. In Part 6, Division 1, Clause 38, 'Land Use Terms Used':
 - B. Delete the definitions for:
 - o *bed and breakfast;*
 - o *holiday accommodation;*
 - o *holiday house;*
 - o *motel;*
 - o *serviced apartment;*

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- *tourist development.*
- D. Amend the existing land use term for *road house* to:
- road house means premises that has direct access to a State road other than a freeway and which provides the services or facilities provided by a freeway service centre and may provide any of the following facilities or services —
- (f) a full range of automotive repair services;
 - (g) wrecking, panel beating and spray painting services;
 - (h) transport depot facilities;
 - (i) accommodation for guests, on a commercial basis, with no individual guest accommodated for a period or periods exceeding a total of 3 months in any 12-month period;
 - (j) facilities for being a muster point in response to accidents, natural disasters and other emergencies;
- E. Insert the definition for *tourist and visitor accommodation* as per Schedule 1 – Model Provisions
3. In Part 3, Clause 17 ‘Zoning Table’ insert in alphabetical order the following land uses and permissibility:
- A. *hosted-short term rental accommodation*; designate as ‘P’ uses in zones where a dwelling is capable of approval and ‘X’ uses in all other zones.
 - B. *unhosted short term rental accommodation*;
 - *Regional Centre* – ‘P’ use
 - *Residential* – ‘D’ use
 - *Tourism* – ‘P’ use
 - ‘X’ use in all other zones
 - C. *tourist and visitor accommodation* and designate as ‘A’ in Tourism Zone and Regional Centre Zone, and ‘X’ in all other zones
4. In Part 3, Clause 17 ‘Zoning Table’, delete all references to:
- a. *bed and breakfast*;
 - b. *holiday accommodation*;
 - c. *holiday house*;
 - d. *motel*;
 - e. *serviced apartment*;
 - f. *tourist development*; and
5. In schedules 1, 2, 3 and 4, replace the following land uses as follows:
- a. Holiday accommodation with unhosted short-term rental accommodation
 - b. Holiday house with unhosted short-term rental accommodation
 - c. Tourist Development with Tourist and Visitor Accommodation

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6. In schedules 1, 2, 3 and 4, delete references to the following land uses:
 - a. Bed and Breakfast
 - b. Motel
7. In schedule 5, Table 6, delete reference to the following land uses and their corresponding parking requirements:
 - a. Serviced Apartment
 - b. Holiday House
 - c. Bed and Breakfast
 - d. Motel
8. In schedule 5, Table 6, replace reference to the following land uses as follows:
 - a. Holiday Accommodation with unhosted short-term rental accommodation
 - b. Tourist Development with Tourist and Visitor Accommodation

The amendment is standard under the provisions of Regulation 35(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015* for the following reasons:

4. the amendment would have minimal impact on land in the scheme area that is not the subject of the amendment;
5. the amendment does not result in any significant environmental, social, economic or governance impacts on land in the scheme area;
6. the amendment is not considered a complex or basic amendment.

Dated this _____ day of _____ 20__

(Chief Executive Officer)

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FORM 6A

COUNCIL ADOPTION

This Standard Amendment was adopted by resolution of the Council of the Shire of Carnarvon at the Ordinary Meeting of the Council held on the 24th day of March, 2026.

.....
SHIRE PRESIDENT

.....
CHIEF EXECUTIVE OFFICER

COUNCIL RESOLUTION TO ADVERTISE

by resolution of the Council of the Shire of Carnarvon at the Ordinary Meeting of the Council held on the 24th day of March, 2026, proceed to advertise this Amendment.

.....
SHIRE PRESIDENT

.....
CHIEF EXECUTIVE OFFICER

COUNCIL RECOMMENDATION

This Amendment is recommended for support by resolution of the Shire of Carnarvon at the Ordinary Meeting of the Council held on the [number] day of [month], 20[year] and the Common Seal of the Shire of Carnarvon was hereunto affixed by the authority of a resolution of the Council in the presence of:

.....
MAYOR/SHIRE PRESIDENT

.....
CHIEF EXECUTIVE OFFICER

WAPC ENDORSEMENT (r.63)

.....
**DELEGATED UNDER S.16 OF
THE P&D ACT 2005**

DATE.....

FORM 6A - CONTINUED

APPROVAL GRANTED

.....
MINISTER FOR PLANNING

DATE.....



Planning Bulletin 115/2024
Short-Term Rental Accommodation (STRA) –
Guidance for local government



18 September 2024

1. Purpose

The *Planning & Development (Local Planning Schemes) Regulations 2015* (LPS Regulations) have been amended to facilitate planning changes for short-term rental accommodation (STRA). Alongside the state-wide Registration Scheme, which will be mandatory for all STRA as of 1 January 2025, the amended LPS Regulations are a key part of the State Government’s commitment to ensure there is fair and consistent regulation and management of STRA across the State’s planning system.

Local government will play an important role in implementing these changes through local planning frameworks. Most significantly, new ‘deemed’ land use classes for STRA have taken effect and are automatically read into every local planning scheme to which they apply.

Amendments to local planning schemes are needed to incorporate the new ‘deemed’ land uses into zoning tables, as well as remove any superseded land uses where relevant.

Local governments are encouraged to incorporate other new and revised ‘model’ land use classes and general definitions, that relate to tourism development, into their schemes where practicable.

This Planning Bulletin has been updated from a previous version released in November 2023. It provides a summary of the local planning scheme expectations resulting from these changes, as well as clarifying interpretation matters and outlining next steps for implementation.

2. Background

With the rising emergence of online booking platforms, there has been a lack of clarity on how STRA should be approached, including whether it should be a stand-alone land use class. This has led to inconsistency

between local government areas as well as challenges in those areas where tourism accommodation and local housing issues require more strategic consideration.

In November 2023, the Western Australian Planning Commission (WAPC) released its *Position Statement: Planning for Tourism and Short-Term Rental Accommodation* (Position Statement). Along with associated Guidelines, it outlines the WAPC’s position for clearer, more consistent regulation of STRA in planning frameworks.

The release of the Position Statement complemented other whole-of-government reforms relating to STRA, responding to recommendations made in the 2019 parliamentary enquiry *Levelling the Playing Field: Managing the impact of the rapid increase of short-term rentals in Western Australia*.

Information relating to the full suite of reforms, including the state-wide STRA Register and Incentive Scheme administered by the Department of Energy, Mines, Industry Regulation and Safety (DEMIRS), can be accessed via the [Short-Term Rental Accommodation Initiatives website](#).

The Position Statement foreshadowed a series of amendments to Schedules 1 and 2 of the LPS Regulations, which as of September 2024 are in force. These include:

- new ‘deemed’ general and land use definitions to ensure hosted and unhosted short-term rental accommodation are considered as dedicated land use classes in planning schemes;
- new ‘model’ land use class of ‘tourist and visitor accommodation’ to supersede and consolidate a number of land use terms for traditional accommodation, as well as other changes to general definitions;

- a state-wide development approval exemption for ‘hosted short-term rental accommodation’ (includes ancillary dwellings); and
- a 90-night (cumulative) exemption within a 12-month period for ‘unhosted short-term rental accommodation’ in the Perth metropolitan area.

Local governments and other key stakeholders were consulted on these changes to the LPS Regulations in April and May 2024, with feedback received incorporated into the final amended LPS Regulations.

3. Objectives

To outline the steps and timeframes for implementing recent changes to the LPS Regulations for STRA.

4. Amending Local Planning Schemes

Amendments to local planning schemes to complement and align with new ‘deemed’ land use classes for short-term rental accommodation will need to be initiated as soon as possible and should ideally be completed by mid-2025, to allow for development approvals to be obtained by **1 January 2026**.

To assist local government in meeting these timeframes, all scheme amendments relating to STRA will be processed as a priority once submitted to the WAPC for assessment.

Appendices 1 and 2 provide an overview of planning framework changes arising from the STRA regulatory changes, including indicative timeframes and contacts for further information.

[Scheme Amendments – ‘Deemed’ STRA Land Uses](#)

To ensure consistency across local planning schemes as well as alignment with the *Short-Term Rental*

Accommodation Act 2024 (STRA Act 2024), all local governments shall incorporate two new 'deemed' STRA land use classes into the zoning table of their local planning scheme by either:

- including 'hosted short-term rental accommodation' and 'unhosted short-term rental accommodation' where no uses of a similar nature have existed previously; or
- deleting superseded uses – in most cases 'bed and breakfast' and 'holiday house' – and replacing these with 'hosted short-term rental accommodation' and 'unhosted short-term rental accommodation'.

In all schemes, both metropolitan and regional, 'hosted short-term rental accommodation' should be listed as P use in all zones where any type of dwelling is capable of approval, reflecting the state-wide development approval exemption in the LPS Regulations.

For local governments within the boundaries of the Metropolitan Region Scheme (MRS), 'unhosted short-term rental accommodation' should be listed as a D or A use in zones where any type of dwelling is capable of approval, a P use in Tourism zones and an X use within all other zones, reflecting the direction set in the Position Statement.

The State Government is aware of a small number of local governments within the boundaries of the MRS who currently exempt STRA from the requirement to obtain development approval. These exemptions will need to be removed to achieve consistency with the amended LPS Regulations and Position Statement.

Local governments in regional areas, (i.e. outside of the MRS area), may designate 'unhosted short-term rental accommodation' as they see fit within each scheme zone to suit local tourism, housing or other relevant conditions.

Scheme Amendments – 'Model' Definitions

The changes also introduce a new 'model' land use class of 'tourist and visitor accommodation', which supersedes traditional accommodation uses including 'holiday accommodation', 'motel', 'serviced apartment', 'tourist development' and similar. This new definition sits separately to the retained 'hotel' use class and is also intended to include farm stays and larger bed and breakfast

style accommodation that do not fall within the definition for 'hosted short-term rental accommodation'.

While 'tourist and visitor accommodation' is not a 'deemed' definition, it is strongly encouraged to be included in local planning schemes going forward, ensuring a clearer differentiation between STRA and traditional accommodation uses. This new use, and deletion of relevant superseded uses, may be incorporated into schemes as part of the same amendment as the above-mentioned STRA uses.

This new model use class is not intended to replace other accommodation types such as lodging houses. These are not considered STRA or traditional accommodation for the purposes of these changes. Such land uses will continue to be classed as 'residential buildings'.

Further to this, revised general definitions of 'cabin' and 'chalet' and the amended land use definition of 'road house' can be introduced, along with deletion of the general definition for 'short-term accommodation'.

Classification of Scheme Amendments

The classification of amendments is at the discretion of the individual local government, however, the following provides a guide on scenarios where a 'basic' or 'standard' amendment stream might apply.

Scheme amendments that propose to replace superseded land use classes with the new STRA land uses, without changes to permissibility in the zoning table, can generally be processed as a 'basic' amendment.

If an amendment introduces or changes permissibility for new STRA and traditional accommodation uses, or introduces supplemental development standards or other scheme provisions, it will generally be progressed as a 'standard' amendment.

A model scheme amendment document has been prepared by the Department of Planning, Lands and Heritage (DPLH) and can be used by local governments in aligning their local planning schemes with the LPS Regulations and the Position Statement. If not already received, please contact your applicable schemes or area team at DPLH to obtain a copy of this amendment template.

5. 'Deemed' Development Approval Exemptions

Development Approval – New Exemptions

Amendments to the LPS Regulations have introduced two new 'deemed' development approval exemptions.

Hosted STRA

'Hosted short-term rental accommodation' is exempt state-wide and applies to all dwelling types with no time restrictions. The State Government's position on this matter was set through the release of the Position Statement in November 2023.

It is important to note that 'hosted short-term rental accommodation' will still require registration with the STRA Register, ensuring regulatory oversight.

Ancillary dwellings (granny flats) are considered to be 'hosted short-term rental accommodation' when the 'host' resides on site in either the primary or ancillary dwelling. This is because, by definition, ancillary dwellings can only occur on the same site as another type of dwelling (i.e. single, grouped or multiple). This is further reinforced by the general deemed definition of 'short-term rental arrangement', which provides the ability for a dwelling, or part of a dwelling, to be used as STRA.

Unhosted STRA

'Unhosted short-term rental accommodation' within the Perth metropolitan area is exempt from requiring development approval for a period of up to 90-nights within a 12-month period from the date of registration. This exemption is intended for ad hoc situations in a person's primary place of residence, such as when they are away on holidays. The exemption cannot be undone through a local planning policy.

The STRA Register will track booking events to monitor compliance with this exemption. Notifications will be sent to operators who are approaching the 90-night limit advising of the requirement to obtain development approval to continue the use beyond the exemption period. A change of use development application requirement is triggered once the 90-night exemption has been exhausted.

Development Assessment and Approval – Unhosted STRA

The assessment of development applications for changes of use to ‘unhosted short-term rental accommodation’ will generally be a matter for the local government to consider on a case-by-case basis, having regard to any local planning policies prepared (refer to Local Planning Policies section below).

It is prudent to note that the premises must first be classified as a type of ‘dwelling’ to enable the change of use, given reference to this term within the ‘deemed’ general definition for ‘short-term rental accommodation’.

In this regard, the Residential Design Codes (R-Codes) will, in most instances, continue to apply to works associated with a short-term rental accommodation proposal.

Local governments have the flexibility to condition occupancy numbers for ‘unhosted short-term rental accommodation’ through development approvals, should the maximum of 12 persons be considered inappropriate in relation to the size of the dwelling. Local planning policies can provide guidance on when and how occupancy numbers may be assessed and conditioned.

It should also be noted that in zones where a type of ‘dwelling’ is discretionary, it is possible for a site to have multiple active development approvals in-force at any one time allowing for changes of use between STRA and a ‘dwelling’ without the need to obtain further approval.

Where a development approval is required under a scheme for ‘unhosted short-term rental accommodation’, a local government can consider any relevant matter under clause 67 of the ‘deemed provisions’.

Bushfire Considerations

Changes to the State Government’s bushfire planning framework detail that a ‘vulnerable land use’ does not include a change of use in an existing single house or ancillary dwelling; including STRA. The proposed changes will also make clear that Part 10A of the ‘deemed provisions’ will be mostly concerned with the construction aspect of development (i.e. not changes to use).

The LPS Regulations amended for STRA also introduce a new ‘deemed’ clause 78B(1A), to ensure that exempt short-term rental accommodation proposals situated within bushfire prone areas, remain as such. This would apply in instances where the use is permitted in a zone, or otherwise exempt through cl. 61 of the ‘deemed provisions’.

A Good Host Pack for short-term rental accommodation owners has been prepared by DEMIRS, which includes information from the Department of Fire and Emergency Services (DFES), with messaging encouraging STRA operators to ensure they have a bushfire plan in place and to communicate this with their guests. Further information can also be found [via the DFES website](#).

Local governments may also include bushfire response considerations within local planning policies for STRA.

Local Planning Policies (LPPs)

The Position Statement encourages the development of LPPs to provide further guidance on the consideration of STRA proposals. Existing LPPs relating to STRA can continue to operate and be used for assessment purposes, except where they conflict with changes to the LPS Regulations or replicate the state-wide Registration Scheme.

Local government should update existing LPPs concurrently with scheme amendments, to ensure alignment with the amended LPS Regulations as well as the Position Statement and Guidelines.

To assist, a Local Planning Policy Guidance document has been prepared, in collaboration with the WA Local Government Association (WALGA). This document provides direction on a number of matters which can be considered when preparing local planning policies for the assessment of ‘unhosted short-term rental accommodation’. A copy of this policy guidance is available at the [WALGA website](#).

6. State-Wide STRA Register

The state-wide STRA Register, established by the STRA Act 2024, is now operational. Registration for all STRA will be mandatory by **1 January 2025**. The Register replaces any existing local government STRA

registers which may have been in place prior to proclamation of the STRA Act 2024.

All STRA are required to register prior to operation – regardless of whether they are ‘hosted’ or ‘unhosted’, or whether they qualify for a development approval exemption through the LPS Regulations. Registration is completed by either the STRA owner or tenant (with the owner’s consent) and is renewed annually.

Under the STRA Act 2024 and associated regulations, it is mandatory for applicants to enter either that a development approval is not required, or the status of their development approval at the point of registration. This includes whether an application has been approved (including their development approval number), submitted, refused, or not obtained.

STRA accommodation providers may register their premises without having first obtained a development approval, however they must comply with all relevant local planning scheme requirements.

Where a premises is being used for STRA unlawfully, local governments may take enforcement action under the *Planning and Development Act 2005*. A designated officer of the LGA may also provide the Commissioner for Consumer Protection with a certificate under section 29 of the STRA Act. Where considered appropriate to do so, the Commissioner may exercise their discretionary power to suspend or cancel registration based on the grounds listed in the STRA Act 2024.

Strategic Planning Implications

Registration data will, over time, allow local governments to make more informed strategic decisions based on the actual number, type and location of registered STRA premises within a particular municipality.

Any further action taken based on this data would need to be considered holistically in the context of a broader population and housing analysis undertaken through a local planning strategy review.

Further guidance on strategic planning considerations for STRA and tourism more broadly is provided in the Position Statement and Guidelines.

7. Communication and advice to STRA operators

Changes to planning schemes may create uncertainty for existing STRA operators who have not previously required development approval, or where such requirements have been unclear or not consistently enforced.

Local governments should consider how best to communicate relevant planning changes to their communities and/or existing STRA operators, to allow for development approvals to be obtained by 1 January 2026. STRA owners and operators may contact their local government seeking information about approval requirements that currently exist, or may be introduced in their area.

Any communication from local government on planning requirements should also make it clear that obtaining a development approval is a separate process to registration, which is to be done online through the [DEMIRS registration portal](#). Local governments undertaking 'standard' amendments to implement the new STRA and tourism land use classes may wish to consider communications approaches during the amendment consultation period.

To assist, a dedicated website [Short-Term Rental Accommodation Planning Reforms](#) has been established to provide information to STRA operators and other interested parties. The website includes various FAQs, as well as links to the Position Statement and Guidelines.

Further Information

Further information on the Position Statement and LPS Regulations changes can be obtained from tourism@dplh.wa.gov.au.

Technical enquiries regarding scheme amendments should be directed to the relevant schemes or area team for your local government area.

Further information on the technicalities of the register, including the local government dashboard, can be obtained via by contacting the STRA Registration Team at DEMIRS at straenquiries@demirs.wa.gov.au.

**Appendix 1 – SUMMARY OF PLANNING FRAMEWORK CHANGES –
SHORT TERM RENTAL ACCOMMODATION (STRA)**

	INSTRUMENT	SUMMARY OF CHANGES	TIMEFRAME FOR CHANGES	CONTACT FOR FURTHER INFORMATION
STATE GOVERNMENT	LPS Regulations	<p>Schedule 1 – Model Provisions:</p> <ul style="list-style-type: none"> Revised general definitions for ‘cabin’ and ‘chalet’; Consolidated land use class for ‘tourist and visitor accommodation’; Deleted land use classes for various accommodation types; and Revised land use definition for ‘road house’. <p>Schedule 2 – Deemed Provisions:</p> <ul style="list-style-type: none"> Land use definitions for ‘hosted STRA’ and ‘unhosted STRA’; General STRA definitions linking to the <i>Short-Term Rental Accommodation Act 2024</i>; Development approval exemption for hosted STRA (state-wide); Development approval exemption for unhosted STRA operating up to 90-nights in a 12-month period within the Perth metropolitan area (i.e. where MRS applies); and Exemption for STRA within bushfire prone areas. <p>NOTE – Position Statement and Guidelines to provide direction on the above was previously released in November 2023.</p>	<p>In operation.</p> <p>Local Governments to amend schemes as per Part 4 and Appendix 2 of this bulletin.</p>	DPLH Tourism Team – tourism@dplh.wa.gov.au
	Local Planning Strategies	<ul style="list-style-type: none"> Strategies should acknowledge the role and impacts of STRA in the local area (as appropriate), within tourism and housing sections. Data from the Short-Term Rental Accommodation Register, accessible by local governments, to be used as evidence to justify and inform strategic direction in conjunction with other findings applicable to tourism accommodation and housing supply. 	As required during periodic strategy review process.	DPLH Land Use Planning area or scheme team
LOCAL GOVERNMENT	Local Planning Schemes	Refer Appendix 2		
	Local Planning Policies (LPPs)	<ul style="list-style-type: none"> Local governments may develop new or revised LPPs to address specific STRA planning issues in their area. These should align with the LPS Regulations Amendments as well as the WAPC’s Position Statement Preparation should consider matters outlined in WALGA’s STRA Local Planning Policy Guidance document. LPPs should be prepared for the purpose of guiding the assessment of development applications for unhosted STRA, given the state-wide exemption for hosted STRA. LPPs cannot undo cl. 61 exemptions for hosted and unhosted STRA. 	Policy development concurrent with scheme amendment (as above) is encouraged to ensure holistic consideration of planning framework changes.	DPLH Land Use Planning area team

**Appendix 2 – SUMMARY OF LOCAL PLANNING SCHEME CHANGES –
SHORT-TERM RENTAL ACCOMMODATION (STRA)**

	SUMMARY OF CHANGES	TIMEFRAME FOR CHANGES	CONTACT FOR FURTHER INFORMATION
PERTH METROPOLITAN (i.e. within MRS)	<p>Mandatory Amendments – by 1 January 2026:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduce new ‘hosted short-term rental accommodation’ deemed use class, to replace ‘bed and breakfast’ where applicable. Assign as a ‘P’ use in all zones where any type of dwelling is capable of approval, to reflect state-wide exemption. <input type="checkbox"/> Introduce new ‘unhosted short-term rental accommodation’ deemed use class, to replace ‘holiday house’ and similar where applicable. Assign as a ‘D’ or ‘A’ use in all zones where any type of dwelling is capable of approval, ‘P’ in Tourism zones and ‘X’ in remaining zones, to reflect direction in the WAPC’s Position Statement (November 2023). <p>Additional Amendments:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Replace superseded model traditional and tourist accommodation land uses with new ‘tourist and visitor accommodation’ use (note – ‘hotel’ is retained). <input type="checkbox"/> Introduce revised general definitions of ‘cabin’ and ‘chalet’, revised land use definition of ‘road house’ and delete general definition for ‘short-term accommodation’. 	<p>Amendments to be finalised preferably by mid-2025, and no later than 1 January 2026.</p>	<p>DPLH scheme team.</p> <p>Note - all scheme amendments relating to STRA will be processed as a priority.</p>
REGIONAL (i.e. outside MRS)	<p>Mandatory Amendments – by 1 January 2026:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduce new ‘hosted short-term rental accommodation’ deemed use class, to replace ‘bed and breakfast’ where applicable. Assign as a ‘P’ use in all zones where any type of dwelling is capable of approval, to reflect state-wide exemption. <input type="checkbox"/> Introduce new ‘unhosted short-term rental accommodation’ deemed use class, to replace ‘holiday house’ and similar where applicable. Assign in zoning tables as required to reflect local housing and tourism conditions. <p>Additional Amendments:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Replace superseded model traditional and tourist accommodation land uses with new ‘tourist and visitor accommodation’ use (note – ‘hotel’ is retained). <input type="checkbox"/> Introduce revised general definitions of ‘cabin’ and ‘chalet’, revised land use definition of ‘road house’ and delete general definition for ‘short-term accommodation’. 	<p>Amendments to be finalised preferably by mid-2025, and no later than 1 January 2026.</p>	<p>DPLH area team</p> <p>Note - all scheme amendments relating to STRA will be processed as a priority.</p>

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SHIRE OF CARNARVON
CORAL BAY PRECINCT STRUCTURE PLAN
COMMUNITY ENGAGEMENT PLAN
FEBRUARY 2026



ACKNOWLEDGEMENT

Shape Urban acknowledge the Baiyungu people as traditional custodians of the land on which we have worked for this project. We recognise their cultural heritage, beliefs and relationship to the land, which continue to be important to the Baiyungu people today.

We pay our respects to Elders past and present, and to the land which they have cared for.

PROJECT PARTNERS

Shire of Carnarvon



SHAPE URBAN

DISCLAIMER

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DOCUMENT CONTROL

Shire of Carnarvon
Community Engagement Plan - February 2026

No.	Author	Reviewed By	Date	Purpose
1	R Doohan	A Kelderman	25 Feb 2026	Draft for Review
2				
3				
4				



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1 INTRODUCTION

1 INTRODUCTION

1.1 Document Purpose

The Shire of Carnarvon (SoC or the Shire) has engaged a consultant team to prepare a Precinct Structure Plan (PSP) for Coral Bay (Figure 1). The existing Coral Bay Settlement Structure Plan (CBSSP) is due to expire in 2028 and provides an opportunity to prepare a new plan that aligns with the PSP framework.

As part of the preparation of the PSP engagement with the local community and stakeholders is essential.

The purpose of this Community Engagement Plan (CEP) is to provide an overview of the engagement proposed to support the PSP development.

1.2 Engagement Objectives

The overarching purpose of engagement is to provide the community the opportunity to inform the PSP.

More specifically, the objectives of the engagement are:

- + To raise awareness of the project amongst the community and stakeholders;
- + To understand the community values, wants, needs and barriers;
- + To build community connections;
- + To engage with a broad cross section of community; and
- + To provide space for stakeholders to speak freely.

1.3 Project Team

The consultant team will be led by Hames Sharley, with Shape Urban leading the engagement component. An overview of the key personnel associated with the engagement components of the project is outlined below

Shire of Carnarvon

- + Stefan Louw, Executive Manager Community Planning & Sustainability - day-to-day project/contract management.

Hames Sharley

- + Georgia Young, Associate - Project Manager
- + Rebecca Spencer, Senior Associate - Client Manager

Shape Urban

- + Anna Kelderman, Director - Engagement Lead
- + Olivia Chetkovich, Senior Engagement Consultant - engagement support

1.4 Timeframes

The project will run for approximately 18 months across four project stages.

- + **Stage 1: Project inception**
February - April 2026
- + **Stage 2: Preliminary Engagement and Drafting PSP**
April - September 2026
- + **Stage 3: Council consideration of draft PSP**
September - November 2026
- + **Stage 4: Finalisation of PSP**
November 2026 - June 2027



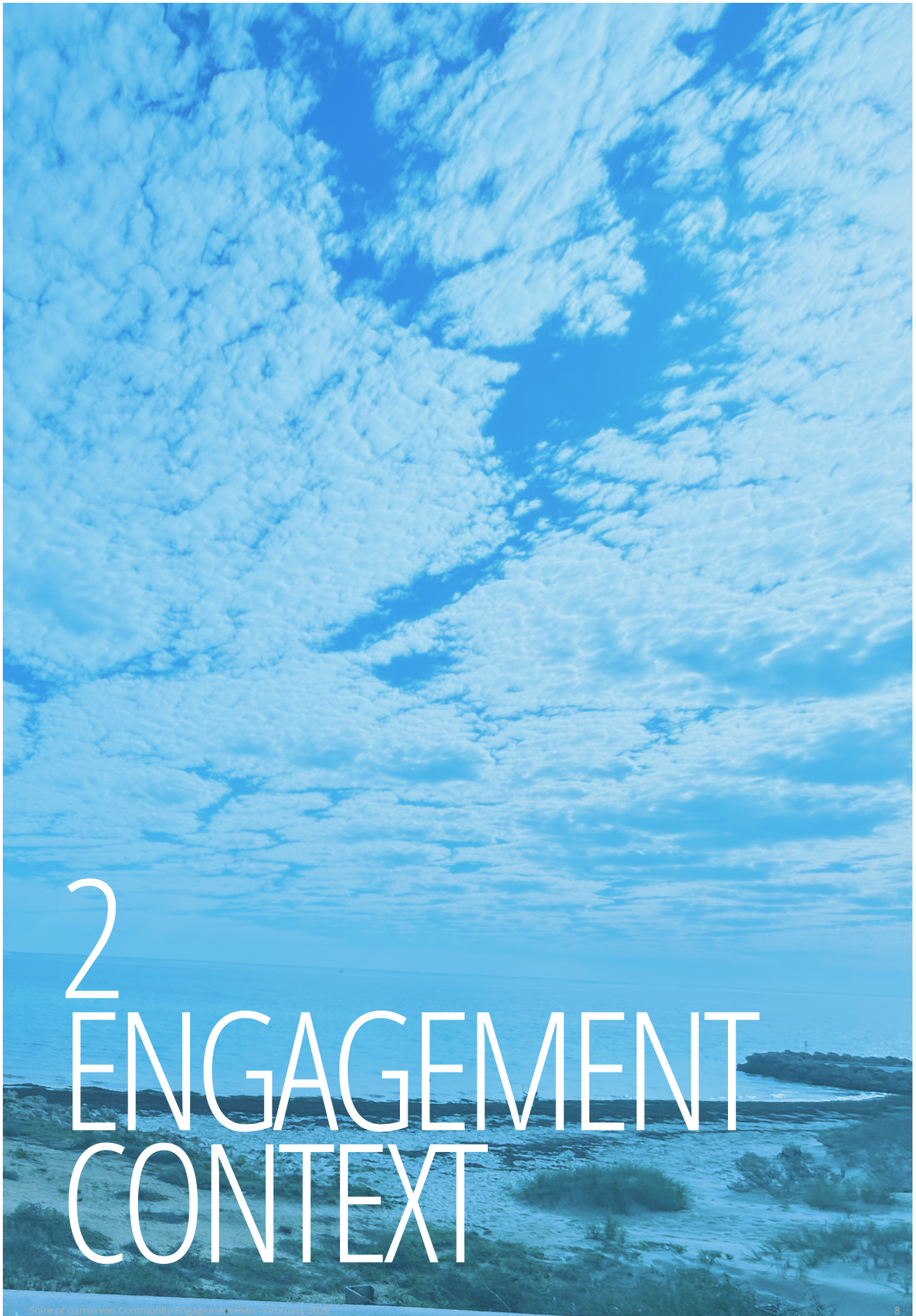
Figure 1 PSP boundary (source: Shire of Carnarvon Request for Quotation document, 2025)

1.5 Engagement Summary

Table 1 provides a snapshot of the community engagement proposed for the project. More detail on the engagement methods and actions and communication methods can be viewed in Sections 4 and 5 respectively.

Table 1 Engagement summary

Stage	Engagement Purpose	Timing	Community Engagement Methods	Communications Methods
Stage 1: Project inception	To prepare the CEP to provide a framework for developing and delivering the engagement.	Feb - Apr 2026	+ Nil	+ Nil
Stage 2: Preliminary Engagement and Drafting PSP	To seek input from the community for the draft PSP, particularly around the design opportunities and ways the PSP can support and guide future development.	Apr - Nov 2026	+ Online survey + Online mapping tool + In-person meetings + In-person drop-in session	+ Communications Content Package 1 + Shire updates
Stage 3: Council consideration of draft PSP	For the Council to consider the feedback shared by the community during stage 2.	Nov 2026 - Jan 2027	+ Nil	+ Shire updates
Stage 4: Finalisation of PSP	To formally advertise the draft PSP in accordance with planning legislation to seek feedback from the community.	Jan - Nov 2027	+ Written submissions	+ Communications Content Package 2 + Shire updates + Communications Content Package 3



2 ENGAGEMENT CONTEXT

Shire of Carnarvon Community Engagement Plan - February 2026

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2 ENGAGEMENT CONTEXT

2.1 Project Context

Coral Bay is located in the SoC, 238 kilometres north of the Carnarvon townsite.

Planning in Coral Bay is currently undertaken in accordance with the CBSSP. This plan is due to expire in 2028 and therefore requires review. The first step in the process was to review the bed number component currently employed in the CBSSP for managing growth. This was completed in late 2024.

Since the CBSSP's approval in 2015, the framework and requirements for structure plans has been amended. Therefore this review also enables the review of the CBSSP to align with the current planning framework *WA Planning Manual - Guidance for Structure Plans* (Western Australian Planning Commission (WAPC), 2023) and *State Planning Policy 7.2 Precinct Design* and associated guidelines.

2.2 Policy and Legislative Requirements

The *WA Planning Manual - Guidance for Structure Plans* (WAPC, 2023) recommends preliminary stakeholder engagement prior to and in addition to formal consultation.

Public advertising of the draft PSP is required under the *Planning and Development (Local Planning Schemes) Regulations 2015*.

The Shire's Policy CD009 Community Engagement, provides a framework for undertaking consultation. This CEP aligns with the policy objectives.

2.3 Historical Engagement

In 2024, the SoC undertook a review of the CBSSP, to review the bed number component and assess the development capacity of zoned land.

The review focused on two key issues facing the Coral Bay settlement:

- + Bed number component for workers and tourists
- + Development capacity of zoned land across Coral Bay

The review involved an engagement process to build capacity among the Coral Bay settlement stakeholders and inform the anticipated update to the CBSSP in 2026.

Engagement included individual stakeholder meetings in Coral Bay. This consultation was undertaken concurrently with the preliminary engagement for the Local Planning Strategy, which also included an online survey, drop-in session in Carnarvon and an online workshop. Whilst this engagement was for the whole local government area, it also provided an opportunity to share feedback specific to Coral Bay.

2.4 Aboriginal Engagement

We recognise and acknowledge the Baiyungu people as the Traditional Owners of the land within Coral Bay.

Engagement with the Baiyungu Aboriginal Corporation (BAC) as a landowner in Coral Bay will be undertake to inform the PSP.

2.5 Risk and Mitigation

Table 2 outlines the potential project risks associated with the engagement and the proposed strategies that can be applied to mitigate that risk.

Table 2 Identified engagement risks

Identified risk	Mitigation strategy
<p>Misalignment of stakeholders aspirations - different stakeholders will want different things for the CBSSP which could result in some stakeholders being unhappy with the suggestions and recommendations.</p>	<ul style="list-style-type: none"> + Ensure that the negotiable and non-negotiable elements of the project are shared to set clear expectations about which elements can be influenced. + Provide opportunities where people can hear and/or read feedback shared by other community members to highlight the range of opinions. E.g. through community drop-in sessions, publication of engagement outcomes report.
<p>Lack of stakeholders interest to participate - community and stakeholders will not be interested in participating the engagement due to recent consultation on this project.</p>	<ul style="list-style-type: none"> + The bed cap capacity review consultation was undertaken in 2024. It will be important to draw the links between that work whilst also highlighting how this project is different and what community contributions can be made to this project. + Clearly communicate what the role of the PSP is and how engaging in the project can influence future planning.
<p>Availability of community and stakeholders to participate in the project - stakeholders will be unavailable during the times allocated for engagement.</p>	<ul style="list-style-type: none"> + Providing an online engagement method of at least four weeks, will ensure there is opportunity to share feedback. + Ensure engagement is undertaken when community members are likely to be available to maximise exposure to the project and opportunity for involvement (consideration of school holidays, public holidays, peak visitation periods etc)
<p>Environmental concerns and challenges - the region has significant environmental value and any development may be considered a threat to the environmental values and integrity of the natural systems. This has been escalated in the past on several occasions, specifically in proximity to Coral Bay</p>	<ul style="list-style-type: none"> + Clearly articulate the role of the PSP and the where the plan applies. + Explain that the PSP will provide a way of ensuring a contemporary planning control framework for managing development. Mechanisms through the PSP will assist to manage the impacts of development on the surrounding environment this includes consideration of the outcomes from the 'Bed number and development capacity review' (2024).

Table 2 Identified engagement risks

Identified risk	Mitigation strategy
<p>Tourism and recreational user group expectations - It is possible that tourists and accommodation providers of Coral Bay could agitate for significantly increased development, which contradicts current state considerations for Coral Bay</p>	<ul style="list-style-type: none"> + Clearly articulate the role of the PSP and the where the plan applies. + Explain that the PSP will provide a way of ensuring a contemporary planning control framework for managing development. Note the plan intends to apply the intent of the bed cap whilst moving to more suitable controls.
<p>Language and accessibility of engagement materials - information shared is difficult to understand and therefore the level of interest and/or engagement is compromised.</p>	<ul style="list-style-type: none"> + Use simple, every day language to explain project, the role of the document and how the community can be involved. + Provide links to government documentation for those who want a greater level of technical information, but otherwise keep explanations and background information simple.
<p>Other non-planning related issues - matters raised that are outside the scope of what a PSP can address.</p>	<ul style="list-style-type: none"> + Clearly indicate the role of the PSP and what it includes. + Respond to queries by linking back to the Structure Plan Guidelines and State Planning Policy framework to highlight what elements can be managed through a PSP.
<p>Elements outside PSP control - Some issues that are required to be addressed are outside the control of the planning framework as highlighted in the 'Bed number and development capacity review' (2024)</p>	<ul style="list-style-type: none"> + FAQs and in-person engagement materials will need to clearly articulate what a PSP can influence and what is outside its control. + During stakeholder meetings/liaison with key agencies (e.g. service providers, Main Roads, Tourism) there is an opportunity to flag these issues and build relationships with the Shire to enable ongoing discussion to address them.

2.6 Engagement Principles

This CEP has been prepared to align with the International Association for Public Participation (IAP2) engagement principles set out in the IAP2 Code of Conduct. These principles are that - Public Participation:

- + Is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- + Includes the promise that the public's contribution will influence the decision.
- + Promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
- + Seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- + Seeks input from participants in designing how they participate.
- + Provides participants with the information they need to participate in a meaningful way.
- + Communicates to participants how their input affected the decision.

In addition, the approach to stakeholder engagement in the CEP includes principles based on the recognised benefits of community engagement, acknowledging that the outcomes of engagement are often greater than what the engagement is explicitly trying to achieve.

These additional principles are:

- + Public participation promotes local agents for implementation, bestowing decision making power to communities and enabling local support for delivery.
- + Public participation develops a shared agenda and alignment to shared tasks and activities.
- + Public participation build cohesiveness and inclusiveness in communities.

IAP2 has developed a framework that defines the level of public participation in a spectrum (Figure 2). In the IAP2 spectrum, the further to the right of the spectrum, the greater the ability of the public to influence or impact decision-making.

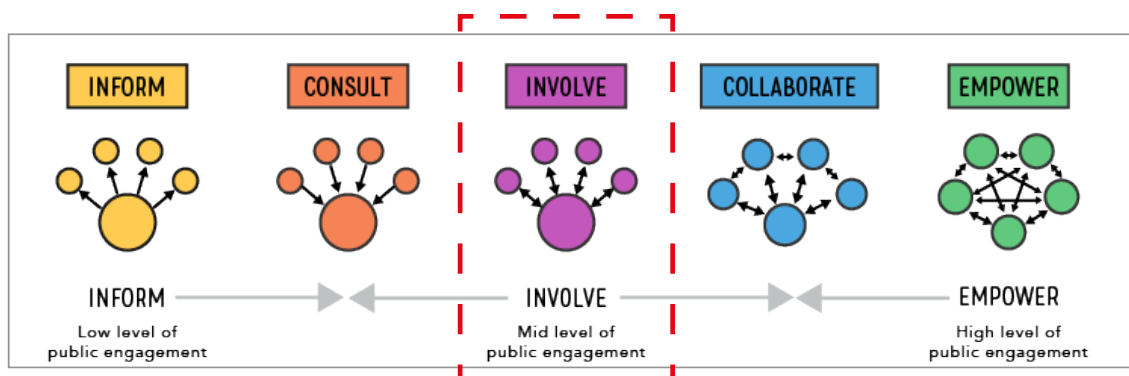


Figure 2 IAP2 Spectrum

Our CEP attempts to provide opportunities for the engagement process to achieve the level of **Involve**.

- + **Public Participation Goal** - *To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.*
- + **Promise to the Public** - *We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision*

2.7 Negotiable and Non-negotiable

When we engage with any stakeholder, we need to be clear about what it is they are being engaged for and what they can influence. The negotiables and non-negotiables enable us to clearly identify their role in the project.

NEGOTIABLES

In this project, the negotiable elements that can be influenced and shaped by the community are:

- + Identification of community values.
- + Identification of opportunities and challenges that exist in the townsite.
- + Identification of design considerations and opportunities that capture the local character.
- + Development considerations within an overall cap

NON-NEGOTIABLES

The non-negotiable elements are:

- + Coral Bay will remain a tourism settlement
- + The existing structure plan is due to expire in 2028 and requires review.
- + The manner and form of the PSP shall comply with the requirements of WA Planning Manual Guidance for Structure Plans (2023) and State Planning Policy 7.2 Precinct Design and associated guidelines.
- + The recommendations of the *CBSSP - Bed Number and Development Capacity Review* (Hames Sharley, 2024) apply.



Shire of Carmarvon Community Engagement Plan - February 2026

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3 STAKEHOLDERS

3.1 Stakeholder Analysis

Table 3 provides a summary of stakeholder groups and organisations that will need to be considered and engaged throughout this process. Each stakeholder group is considered in terms of the level of interest, the impact the project might have on them, and the influence they may have on over the project outcomes. The scale in Table 3 should be read as follows:

- + L = Low - low level of interest, impact or influence on the project
- + M = Medium - medium level of interest, impact or influence on the project
- + H = High - high level of interest, impact or influence on the project

Table 3 Stakeholder Analysis

Stakeholder	Relationship To Project	Interest	Impact	Influence
Ministers (only relevant portfolios listed)				
Hon John Carey BA MLA, Minister for Planning and Lands; Housing and Works;	<ul style="list-style-type: none"> + PSP requires consideration by Department of Planning, Lands and Heritage (DPLH) and approval from WAPC. + PSP will include requirements to facilitate housing provision. 	H	H	H
Hon Stephen Dawson, Minister for Regional Development;	<ul style="list-style-type: none"> + PSP requirements may facilitate further development in Coral Bay, in turn impacting social, economic and environmental elements in the region. 	H	H	H
Hon Hannah Beazley BA MLA, Minister for Local Government; Gascoyne	<ul style="list-style-type: none"> + PSP area within the Gascoyne Region. + PSP requirements may facilitate further development in Coral Bay, in turn impacting social, economic and environmental elements in the region. 	H	H	H
Hon Don Punch BPsych BSocwk MBA MLA, Minister for Aboriginal Affairs;	<ul style="list-style-type: none"> + Registered site within Coral Bay. + BAC is a significant landowner in Coral Bay and development of their land may be of interest to Minister. 	H	H	H
Hon Reece Whitby MLA, Minister for Tourism	<ul style="list-style-type: none"> + Coral Bay is a significant WA tourist destination. + PSP requirements may facilitate further development in Coral Bay, in turn impacting tourism. 	H	H	H

Table 3 Stakeholder Analysis (continued)

Stakeholder	Relationship To Project	Interest	Impact	Influence
State Government Agencies				
DPLH and WAPC	<ul style="list-style-type: none"> + Statutory body that will approve the new CBSSP. + Registered Aboriginal Cultural Heritage sites within townsite. 	H	H	H
Department of Primary Industries and Regional Development (DPIRD)	<ul style="list-style-type: none"> + Aim to build vibrant regional communities. + May have an interest if the PSP generates more development. 	H	H	H
Department of Biodiversity, Conservation and Attractions (DBCA)	<ul style="list-style-type: none"> + Marine Park over Ningaloo Coast directly abutting townsite. + PSP will need to consider environmental impacts. 	H	H	H
Gascoyne Development Commission	<ul style="list-style-type: none"> + Facilitate economic and social development in the Gascoyne Region. + PSP requirements may facilitate further development in Coral Bay, in turn impacting social, economic and environmental elements in the region. 	H	H	H
Department of Water and Environment Regulation (DWER)	<ul style="list-style-type: none"> + Authority responsible for water and environmental regulation, including waste, climate resiliance, water resources and environmental protection. + Coral Bay has significant environmental values, abutting the Ningaloo Marine Park. + Increased development may have implications for waste and water supply. 	H	H	H

Table 3 Stakeholder Analysis (continued)

Stakeholder	Relationship To Project	Interest	Impact	Influence
Department of Creative Industries, Tourism and Sport (DCITS)	<ul style="list-style-type: none"> + Coral Bay is a major tourist destination. + PSP requirements may facilitate further development in Coral Bay, in turn impacting tourism. 	H	H	H
Department of Fire and Emergency Services (DFES)	<ul style="list-style-type: none"> + Majority of the PSP is within a bushfire prone area (as per State Planning Policy 3.7) 	H	H	H
Department of Transport (DoT)	<ul style="list-style-type: none"> + Coral Bay Maritime Facility are managed by DoT. + PSP will need to consider coastal planning requirements of State Planning Policy 2.6 which DoT have some role in. 	H	H	H
Main Roads WA	<ul style="list-style-type: none"> + Coral Bay Road within PSP area is managed by Main Roads WA. 	H	H	H
Water Corporation, Horizon Power	<ul style="list-style-type: none"> + PSP may facilitate increased development in Coral Bay. + Increased visitor numbers and permanent residents will impact on energy, water and wastewater services. 	H	H	H
Telecommunication Service Provider	<ul style="list-style-type: none"> + PSP may facilitate increased development in Coral Bay, resulting in increased visitor and permanent resident numbers which may impact service provision. 	H	H	H
Local Government				
SoC Elected Members	<ul style="list-style-type: none"> + Responsible for endorsing CBSSP prior to WAPC approval. + Important connection between the administration and community. + Provide project support by sharing opportunities for community participation and engagement and advocating for project outcomes. 	H	H	H

Table 3 Stakeholder Analysis (continued)

Stakeholder	Relationship To Project	Interest	Impact	Influence
SoC administration	<ul style="list-style-type: none"> + Responsible for implementing CBSSP once approved. + Manage day to day project and planning inquiries from rate payers, residents and the community. + 'French's Shack (P25560)' is a local heritage listed place within the CBSSP. 	H	H	H
Shire of Exmouth	<ul style="list-style-type: none"> + Neighbouring local government. + Part of Ningaloo coastline is within the Shire of Exmouth and any planning that might impact the Ningaloo coastline may have flow on impacts to the Shire of Exmouth. + Some visitors to Coral Bay may travel through Exmouth airport rather than via Carnarvon. Therefore increased visitors may have impacts on Exmouth. 	H	M-H	M-H
Aboriginal Community				
Baiyungu Aboriginal Corporation (BAC)	<ul style="list-style-type: none"> + Prescribed Body Corporate for Coral Bay. + Significant landowner in town, with planned developments already being considered. + BAC are supportive of some development of their assets. 	H	H	H
Local Indigenous residents	<ul style="list-style-type: none"> + Local Aboriginal community may have interest in how the PSP impacts development of the town. 	M-H	M-H	M
Reconciliation Action Plan Reference Group	<ul style="list-style-type: none"> + There are sites within the Coral Bay Structure Plan area associated with the Aboriginal Cultural Heritage Register. + Opportunity to provide strategic advice on the PSP. 	H	H	H

Table 3 Stakeholder Analysis (continued)

Stakeholder	Relationship To Project	Interest	Impact	Influence
Community				
Ningaloo Coast World Heritage Advisory Committee	<ul style="list-style-type: none"> + Provides advice to Commonwealth and State Environment Ministers. + Represents view points of local and broader community. + Holder of local knowledge and likely to be highly interested in planning that could impact on the Ningaloo Coast. 	H	M-H	M-H
Land owners of existing holiday homes	<ul style="list-style-type: none"> + Live or own Holiday Homes within the Coral Bay and may be impacted by changes to planning requirements and guidelines. 	H	H	M
Businesses	<ul style="list-style-type: none"> + Own businesses or work at a business within the area that may be impacted by change to planning requirements and guidelines. 	H	H	M
Local residents	<ul style="list-style-type: none"> + Live in Coral Bay but do not own land. + May have an interest in how the PSP impacts development of the town. 	M-H	M-H	M
Visitors / Tourists	<ul style="list-style-type: none"> + Local, regional and international visitors and tourists use local amenities and their values will be important for informing the review of CBSSP. 	L-M	L-M	L
Media				
Midwest Times	<ul style="list-style-type: none"> + Local newspaper in Coral Bay and may provide an avenue for sharing project information, both by the project team and the community. 	M	L	M-H
Social media	<ul style="list-style-type: none"> + Social media may provide an avenue for sharing project information, both by the project team and the community. 	M	L	M-H



4 ENGAGEMENT ACTIONS

This section of the CEP describes the engagement program and actions required during the various project stages. The action tables relate to community engagement tasks only and does not include any of the document preparation or technical tasks managed by the project lead.

Each action plan table includes the following details;

- + **Activity:** The activity to be undertaken
- + **Detailed task:** The individual tasks associated with that activity
- + **Responsibility:** Identification of the personnel/organisation responsible for actioning the task.
- + **Timing:** Indicative timing of task or exact date the task is to be actioned by.

The Action Plan needs to be regularly reviewed and potentially updated to guide the implementation of the community engagement and communications actions for the project.

Separate *Communications Content Packages* will be prepared as indicated in the action table. These will provide all the content and text for the communications material. The indicative content to be included is described in more detail in section 5.

The responsible organisation/authority indicated in the action tables are abbreviated as follows:

- + SoC = Shire of Carnarvon
- + SoC Council = Shire of Carnarvon Council
- + HS = Hames Sharley
- + SU = Shape Urban

4.1 Stage 1 - Project Inception

The purpose of Stage 1 of the project is to confirm the project scope, opportunities and constraints with the SoC at an inception meeting as well as confirm the engagement methodology.

Following this, the CEP will be prepared. This will establish the engagement approach, stakeholders to be engaged with and confirm any risks, negotiables, non-negotiables that will impact the engagement approach.

The CEP will be considered and adopted by the Council prior to commencing engagement.

The actions associated with Stage 1 engagement tasks are outlined in Table 4.

Table 4 Stage 1 Engagement Actions

Activity	Detailed Task	Responsibility	Timing
Inception meeting	Confirm project and engagement scope and approach.	SoC, HS	Feb 2026
CEP	Prepare draft CEP	SU	Feb 2026
	Project team review of draft CEP	SoC	Mar 2026
	Council review and adoption of CEP	SoC Council	Mar 2026
	Finalise CEP	SU	Mar - Apr 2026

4.2 Stage 2 - Preliminary Engagement and Draft PSP

The purpose of Stage 2 of the project is to seek preliminary input from the community to inform the development of the draft PSP and to develop the draft PSP.

Understanding the community's values for Coral Bay will help to establish a vision and objectives for the PSP. This will be sought through an online survey and via a dedicated spatial mapping tool on the Social Pinpoint platform. The mapping tool and survey combined will allow users to respond to pre-set questions as well as provide feedback on specific spatial locations, better enabling our team to locate areas of high interest or concern.

In addition, in-person engagement activities will be facilitated through stakeholder meetings in Carnarvon and Coral Bay. Meetings in Carnarvon will primarily focus on State Government agencies to understand the opportunities and constraints that exist at a town-wide scale including service provision, access and environmental considerations.

One-on-one meetings with key landowners in Coral Bay will focus on design opportunities and how the PSP can support and guide future development in the town.

A community drop-in session will also be held in Coral Bay, allowing community members to speak with the project team, understand the role of the PSP and share their ideas and values.

Communications materials will be prepared and distributed to promote the opportunity to get involved with the project. A project page will be established on the previously mentioned social pinpoint website, with a link provided for seamless connection from the Shire's website to provide a central location for information.

The web portal will provide background materials, timeline and engagement activities. Stakeholders who register their interest through the engagement process will receive communications whenever the web page is updated.

The consultation period should be for a period of four weeks or more to provide sufficient time for community to provide responses. The proposed timing is not within school holidays, but does include the shoulder of the high season for the area. Tourism is expected to be relatively high.

Following the engagement period, a report will be prepared summarising the feedback received. This will be presented to Council for consideration. The report will include any a recommendation section detailing matters that should be taken into consideration for the PSP.

The actions associated with Stage 2 engagement tasks are outlined in Table 5.

Table 5 Stage 2 Engagement Actions

Activity	Detailed Task	Responsibility	Timing
Communications materials	Prepare <i>Communications Content Package 1</i>	SU	Apr 2026
	Review <i>Communications Content Package 1</i>	SoC	
	Finalise <i>Communications Content Package 1</i>	SU	
	Launch engagement - distribute communications materials as outlined in <i>Communications Content Package 1</i>	SoC	May 2026
Online Survey	Prepare draft survey	SU	Apr 2026
	Review draft survey	SoC	
	Finalise draft survey	SU	
	Upload and launch online survey	SoC	May 2026
Drop-in session materials	Prepare drop-in session materials	SU	Late Apr 2026
	Review drop-in session materials	SoC	
	Finalise drop-in session materials	SU	Early May 2026
In-person engagement	Meetings in Carnarvon	SU, HS	Mid May 2026
	Meetings in Coral Bay	SU, HS	
	Drop-in session in Coral Bay	SU, HS	
Close survey	Close online survey	SoC	Late May
Outcomes Reporting	Review engagement feedback and prepare draft Engagement Outcomes Report	SU	Early Jun 2026
	Review draft Engagement Outcomes Report	SoC	Mid Jun 2026
	Update draft Engagement Outcomes Report	SU	
	Present draft Engagement Outcomes Report at Council workshop	SU, HS	Late Jun 2026
	Finalise Engagement Outcomes Report	SU	
Post engagement communications	Update website following engagement and send any updates to registered stakeholders, including appreciation for involvement.	SoC	Late Jun/ early Jul 2026

4.3 Stage 3 - Council Consideration of Draft PSP

The purpose of Stage 3 is to present the draft PSP to the Council and seek consent to advertise.

There are no engagement activities during Stage 3, however communications should be shared with community members who have registered for project updates to advise them of Council’s consideration of the draft PSP.

The actions associated with Stage 3 engagement tasks are outlined in Table 6.

Table 6 Stage 3 Engagement Actions

Activity	Detailed Task	Responsibility	Timing
Community update	Send notification of upcoming Council meeting to community members who registered for project updates.	SoC	Dec 2026

4.4 Stage 4 - Finalisation of PSP

The purpose of Stage 4 is to advertise the draft PSP for public comment and finalise the PSP.

Public advertising of the draft PSP is to be undertaken in accordance with the *Planning and Development (Local Planning Schemes) Regulations 2015*, Schedule 2, clause 18.

Communications materials will be prepared to promote the opportunity to provide feedback during the public advertising period.

Following consultation the feedback and any proposed amendments will be considered by the Council. Once the PSP has received final endorsements from the Western Australian Planning Commission it will be in effect.

To close the loop on the project and ensure all interested community members are made aware, communications should be shared to advise of the project outcomes.

The actions associated with Stage 4 engagement tasks are outlined in Table 7.

NB: This pathway assumes that no significant issue arises in the development of the PSP that would require further engagement, or significant delays in the PSP endorsement that may require increased e-news updates to registered stakeholder to keep them informed of the delays. These would be discussed at the relevant time if required.

Table 7 Stage 4 Engagement Actions

Activity	Detailed Task	Responsibility	Timing
Communications materials	Prepare <i>Communications Content Package 2</i>	SU	Early - mid 2027
	Review <i>Communications Content Package 2</i>	SoC	
	Finalise <i>Communications Content Package 2</i>	SU	
	Launch public advertising - distribute communications materials as outlined in <i>Communications Content Package 2</i>	SoC	
Review submissions received	Review submissions received during public advertising period and prepare schedule of submissions for Council consideration.	HS	Early - mid 2027
Community update	Send notification of upcoming Council meeting to community members who registered for project updates.	SoC	Early - mid 2027
Communications materials	Prepare <i>Communications Content Package 3</i>	SU	Mid-late 2027
	Review <i>Communications Content Package 3</i>	SoC	
	Finalise <i>Communications Content Package 3</i>	SU	
	Publish and distribute communications materials as outlined in <i>Communications Content Package 3</i>	SoC	



5 COMMUNICATIONS

5.1 Communication Objectives

The following key communication objectives will assist in reducing the potential for conflicting advice and/or lack of information about project progress:

- + Scheduled communication activities.
- + Consistent messaging from Project Team.
- + Clear messaging and lead times regarding timing and scope of consultation periods.

5.2 Communication Goals

The goals for the tone and key messages for the project are:

- + Proactive communication with key stakeholders.
- + Timely, accurate and non-biased information is provided in a manner that is open, honest and transparent.
- + Audiences are informed about the engagement process and care is given to contributions given.
- + Majority support for The Project is received.

5.3 Brand Voice

- + Use casual, but professional tone.
- + Be authentic, friendly and limit the amount of built form jargon – make it relatable.
- + More serious and technical tones will be taken when necessary or required with stakeholders.
- + Keep it visual where possible, using images, illustrations and graphics.

5.4 Communication Channels

The project will be communicated using the Shire’s website.

Other channels that could be used to promote opportunities to get involved with the project and spread awareness include:

- + Notices on the news section of the website
- + Social media (Facebook)
- + Emails and letters to relevant/ registered community members and stakeholders
- + E-news notices
- + Signage and information displays on site, in Coral Bay
- + At community events and information sessions

5.5 Key Messages

- + The existing CBSSP is due to expire in 2028 and requires updating to respond to current planning, environmental, economic, social and tourism conditions.
- + PSPs are prepared in accordance with WA Planning Manual Guidance for Structure Plans (2023) and State Planning Policy 7.2 Precinct Design and associated guidelines.
- + Consultation with the community will ensure that the PSP responds to community values.
- + The Coral Bay PSP will provide a contemporary planning framework for managing land use and development.

5.6 Communication Content Packages

To support the engagement, Communications Content Packages will be prepared that provide the text for all communications materials.

The following provides an indicative content for each package, noting these may change depending on the needs of the project.

Communications Content Package 1

Content for launching the project and preliminary engagement, including:

- + Website text (including FAQs)
- + Online news notices
- + Newspaper notices
- + E-News content
- + Social media posts
- + Letters for stakeholders/community
- + Promotional posters

Communications Content Package 2

Content for public advertising of draft PSP, including:

- + Website text (including FAQs)
- + Online news notices
- + Newspaper notices
- + E-News content
- + Social media posts
- + Letters for stakeholders/community
- + Submission forms
- + Promotional posters

Communications Content Package 3

Content for finalising the project, including:

- + Website text
- + Notices that can be used on the website or newspaper
- + Updates for interest community/stakeholders (letter or email).



Shire of Carnarvon Community Engagement Plan - February 2026

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6 EVALUATION

Evaluating community engagement involves assessing the quality of the engagement process.

It seeks to measure how well the engagement process was planned, implemented and managed and informs continuous improvement of the engagement approach.

Table 8 describes our targeted reach and engagement. The targets have been estimated based on the number of potentially interested stakeholders identified in Table 4 and the level of engagement on other projects undertaken by the Shire, including the CBSSP bed capacity review.

Table 8 Engagement Evaluation

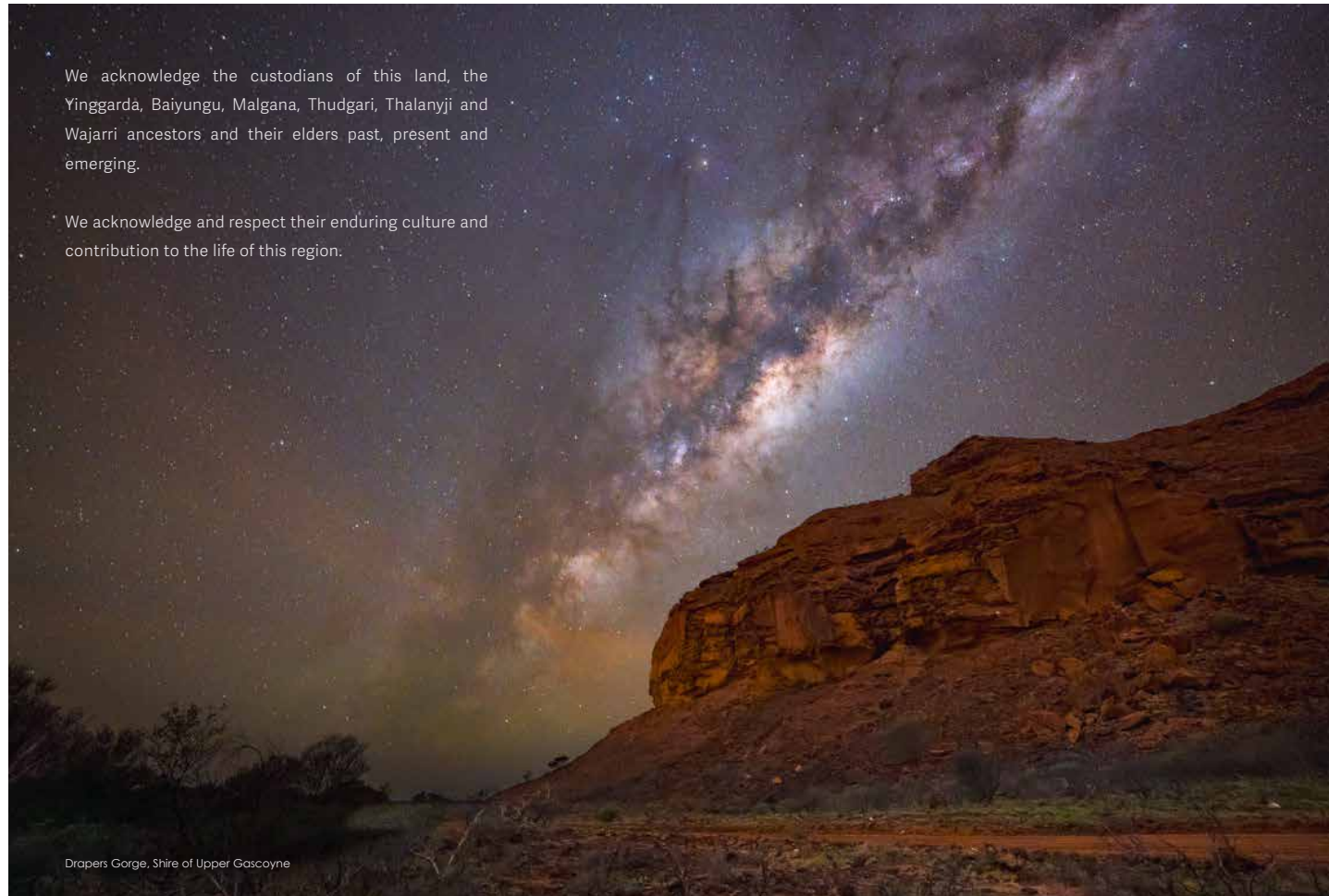
Measurement	Target
Engagement Activities	
+ Number attending in-person engagement events	25
+ Number participating in surveys	50
Website (Online)	
+ Total visits	500
+ Stakeholder project interest registrations	30
Social Media	
+ Total impressions (reactions, comments and shares)	30



GASCOYNE

REGIONAL ARTS PLAN





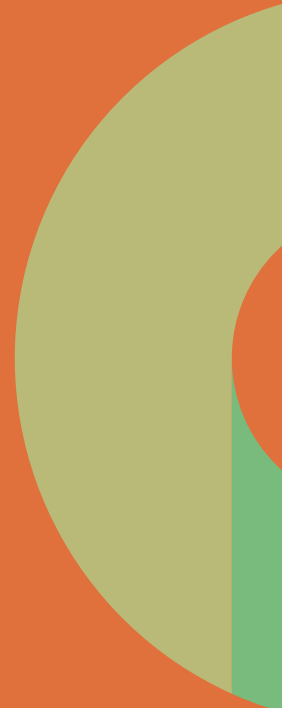
We acknowledge the custodians of this land, the Yinggarda, Baiyungu, Malgana, Thudgari, Thalanyji and Wajarri ancestors and their elders past, present and emerging.

We acknowledge and respect their enduring culture and contribution to the life of this region.

Drapers Gorge, Shire of Upper Gascoyne

GASCOYNE
REGIONAL ARTS PLAN

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<ul style="list-style-type: none"> • Introduction • Methodology • Lenses for the Gascoyne Regional Arts Plan – Identity, Experience, Capacity and Investment 	
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PART 3: STAKEHOLDER AND COMMUNITY ENGAGEMENT	20 - 26
<ul style="list-style-type: none"> • Engagement reach and approach • Key insights – community, industry, government, Traditional Custodians 	
PART 4: REGIONAL VISION, GOALS AND PRIORITIES	27 – 48
<ul style="list-style-type: none"> • Gascoyne Regional Arts Plan vision • Regional goals and outcomes • Regional priorities and strategies - Identity, Experience, Capacity and Investment 	
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ON THE COVER

The cover artwork draws together the land, sea and sky of the Gascoyne, reflecting the deep connection between culture, Country and community. Native animals, marine life and plant forms move across the composition, symbolising the region's rich biodiversity and the stories that flow between inland, coastline and people.

The colour palette echoes the contrast of the Gascoyne landscape; red earth, turquoise waters and expansive skies, highlighting the region as a place of both ancient culture and contemporary creativity.

Handprints and pathways speak to collaboration, collective responsibility and the many voices that shape the region's creative future. Together, the artwork reflects connection across communities and local governments, celebrating the Gascoyne as a place where culture, creativity and collaboration are deeply embedded and continue to grow.



MEET THE ARTIST

Sadie James is an award-winning artist, author, and illustrator based on Western Australia's Ningaloo Coast. As a Fine Art graduate, she holds a Master of Arts from Central St. Martins, London, and has taught art in the UK and Australia. Inspired by the reef and ranges of the North West Cape, she maintains a diverse arts practice including running a partnered gallery, creating large-scale murals, short film projects and has contributed to community arts events, supporting regional creative opportunities. Most recent work explores the healing properties of the Ocean and life lessons translated into visual metaphors.

@sadiejamesbubble

GASCOYNE REGIONAL ARTS PLAN FOREWORD

The Gascoyne region is one of Western Australia's most unique and inspiring places, defined by its rich Aboriginal heritage, proud communities, outstanding produce, globally recognised natural landscapes and deep connections between people and place.

At the heart of this identity is a vibrant and resilient arts and cultural sector. From community-led festivals and exhibitions to intergenerational storytelling and creative collaborations, arts and culture plays a central role in fostering connection, building pride, attracting visitors and supporting local economies.

The arts and culture industry also plays a key role in regional economic development and diversification, through employment, entertainment and tourism. Just as importantly, it enhances liveability by making the Gascoyne a more dynamic, connected, and welcoming place to call home, helping to attract and retain residents, workers, and families.

The Gascoyne Regional Arts Plan represents a shared commitment by the Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne, in collaboration with the Gascoyne Development Commission, to build a stronger, more connected and sustainable creative future for the region.

While challenges remain - including geographic isolation, limited infrastructure and reliance on volunteers - the Plan outlines practical, place-based strategies to grow the sector and unlock new opportunities, choosing to see these challenges as expressions of uniqueness and therefore opportunities for artistic celebration. Realising this potential will require ongoing collaboration and support from all levels of government, community and industry.

We are proud to present this Plan as a foundation for action and a celebration of the region's creativity, resilience and cultural depth. We look forward to working together to bring it to life, now and into the future.

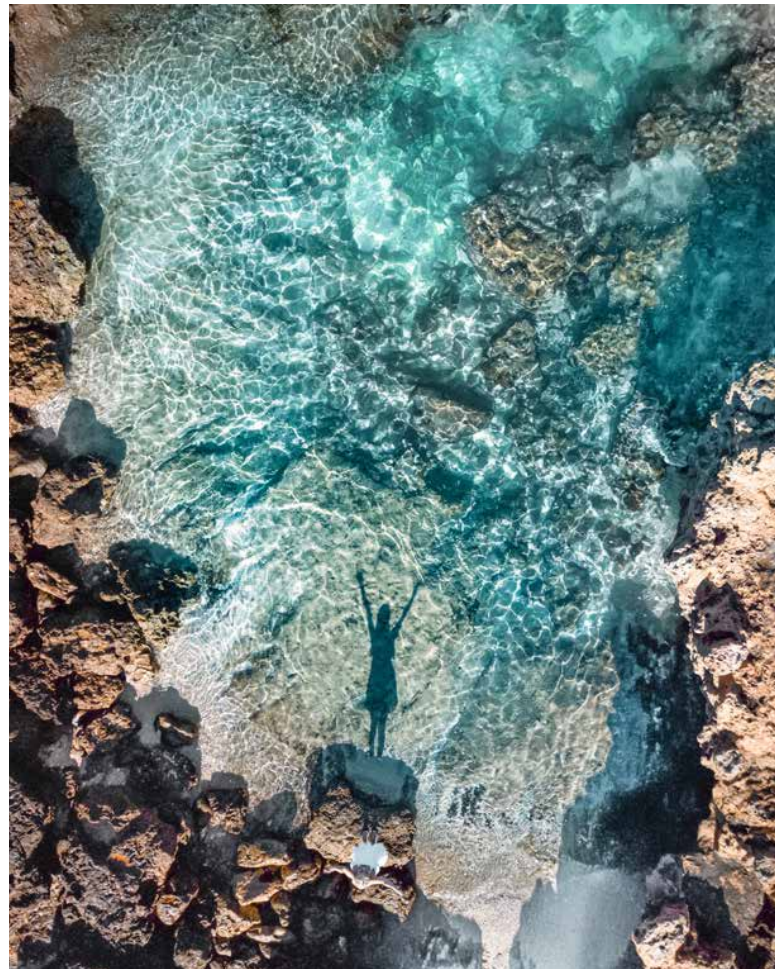
Matthew Niikkula
Shire of Exmouth President

Eddie Smith
Shire of Carnarvon President

Pietr Stubberfield
Shire of Shark Bay President

Jim Caunt
Shire of Upper Gascoyne President

Burke Maslen
Gascoyne Development Commission Chair



EXECUTIVE SUMMARY

The Gascoyne Regional Arts Plan (the Plan) provides a long-term framework to elevate the role of arts and culture – strengthening identity, inclusion, economic diversification and community wellbeing.

Developed in partnership with the region’s four local governments of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne, and supported by the State Government and the Gascoyne Development Commission, it reflects a region-wide commitment to build a more visible, connected and sustainable arts and culture sector.

Spanning more than 135,000 square kilometres, the Gascoyne is defined by its iconic landscapes, deep Aboriginal cultural knowledge and proud communities. Yet structural challenges including geographic isolation, limited infrastructure, funding constraints and volunteer fatigue contribute to fragmentation in arts delivery and uneven access across the region. Despite this, there is clear creative energy and community appetite.

Over a nine-month period, the Plan was shaped through desktop research benchmarking and engagement involving more than 300 arts and cultural practitioners, community members, industry leaders, government and industry stakeholders. The result is a Plan grounded in local priorities and shared regional ambitions.

It is built around three interconnected strategic pillars – Identity, Capacity and Investment, and Experience – that together form a framework to strengthen creative infrastructure, participation, partnerships and storytelling across the region.

Identity: While the Gascoyne is well known for its natural environment, World Heritage status and tourism appeal, its arts and cultural identity remains under-recognised and is not represented in a consistent way. There is an opportunity to bring greater cohesion, visibility and momentum to arts and culture across the Gascoyne by strengthening shared identity and creative voice and highlighting each Shire’s unique, complementary attributes. Priorities include amplifying First Nations leadership and stories, embedding arts and culture in destination marketing and positioning arts and culture as relevant and accessible to locals and visitors alike.

Capacity and Investment: This is the highest priority area of focus, as regional arts delivery currently relies on project-based funding and a small number of overstretched individuals and organisations. Strengthening the Gascoyne region’s creative infrastructure, programs, networks and coordination is essential to unlocking new opportunities and enabling sustainable sector growth. Priorities include establishing networks of local cultural officers, developing skills in technical production and business development, and improving access to grants, partnerships and state-level programs.

Experience: Participation in and engagement with arts and culture across the Gascoyne is influenced by practical and structural challenges. Variations in quality and breadth of activities and limited year-round programming impact engagement. There is a gap in activities and initiatives targeted towards young people. The Plan identifies opportunities to strengthen coordination and delivery of new and existing region-wide attractions, programs and experiences to engage new audiences and attract visitors. The region’s natural and cultural diversity is a strong base for growth, along with signature events including the Jamba Nyinayi Festival, the Ningaloo Sky Festival, and previous initiatives including Gascoyne in May. Venues of state and regional significance include Gwoonwardu Mia, the Shark Bay World Heritage Discovery and Visitor Information Centre and Camel Lane Theatre.

Shire priorities to support regional goals

Part B of the Plan includes tailored Shire-level priorities, informed by place-based engagement.

- Shire of Upper Gascoyne has a unique opportunity to strengthen arts and culture by showcasing its environment and pastoral heritage, sustaining signature events and growing cultural tourism – leveraging regional partnerships and collaborations.
- Shire of Shark Bay has strategic assets and a reputation for visual arts and can use these as a foundation to develop a more connected approach to arts and culture – reflecting the region’s World Heritage values, marine science focus and deep sense of place.
- Shire of Exmouth is positioned to grow arts and culture by connecting creativity with its world-class natural environment and international destination appeal, with a focus on live performance, festivals and experiences for local community and visitors.
- Shire of Carnarvon is uniquely positioned to lead as a cultural and creative anchor for the Gascoyne, continuing to serve as a vital link in the state touring circuit from Geraldton and Karratha, particularly for visual and performing arts.

Throughout, opportunities to develop, strengthen and integrate Aboriginal-led programming, cultural tourism and intergenerational participation is key.

The Plan provides a guiding framework to be adapted and implemented over time. Achieving regional goals and delivering Shire-level priorities will require a shared commitment from federal, state and local governments, industry stakeholders, funding agencies, industry and community stakeholders. While local governments play a critical role delivering community outcomes, ultimate success is dependent on collective effort, coordinated action and sustained investment across the region.

GASCOYNE
REGIONAL ARTS PLAN

PART ONE
INTRODUCTION & APPROACH

Charles Knife Canyon, Exmouth

ARTS AND CULTURE ARE CENTRAL TO COMMUNITY VITALITY — SPARKING CREATIVITY, FOSTERING CONNECTION AND SUPPORTING A SHARED SENSE OF IDENTITY AND BELONGING.

Western Australia’s (WA) vast geography, diverse population and natural landscapes influence creative expression, storytelling and cultural exchange.

In the regions, the availability of and engagement with arts and culture contributes directly to liveability and to building inclusive, innovative and connected communities.

Arts and culture also plays a key role in regional economic development and diversification, as a unique value proposition supporting regional competitiveness and investment and as a driver for prospective residents, workers and visitors.

Realising the benefits of arts and culture requires shared commitment from federal, state and local government, industry stakeholders, local stakeholders and communities.

As a mechanism to strengthen community identity, resilience, prosperity and wellbeing, its growth requires coordinated planning, investment and partnerships.

Strong foundations, through cultural infrastructure, strategic grant funding, strong local networks and targeted programs are essential to develop and sustain talent, experiences and assets into the future.

IMAGE CREDITS (L-R):
EXMOUTH DISTRICT HIGH SCHOOL, NAIDOC WEEK 2023
BY THE BAY EXHIBITION, ROSE DE FREYCINET GALLERY – ASH CRAMMOND STUDIO

INTRODUCTION 9

This Gascoyne Regional Arts Plan (the Plan) has been developed in partnership with the region's four local governments of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne, supported by the State Government and the Gascoyne Development Commission.

It reflects a shared commitment to recognise and strengthen arts and culture across the region and was developed over a nine-month period in 2025, comprising:

1. A review of federal, state and local government policy.
2. A regional arts and culture audit – desktop mapping of facilities and spaces, creative and cultural organisations, festivals, events and programs, infrastructure and experiences.
3. Stakeholder and community engagement – held in-region and virtually through a range of channels.
4. Development of a Strategy Framework – detailing opportunities and challenges, a regional vision, strategic priorities, recommendations and outcomes for ratification by the project's Working Group.
5. Benchmarking and best practice research.
6. Development of the draft Strategy for stakeholder comment.

The Plan is structured in two sections.

Section 1: Parts 1 – 4 outlines the shared regional vision, goals and strategies that apply across the Gascoyne, shaped by community and stakeholder input. It sets the overall direction for strengthening arts and culture through regional collaboration and investment.

Section 2: Part 5 presents individual Shire-level priorities, reflecting local identity, opportunities and needs, highlighting how each Shire can contribute to and benefit from the regional vision.

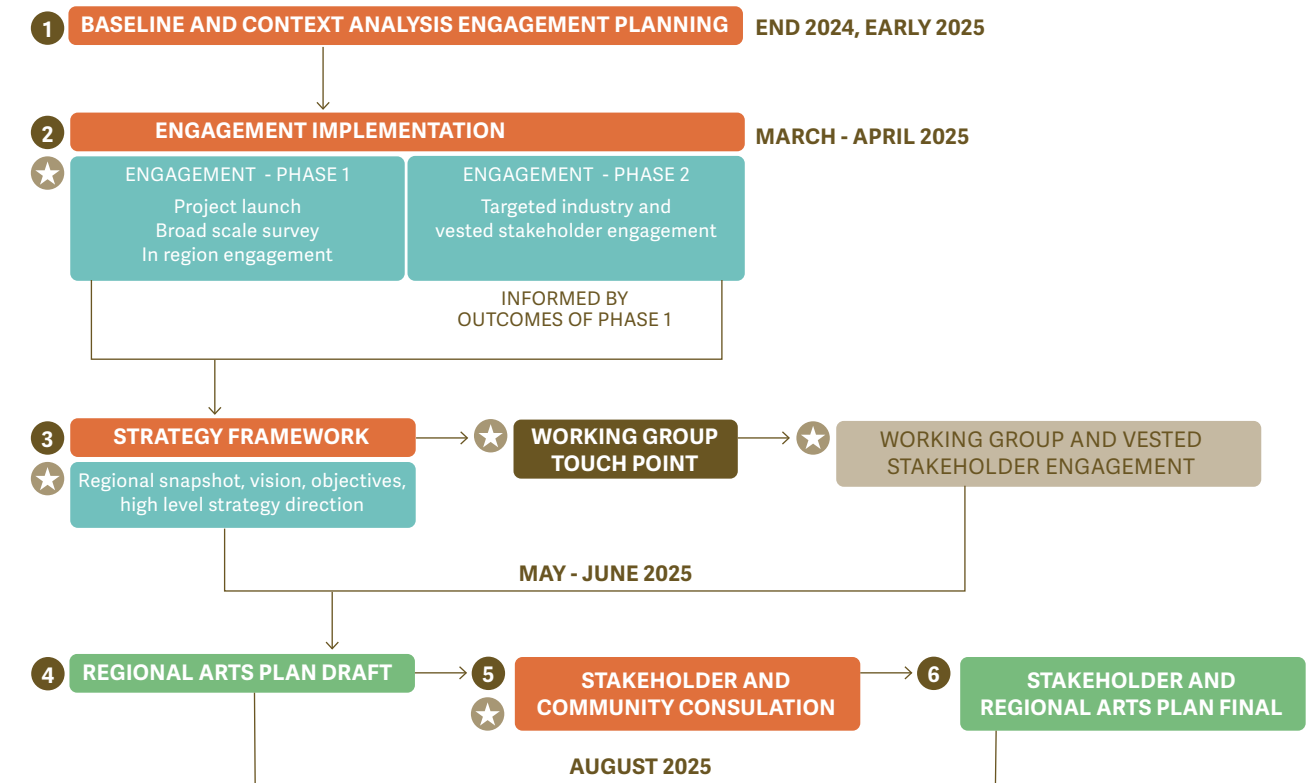
A note on reading the draft Plan:

Where specific initiatives, events, infrastructure and partnerships are referenced, these are key opportunities, however, they are not exhaustive, and others may exist or arise during the life of the Plan.

The Plan identifies projects and priorities at regional and individual Shire-level, and these should not be interpreted as having funded committed, but can support future priority setting, budgeting and grant / funding submissions.


Warroora Station, Lagoon

10 METHODOLOGY



METHODOLOGY – THREE LENSES

The Plan centres on three important and inter-connected ‘lenses’, working together to celebrate identity, deepen and diversify experiences and strengthen industry and economic capacity.




CAPACITY & INVESTMENT

Defining the infrastructure, resources and skills needed to stimulate cultural and creative communities and economies and build capacity.

Considerations:

- Cultural and heritage infrastructure, hubs and spaces
- Skills and capacity
- Educational and vocational training
- Networks, resources and skills share
- Partnerships
- Grants and sustainable funding



IDENTITY

Defining the region’s qualities, characteristics and narratives and considering how this is expressed through arts and culture.

Considerations:

- Regional qualities, characteristics, narratives and themes
- Visibility and value of arts ad culture within the region
- Aboriginal cultural heritage
- Multicultural communities
- Arts and culture resident, business and tourism proposition



EXPERIENCE

Sustaining and maintaining the arts and cultural experiences within the region and ensuring they are delivered equitably – for all people of all ages and interests.

Considerations:

- Visitor / audience profile
- Access and participation
- Depth and diversity of activities
- Artistic and cultural development – product, programs, attractions and events
- Multi-sector, multi-use attractions
- Networking experiences across the region



THE GASCOYNE REGION AT A GLANCE

The Gascoyne is one of Western Australia's most geographically expansive and sparsely populated regions, spanning over 135,000 square kilometres along the state's northwest coast.

First Nations peoples - including the Yinggarda, Baiyungu, Malgana, Thudgari, Thalanyji and Wajarri - have cared for the region's lands and waters for more than 50,000 years and their cultural traditions remain central to environmental management, knowledge sharing and regional identity.

With the lowest population density of any WA region, there are 10,530 people¹ across four local government areas of Gwoonwardu / Carnarvon, Warnangura / Exmouth, Gathaagudu / Shark Bay / Upper Gascoyne.

The region is defined by its striking natural features, from globally recognised World Heritage listed Ningyngulu / Ningaloo Reef & Shark Bay Stromatolites to the Gascoyne River delta, inland ranges and spectacular coastlines. These support a mix of industries including mining, tourism, construction and primary industry (horticulture, agriculture and fishing) as well as emerging renewable energy projects.

Despite significant distance between towns and communities, and the challenges that come with its geographic diversity, local communities are innovative, adaptive and resilient. The Gascoyne's towns and settlements contribute to a diverse social and economic landscape.

The region plays a distinct role in Western Australia's future - as a place for tropical food produce, a custodian of globally significant marine and land-based ecosystems, and as a location with increasing relevance in climate resilience and low-emissions industries.

Tourism is a significant contributor to the Gascoyne's economy, underpinned by its extraordinary natural and cultural assets - including two UNESCO World Heritage-listed areas: Ningyngulu / Ningaloo Reef and Gathaagudu / Shark Bay. These attract visitors for their marine biodiversity and cultural value and support local tourism employment and enterprise - accommodation, tours, retail and hospitality. As tourism visitation grows, particularly in peak seasons, the region is balancing opportunity with long-term sustainability.

Like other regions, the Gascoyne is experiencing challenges in ensuring housing, infrastructure and workforce planning keeps pace with demand and supports both liveability for residents and quality experiences for visitors.

The region's uniqueness lies in its scale, cultures, marine life and landscapes and the enduring relationship between people and place.

¹REMPPLAN, 2024

Home to two UNESCO World Heritage areas - the Gascoyne is globally recognised for its natural and cultural significance.

Strategic investment, strong partnerships and local leadership are needed to unlock a thriving creative future.

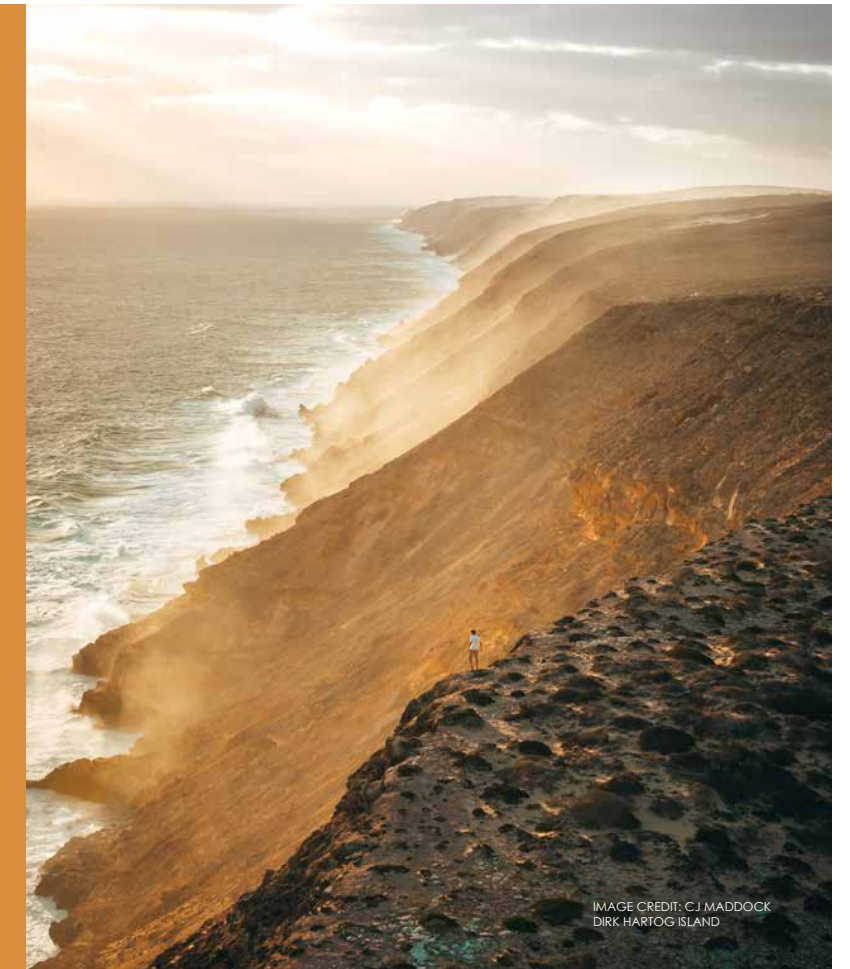


IMAGE CREDIT: CJ MADDOCK
DIRK HARTOG ISLAND

DRIVING REGIONAL VITALITY THROUGH ARTS AND CULTURE

In 2022-23, cultural and creative activity contributed \$63.7 billion to Australia’s GDP, representing 2.5% of total economic output, supporting approximately 282,000 jobs across a wide range of industries and businesses ¹ in metropolitan and regional centres.

In Western Australia, the community recognises the value of arts and culture.

The Department of Local Government, Sport and Cultural Industries (DLGSC, now Department of Creative Industries, Tourism and Sport) 2024 Arts and Culture Monitor Survey shows that 83 percent of Western Australians believe the State Government should continue to invest in arts and culture to ensure activities remain accessible for all. Nearly three-quarters of respondents were willing to pay more to support better access and quality ².

The connection to community wellbeing is also evident with more than 80 percent of respondents agreeing that engaging in arts and culture makes them feel good and supports their mental health, while 73 percent say it helps build a stronger sense of belonging and social connection ².

These sentiments are even more critical for regional Western Australia, where geographic, cost and other challenges create barriers to access and engagement. Here, opportunities to showcase culture and community, participate in festivals, performances, exhibitions and creative programs are essential to overall wellbeing.

Across the state, the appetite for arts and culture is strong. Local participation rates reflect broader trends: 69 percent of Western Australians attended or participated in arts and cultural activities in the past year and almost nine in ten would like to do so more often if given the chance ².

Local cultural infrastructure, community events and creative programs have a broad impact. They bring people together, create local pride and foster community resilience and support and create opportunities for creative businesses and cultural practitioners. However, despite these benefits, overall investment in art and culture remains modest. On average, WA invests about \$2.44 per person per week in arts and culture – an amount considered too low by more than half of the community ².

Increasing targeted and sustained funding to meet local, place-based needs is essential to ensure communities in the Gascoyne have equitable and ongoing access to arts and culture and its benefits.

¹ Bureau of Communications, Arts and Regional Research (2024). Analysis of the Cultural and Creative Sector — Revive: Sectoral Analysis — December 2024. Commonwealth of Australia.
² Catalyse® Pty Ltd (2024). 2024 Arts & Culture Monitor Survey Report. Prepared for the Department of Local Government, Sport and Cultural Industries, Government of Western Australia.

The strategic and policy context informing the Plan includes:

Federal government:
 Creative Australia – [National Cultural Policy: Revive, a place for every story, a story for every place](#)

State government:
 Department of Creative Industries, Tourism and Sport – [Creative WA: A 10 year vision to grow and sustain our creative ecosystem](#)
 Department of Creative Industries, Tourism and Sport – [WA Screen Industry Strategy](#)
 Department of Energy and Economic Diversification – [Diversify WA](#)
 Department of Primary Industries and Regional Development - [WA Regional Development Framework](#)
 Gascoyne Development Commission – [Strategic Plan 2022-2026](#)
 TourismWA / Australia’s Coral Coast - [Gascoyne Regional Tourism Development Strategy](#)

Local government:
 Shire of Carnarvon – [Strategic Community Plan 2022 - 2032](#), Corporate Business Plan and Strategic Resource Plan, [Economic Development Strategy 2023-2028](#)
 Shire of Exmouth – [Strategic Community Plan 2023-2033](#), Infrastructure Project Priorities
 Shire of Shire Bay – [Strategic Community Plan 2020-2030](#), Corporate Business Plan, Strategic Resource Plan, Economic Prospectus
 Shire of Upper Gascoyne – [Strategic Community Plan 2022 – 2032](#), Strategic Resource Plan.

Industry stakeholders:
 Regional Arts WA - [Thrive! Regional Arts, Culture and Creativity Investment Framework 2025-2029](#)
 Art on the Move – [Get it out There! Regional Visual Arts Touring Strategy for Western Australia 2024-2028](#)

TRENDS INFLUENCING THE SECTOR

<p>1. RISING COSTS MAKE VALUE FOR MONEY ESSENTIAL</p> <p>Australians are more cautious about discretionary spending as cost-of-living pressures continue. In WA, 31 percent of people say financial barriers prevent them from attending arts and cultural events more often (Catalyse, 2024).</p> <p>Nationally, the demand for experiences that feel "worth the spend" is rising - audiences want affordability without compromising on quality.</p> <p>Pricing strategies, subsidies and outreach programs that reduce access costs are becoming essential to sustain equitable participation.</p>	<p>2. ONLINE AND LIVE EXPERIENCES GO HAND IN HAND</p> <p>Digital delivery is now an expected part of the arts and cultural landscape.</p> <p>According to Creative Australia, 47 percent of Australians engaged with arts and culture online in the past year, with higher rates among younger and regional audiences.</p> <p>Many now seek hybrid models: live-streamed events, digital access to exhibitions and on-demand recordings with reach beyond physical venues. This allows organisations to build broader audiences and respond to challenges such as geographic isolation and transport barriers.</p>	<p>3. FIRST NATIONS ARTS AND CULTURAL TOURISM ON THE RISE</p> <p>There is strong and growing demand for Aboriginal and Torres Strait Islander-led cultural experiences.</p> <p>Visitors seek authentic opportunities to learn through storytelling, performance, art and guided cultural tours. Tourism Research Australia reports that nearly one in five international tourists to Australia now participates in a First Nations cultural activity. In WA, regions with strong Aboriginal cultural offerings are seeing increased interest from both domestic and global travellers — supporting economic development and social enterprise growth.</p>
<p>4. LOCAL, AUTHENTIC EXPERIENCES WIN HEARTS</p> <p>People are increasingly drawn to experiences that reflect local identity and cultural authenticity. In the 2023 National Arts Participation Survey, 75 percent of Australians said they are more likely to engage with arts that connect to their community or place (Creative Australia, 2023). This includes community-led festivals, hyper-local productions and First Nations-led storytelling.</p> <p>Events that celebrate real voices grounded in regional identity continue to attract strong engagement and foster social cohesion.</p>	<p>5. CREATIVITY FOR WELLBEING AND INCLUSION</p> <p>Participation in arts and culture is increasingly recognised for its role in supporting mental health and wellbeing. In WA, 80 percent of people say that engaging with the arts makes them feel good, and 73 per cent say it helps them feel more connected to others (Catalyse, 2024).</p> <p>Creative programs that invite active involvement, such as community choirs and visual art workshops, are highly valued for building resilience, addressing social isolation and supporting intergenerational connection, particularly important in regional and remote communities.</p>	<p>6. BUILDING A SKILLED AND SUSTAINABLE CREATIVE WORKFORCE</p> <p>Creative workers face persistent challenges. According to the 2024 Revive Sectoral Analysis, cultural and creative industries have slower employment growth than the broader economy, and artists and creatives rely on multiple work streams to sustain careers.</p> <p>In regional Australia, access to training, mentoring and stable employment is limited, creating further pressure. Targeted investment in skills development, paid placements and regional career pathways are critical to building a resilient, future-ready creative sector.</p>

- Creative Australia (2023). National Arts Participation Survey. Creative Australia, Sydney.
- Australia Council for the Arts (2021). Creating Our Future: Results of the National Arts Participation Survey. Australia Council, Sydney.
- Bureau of Communications, Arts and Regional Research (2024). Analysis of the Cultural and Creative Sector — Revive: Sectoral Analysis — December 2024. Commonwealth of Australia.
- Catalyse® Pty Ltd (2024). 2024 Arts & Culture Monitor Survey Report. Prepared for the Department of Local Government, Sport and Cultural Industries, Government of Western Australia.
- Tourism Research Australia (2024). National Visitor Survey Results: Arts and Cultural Tourism Trends.

ARTS AND CULTURE IN THE GASCOYNE – WHERE ARE WE NOW?

In the Gascoyne, arts and culture is developing from a modest but promising base, and the region has significant potential to position it as a central pillar of identity, liveability, community wellbeing and economy.

While there are current challenges in accessing arts and culture - along with significant funding, infrastructure and capacity limitations - there is strong and growing community and stakeholder appetite to spotlight the region's creative potential and signal the need for renewed investment and focus at federal, state and local levels.

While not always visible, creative activity is taking place - and in many respects, the region performs beyond its capacity. From local artists and dedicated volunteers to place-based festivals and community programs, there are signs of creative energy and cultural value, however, the sector is fragmented, with no cohesive leadership and direction to grow its potential in a coordinated and impactful way.

In-region stakeholder and community engagement, along with the Department of Local Government, Sport and Cultural Industries (DLGSC, now Department of Creative Industries, Tourism and Sport) 2024 Arts and Culture Monitor Survey demonstrates that community access to arts and culture in the Gascoyne is a recurrent challenge.

Practical barriers including geographic isolation, limited infrastructure and inconsistent programming make it difficult for communities to participate, and for practitioners to deliver and sustain. The cost and complexity of activating programs in the region further restricts what is possible without recurrent support and funding certainty.

Community-based organisations such as Creativity Arts, Exmouth Community Arts Centre, Shark Bay Arts Council and Gascoyne Arts Centre, as well as individual volunteers play a vital role in the delivery of arts and culture programs and initiatives, but experience burnout and fatigue. Without a sustainable delivery model and regional-level funding, delivery relies on individual capacity, resulting in stretched resources, inconsistent momentum, and increased risk to valued initiatives such as festivals and cross-regional programs, particularly when key individuals move on.

At federal and state level, arts and cultural development in the Gascoyne is not a priority focus, likely due to its small scale and limited capacity to advocate strategically and leverage current policy and programs. Representation in state-level strategic planning, funding and cultural forums is limited. Assets of state-level significance are not performing as they should, due to high operating costs and a lack of recurrent investment, shouldered by local governments with limited financial means.

Local government and industry stakeholders approach arts and cultural program delivery differently - responding to local priorities, and in doing so, also contribute to gaps and duplication. Improved alignment is needed to ensure a shared regional direction and more efficient use of resources. Strong partnerships with state agencies and industry stakeholders will be critical to bridge gaps and drive impact.

Despite challenges, there are strong foundations for growth. The region is home to remarkable natural and cultural assets — from World Heritage-listed areas and Aboriginal cultural knowledge to vibrant festivals, fresh produce, dark skies, marine life and pastoral heritage. Each Shire has distinct cultural attributes that form a strong collective. With the right leadership, advocacy and regional coordination, the Gascoyne has the potential to build a resilient, inclusive and thriving arts and culture sector in the future.



There is a clear and growing desire to better connect arts and culture with tourism, wellbeing, community life and economic diversification.



STAKEHOLDER AND COMMUNITY ENGAGEMENT

More than 300 stakeholders were engaged to inform the Plan.

Recognising the depth and diversity of regional arts and culture stakeholders, as well as business, tourism and related sectors, engagement targeted a broad cross section of community and industry – aiming to build ownership and equity at regional and local levels. Working to an approved Stakeholder Engagement and Communications Plan, the two-phase engagement strategy centred on a campaign style approach and online tools to maximise reach and access. This was complemented by in-person Think Tank workshops and targeted stakeholder and industry roundtables.

Phase 1: Broad community and stakeholder engagement (March 2025)

A brand identity was used to position the project, raise awareness and visually unify engagement activities across the region. It was supported by regional promotion coordinated through each Shire including social media, database distribution and direct promotion via posters and other display material. During this phase, Shires and project partners also promoted the project to community and interest representatives (youth, seniors, CALD communities and others) through existing meetings and touchpoints. A broad survey and series of Think Tank workshops were conducted.

Phase 2: Targeted stakeholder and industry engagement (April - May 2025)

Informed by the findings from Phase 1, Phase 2 engagement consisted of virtual 'round tables' held with representatives from federal, state and local government, industry stakeholders, venues and attractions, event organisers and business and tourism stakeholders.



The Gascoyne Regional Arts Plan brand identity was used to position and raise awareness of the project and visually unify engagement activities across the region.



ENGAGEMENT REACH



164
PEOPLE SURVEYED

- Majority 35-54 years
- 79% female
- 37% work in the sector
- 1 in 5 belong to sector organisations or groups



60 THINK TANK PAX

Approximately 60 people attended one of 9 creative think tanks held in Denham, Carnarvon, Exmouth and Gascoyne Junction.



>25
INDUSTRY STAKEHOLDERS

5 virtual roundtables held with state and local government, peak industry bodies, venues and attractions, event organisers and business and tourism stakeholders.



~75

PRIMARY & HIGH SCHOOL STUDENTS

8 schools across the region participated in creative visioning exercises about the future of arts and culture in the Gascoyne.

ENGAGEMENT WITH TRADITIONAL CUSTODIANS

Engagement with representatives from the region's Traditional Custodians and Prescribed Body Corporates. Key outcomes of this ongoing engagement are highlighted in the draft Strategy Framework, particularly the requirement for on going comprehensive consultation.

Key findings from the survey, in region engagement and stakeholder round tables.

IDENTITY

Gascoyne Cultural identity is best described as:

Some unique attractions reflecting it's identity include:

- Climate and natural environment
- Diverse, resilient and welcoming
- A conservative mindset
- The region's cultural identity is not associated with being progressive, innovative or entrepreneurial

- Natural attractions - such as Ningaloo Reef, Cape Range National Park, Gascoyne River, Francois Peron National Park, Carnarvon Blowholes & Hamelin Pool Stromatolites.
- Cultural facilities such as Gwoonwardu Mia, Ningaloo Discovery Centre, Shark Bay Discovery Centre & Rose De Freycinet Gallery as well as Exmouth Community Arts Centre.
- Programming initiatives — Exibald, Gascoyne in May, Ningaloo Sky Festival, Carnarvon Windfest
- Creative communities and artisans established and emerging artists, people and their stories

70% of people agree that arts and culture is an importance part of community life

54% of people agree that it is an important driver of the economy

EXPERIENCE

- On average, people are engaging in arts and cultural experiences a few times per year, for community connection, happiness and wellbeing, to support the economy and for entertainment
- Barriers to engaging more frequently include short notice for upcoming activities, being too busy, distance to travel, lack of information and activities not aligned to their interests
- The top 5 opportunities for enhancing arts and cultural experiences are:
 1. Natural landscapes for inspiration
 2. Festivals and community events
 3. Aboriginal-led cultural experiences
 4. Live music and performing arts scene
 5. Rich history and heritage

Today, accessibility of arts and culture in the Gascoyne is considered below average

CAPACITY

- Top five priorities to build capacity over the next five years were:
- Improving business and commercial opportunities for creatives
 - Stronger partnerships across sectors including health, education, tourism, and agriculture
 - Sustainable funding arrangements
 - Bridging technical skill gaps in sound and lighting to support performing arts
 - Better pathways for youth and emerging artists



STAKEHOLDER AND COMMUNITY ENGAGEMENT

A tailored survey for each Shire provided unique insights about the current state and future priorities for arts and culture, unique to each community. Further Shire-level insights and outcomes are summarised in Part 5: Shire Priorities.

PARTICIPATION IN ARTS AND CULTURE VARIES BY SHIRE

SHIRE OF CARNARVON

- Most people participate a few times a year mainly through galleries, festivals and markets.
- People get involved for community connection well-being and local economic benefits.
- Barriers are poor communication inconvenient timing and not enough activities that match interests.

SHIRE OF EXMOUTH

- Most people take in arts and cultural activities only a few times a year.
- Main reasons for participating are entertainment well-being and community connection.
- Biggest barriers are poor promotion not enough relevant activities and people being too busy.

SHIRE OF SHARK BAY.

- Most people join in a few times a year, with some attending monthly.
- Entertainment, community connection and well-being a key motivators.
- Barriers are late promotion, busy schedules and distance or access issues.

SHIRE OF UPPER GASCOYNE

- Many people get engaged in arts and cultural activities only once a year.
- Community connection, well-being and local economic support drive participation.
- Barriers include lack of activities that match people's interest short, notice and long distance to attend.

INDUSTRY AND GOVERNMENT

- Talent development is a priority with demand for regional training and mentoring and pathways for young people.
- Cross sector partnerships with tourism, health, education and sport are seen as vital.
- Volunteer burnout, ageing infrastructure and limited coordination are impacting growth.
- There is support for small flexible grant programs and shared services to lighten administrative responsibilities.
- There is strong momentum for a regional touring circuit to improve access, reduce costs and build audiences.
- Events that blend art, food, environment and Aboriginal culture are seen as key to the regions identity.
- A digital platform to connect creatives, events and funding opportunities is seen as a critical enabler.

The Gascoyne arts ecosystem is dynamic but under-resourced, driven by local volunteers and influenced by seasonality



GASCOYNE FOOD FESTIVAL, BULLARA STATION LONG TABLE DINNER

TRADITIONAL CUSTODIANS

- Preserving Aboriginal languages is urgent and essential. With only a few fluent speakers remaining in some groups, stakeholders supported urgent investment in language recording, revitalisation and intergenerational learning. The lack of a dedicated language centre in the Gascoyne is seen as a key gap.
- Cultural tourism must be community-led, respectful and grounded in land and story. There is strong interest in experiences that share station histories, burial places and family narratives, but more training and infrastructure are needed. Elders and knowledge holders are vital, but few are active; support is needed to engage and train the next generation.
- Creative industries are viewed as vital for healing, identity and connection to Country, but are often overlooked in economic development planning. Stakeholders see this as a missed opportunity for both cultural and regional growth.
- Gwoonwardu Mia is a cornerstone of cultural identity, but past closures and underfunding have limited its role. There is a strong opportunity to reactivate and invest in it as a thriving cultural hub.
- Festivals Like the Jamba Nyinayi Festival are highly valued as inclusive, cross-cultural experiences that support reconciliation. Stakeholders called for increased resourcing to sustain and grow these events.
- Young people are disengaged from cultural projects, with barriers including limited mentoring, lack of visible pathways, and few champions. Stakeholders highlighted the need for leadership development and targeted youth programs.
- Childcare and family responsibilities limit participation, especially for women and young mothers. Flexible options (e.g. take-home art kits) and integrated childcare in art spaces could improve access. Art centres are seen as essential community platforms.
- Long-term relationships with local Shires are valued, but require ongoing, respectful engagement.

Young people are seeking more opportunity to participate in creative endeavors that connect them to their peers and community identity

Sustained collaboration between Aboriginal organisations, arts groups and government are critical for meaningful cultural initiatives

SPOTLIGHT CASE STUDY: FLEURIEU PENINSULA ARTS AND CULTURE PROGRAMMING

The Fleurieu Peninsula in South Australia is known for its vibrant arts and cultural landscape.

It comprises Alexandrina Council, City of Victor Harbor and Yankalilla District Council. While it differs from the Gascoyne in terms of population size, proximity to metropolitan centres and a mature tourism economy, it offers transferrable insights in regional alignment and relationships, while operating independent arts and culture programs.

Led by the larger Alexandrina Council, Alexandrina Arts, Culture and Events (AACE) offers curated quarterly programming including exhibitions, performances, First Nations projects, youth arts and workshops. AACE initiatives such as Drawing on Country, youth theatre, intergenerational workshops and First Nations-led programs promote cultural identity, social connection and creative capacity while supporting community wellbeing and cultural tourism.

The City of Victor Harbor facilitates cultural activity through its arts and culture and major events grants, funding murals, residencies, markets and festivals. Yankalilla District Council provides smaller-scale community grants, public art and placemaking initiatives, and participates in regional partnerships. The councils coordinate informally on touring exhibitions and artist programming, often providing logistical support. Cross-council initiatives include the Mayors' Short Story Challenge, which engages young people up to year 10, across the three local governments.



Image Credit: City of Victor Harbor

GASCOYNE
REGIONAL ARTS PLAN



GASCOYNE
REGIONAL ARTS PLAN

PART FOUR
**REGIONAL VISION,
GOALS &
PRIORITIES**

IMAGE CREDIT: GWOONWARDU MIA CULTURAL CENTRE, CARNARVON

GASCOYNE REGIONAL ARTS PLAN VISION

A bold and creative Gascoyne - where arts and culture shapes identity, inspires connection and drives a vibrant, resilient future.

- Community experiences the value of arts and culture through inclusive programs and places that foster connection, pride and participation.
- Artists, creatives and performers are recognised, supported and connected, with opportunities to develop, collaborate and share work within the region and beyond.
- Local arts organisations are resourced and respected as community connectors, facilitating grassroots cultural development.
- Local governments are champions of arts and culture, shaping places, programs and partnerships that reflect community priorities and contribute to regional vitality.
- State and federal government invest strategically, strengthen regional equity and unlock the cultural and economic potential of the Gascoyne.
- Industry stakeholders are active partners and enablers, facilitating investment, building capacity and connecting the region to broader networks and opportunities.

STRATEGIC ENABLERS

A range of strategic enablers are critical to realising the vision, which are reflected in regional priorities and strategies:

- STRENGTHENED NETWORKS**
- COORDINATED PROGRAMMING**
- SUSTAINABLE GOVERNANCE, FUNDING AND RESOURCING**
- DIVERSIFIED PARTNERSHIPS**
- FIT FOR PURPOSE INFRASTRUCTURE**
- A FRESH NARRATIVE**

REGIONAL GOALS AND OUTCOMES SNAPSHOT

Regional-level goals and priorities for the Plan are outlined below. Each Shire is delivering impactful arts and culture initiatives in local communities, with limited resources. Given resource and capacity challenges, the recommended immediate focus is to strengthen and grow regional **Capacity and Investment** and **Identity** and to strengthen and sustain **Experiences**.

<p>PILLAR 1: CAPACITY AND INVESTMENT Strengthen and grow</p> <p>Capacity is the most important immediate focus. Regional-level efforts should focus on building advocacy, understanding and forming strategic relationships, capacity-building programs, overcoming barriers to access grants and funding and resourcing and networking practitioners.</p> <p>GOALS AND OUTCOMES</p> <ol style="list-style-type: none"> Strong, sustainable regional networks, coordination and resource sharing Workforce development targets skills and capacity gaps, and services emerging sectors Strategic investment supports sector growth 	<p>PILLAR 2: IDENTITY Strengthen and grow</p> <p>The focus for identity is telling the story and lifting the profile of arts and culture in the Gascoyne, and consistently embedding this in strategy, policy, narrative and communication touchpoints. The Gascoyne has a compelling arts and culture offering, the task is to bring this to life as a core component of regional development.</p> <p>GOALS AND OUTCOMES</p> <ol style="list-style-type: none"> Arts and culture is synonymous with the Gascoyne's reputation and brand The Gascoyne is recognised and valued for its diverse cultural heritage, experiences and talent Strategic communication facilitates awareness and understanding across audiences 	<p>PILLAR 3: EXPERIENCE Strengthen and sustain</p> <p>Given resource and capacity limitations, a focus on strengthening and sustaining existing activities is recommended. Many strong initiatives are underway however lack profile, promotion and audience engagement. Networking and optimising existing venues of state and regional significance should also be a focus.</p> <p>GOALS AND OUTCOMES</p> <ol style="list-style-type: none"> Growth in audience participation and engagement Regional programs deliver sustained and inclusive arts and culture experiences Arts and culture venues, precincts and attractions are fit for purpose and well utilised
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MACRO ISSUES AND DRIVERS INFLUENCING REGIONAL ARTS AND CULTURE ACROSS AUSTRALIA

1. Workforce and housing pressures
2. Cost of living impacting audience engagement
3. Underrepresentation in policy and decision making
4. Funding inequity and sustainability
5. Infrastructure and access gaps
6. First nations leadership and self determination



CAPACITY AND INVESTMENT REGIONAL GOALS

1. Strong, sustainable regional networks, coordination and resource sharing
2. Workforce development targets skills and capacity gaps, and services emerging sectors
3. Strategic investment supports sector growth

CHALLENGES

- Arts and culture value is not articulated in region specific policy or investment priorities
- Access to grants and funding can be limited depending on organisation or individual capacity and capability
- Cross-regional collaboration and programming is limited
- Underutilised venues and assets – high access cost, reinvestment required
- Reliance on volunteers leads to fatigue and burn out
- Local employment pathways are limited, gaps in training and professional development
- Difficulty engaging and retaining young people in creative programs.

OPPORTUNITIES

- Align cultural investment to tourism, wellbeing and economic development to broaden funding access and delivery
- Strategic enhancement of select venues for multi-purpose, cross-sectoral use
- Support emerging screen and digital production with logistics and creative workforce access
- Improve regional coordination through shared roles, touring and exhibition circuits and cultural planning
- Harness strong networks of local creatives and community-driven energy
- Build on cross-sector collaboration to expand arts and culture outcomes.

Strengthening the region's creative infrastructure, programs, networks and coordination is essential to unlocking new opportunities and enabling sustainable sector growth.

A clearer investment case is needed, that positions arts and culture as core to regional economic development, tourism appeal, liveability and community wellbeing. Cross-shire coordination, through shared roles, aligned touring schedules and joint planning, can reduce duplication and ensure effective use of limited resources. There is strong local energy and commitment across the region, but it needs practical backing — including funding certainty, skills development and systems that reduce volunteer burnout. Emerging sectors such as screen and digital production offer new pathways for local employment and innovation, but require investment in technical infrastructure, training and logistics. Ongoing state government resourcing is critical to progress strategic initiatives and grassroots activity.

Regional stakeholders consistently highlight the need for improved cross-region communication, shared learning opportunities and support to grow creative and business capabilities. Meeting these needs will help position the region as a recognised cultural destination and creative industries hub.

REGIONAL PRIORITIES

- 1.1 **Resource** arts and cultural development functions to coordinate regional outcomes
- 1.2 **Upskill and build capacity** within the region's sector
- 1.3 **Grow commercial capacity** and opportunity for emerging and established artists
- 1.4 Formalise **shared networks, infrastructure and resources** across regional shires
- 1.5 Establish **strategic relationships** with federal and state agencies and industry stakeholders
- 1.6 Explore regional **corporate and industry partnerships** and sponsorships
- 1.7 **Support emerging industries** such as film and digital production
- 1.8 Strengthen **education and vocational training** pathways.

PILLAR ONE: CAPACITY AND INVESTMENT

REGIONAL PRIORITIES	STRATEGIES	STAKEHOLDERS	TIMING (YEARS)							
			1	2	3	4	5	5*		
1.1 Resource arts and cultural development functions to coordinate regional outcomes	1.1.1 Formalise responsibilities for regional arts development and coordination through state government agencies such as Gascoyne Development Commission and Department of Creative Industries, Tourism and Sport (CITS).	State government	X							
	1.1.2 Strengthen arts and culture policy and planning at Shire level to support implementation of shire-identified priorities.	Local government		X						
	1.1.3 Establish and formalise a network of shire arts and cultural development officers (or related fields) to improve cross-region communication, programming and resourcing: • Include expertise such as community and economic development, arts, culture, heritage, youth, marketing, visitor servicing, recreation and events.	Local government	X							
1.2 Upskill and build capacity within the region's sector	1.2.1 Strengthen the capacity of local arts organisations – Creality Arts, Exmouth Community Arts Centre, Shark Bay Arts Council, Gascoyne Arts Society through governance, funding-readiness, workforce support, shared services, evaluation tools and networking opportunities.	Local government In-region arts organisations	X							
	1.2.2 Via state agencies and industry stakeholders, prioritise: • Funding pathways such as Creative WA Fellowships and Internships and Regional Performing Arts grants. • Through CircuitWest - regional residencies, training and mentorships that embed technical specialists and mentor local talent. • Through Art on the Move – region-wide capacity building and residency programs, building from Shark Bay pilot project.	State and local government Industry stakeholders In-region arts organisations		X						
	1.2.3 Partner with Screenwest to explore regional opportunities via its Targeted Industry Capacity Building Program.	State and local government		X						
	1.2.4 Membership and strategic partnering with CircuitWest to grow capacity and capability in venue management and technical production capacity via established resources and toolkits.	Local government Industry stakeholders		X						
	1.2.5 Identify and develop transferrable technical skills in fields adjacent to arts and culture, for example event organisers, sport and recreation, youth development, volunteer groups.	State and local government		X						
	1.2.6 Develop a register of current in-region technical skills and capacity and formalise skill sharing and 'ways of working' across Shires.	Local government In-region arts organisations	X							

PILLAR ONE: CAPACITY AND INVESTMENT continued.

1.3 Grow commercial capacity and opportunity for emerging and established artists	1.3.1 Profile professional and emerging artists by linking their work to tourism, branding and trade initiatives: • Promote regional talent through familiarisation tours, cultural tourism and trade content that positions arts and culture as central to the region's investment and lifestyle offer.	State government RTOs	X	██████████
	1.3.2 Support local arts organisations to secure CITS funding through the Creative WA Internships and Fellowships, and other funding pathways.	State government Industry stakeholders In-region arts organisations	X	██████████
	1.3.3 Partner with Art on the Move to access foundational skills training in gallery management, and future traineeship programs.	Industry stakeholders	X	██████████
	1.3.4 Scope, secure funding and deliver a professional development program for professional artists focussed on identified gaps: • Business development, personal branding and marketing. • Commercial operations. • Grant writing and funding support.	State and local government Industry stakeholders	X	██████████
1.4 Formalise shared networks, infrastructure and resources across regional Shires	1.4.1 Fund shared kit(s) of event production equipment that can be accessed by each shire.	State and local government	X	██████████
	1.4.2 Prioritise delivery of practitioner and industry networking and skill sharing programs and events across the region.	State government Industry stakeholders In-region arts organisations	X	██████████
	1.4.3 Create a regional skills and supplier register to connect artists, cultural workers, event organisers and relevant organisations and service providers.	State and local government In-region arts organisations	X	██████████
	1.4.4 Standardise touring arrangements for artists and production teams, including accommodation, transport and technical support.	State and local government Industry stakeholders	X	██████████
	1.4.5 Deliver an annual regional networking forum that rotates between Shires and brings together practitioners, industry and local government to build relationships and share knowledge.	State government Industry stakeholders In-region arts organisations	X	██████████
	1.4.6 Include the region's arts and cultural attractions in the State Cultural Infrastructure Map to maximise use as a 'go to' resource for stakeholders.	State government	X	██████████

PILLAR ONE: CAPACITY AND INVESTMENT continued.

1.5 Establish strategic relationships with federal and state agencies and industry stakeholders	1.5.1 Work with state and federal agencies to improve regional access to cultural funding and build relationships that strengthen local representation and equity in grant programs: • Participate in regional engagement forums and policy roundtables. • Engage metropolitan-based staff in On Country initiatives. • Nominate local practitioners for advisory roles, award panels, or consultative committees.	Federal government State and local government	X	██████████
	1.5.2 Develop a fit for purpose approach to access opportunities through: • Regional Arts WA – the Creative Collaboration Fund (via Thrive! Regional Arts, Culture & Creativity Investment Framework 2025-2029). • CITS – Regional Arts and Cultural Investment Program, Arts Projects rounds, Regional Exhibition Touring Boost.	State and local government Industry stakeholders	X	██████████
1.6 Regional corporate and industry partnerships and sponsorships to raise the profile of arts and culture	1.6.1 Advocate for arts and culture as an essential driver of regional liveability and corporate social responsibility. Highlight benefits to government, businesses and philanthropists to build a culture of private sector support.	State Government	X	██████████
	1.6.2. Scope and secure strategic funding and partnerships with commercial, industry and philanthropic sectors in the region, such as renewable energy, agribusiness, tourism and infrastructure.	State and local government	X	██████████
1.7 Support emerging industries such as film and digital production	1.7.1 Partner with Screenwest to build local industry capacity, participate in initiatives such as the Crew Directory.	State Government	X	██████████
	1.7.2 Achieve Film Friendly status for the region (all shires).	State Government	X	██████████
1.8 Strengthen education and vocational training pathways	1.8.1 Strengthen partnerships / networks with Department of Education, Central Regional TAFE, Real Futures, regional and remote schools: • Support schools to apply for CITS Creative Learning program. • Delivery of arts curricula and resources in local schools. • Facilitate excursions and incursions for primary and secondary students. • Promote and strengthen uptake of creative industries courses at Central Regional TAFE. • Advocate for regional participation in the Certificate II Live Events Pilot with North Metropolitan TAFE.	State and local government	X	██████████

GOVERNANCE AND IMPLEMENTATION

Clear roles and responsibilities for the Plan's governance and implementation will be critical to its success, aligning the focus and energy of state government agencies, local governments, industry stakeholders and local arts stakeholders and practitioners.

To realise the Gascoyne's potential, a structural shift is required, moving from reliance on goodwill and informal arrangements, to structured support that strengthens the Plan's delivery and reduces pressure on individuals and volunteer organisations.

Gascoyne Arts Plan Steering Committee

The Steering Committee provides overarching leadership and accountability. It brings together state government agencies, the Gascoyne Development Commission, the WA Museum (as custodians of significant regional infrastructure), Traditional Custodians and Shire of Carnarvon as the local government with a key leadership and development role. Its function is to align policy and investment and oversee the delivery of the Plan. It also ensures that funding streams from state and federal programs can be strategically coordinated, and opportunities available through industry stakeholders can be leveraged at both regional and shire levels, avoiding duplication and directing resources.

Local Government Coordination Group

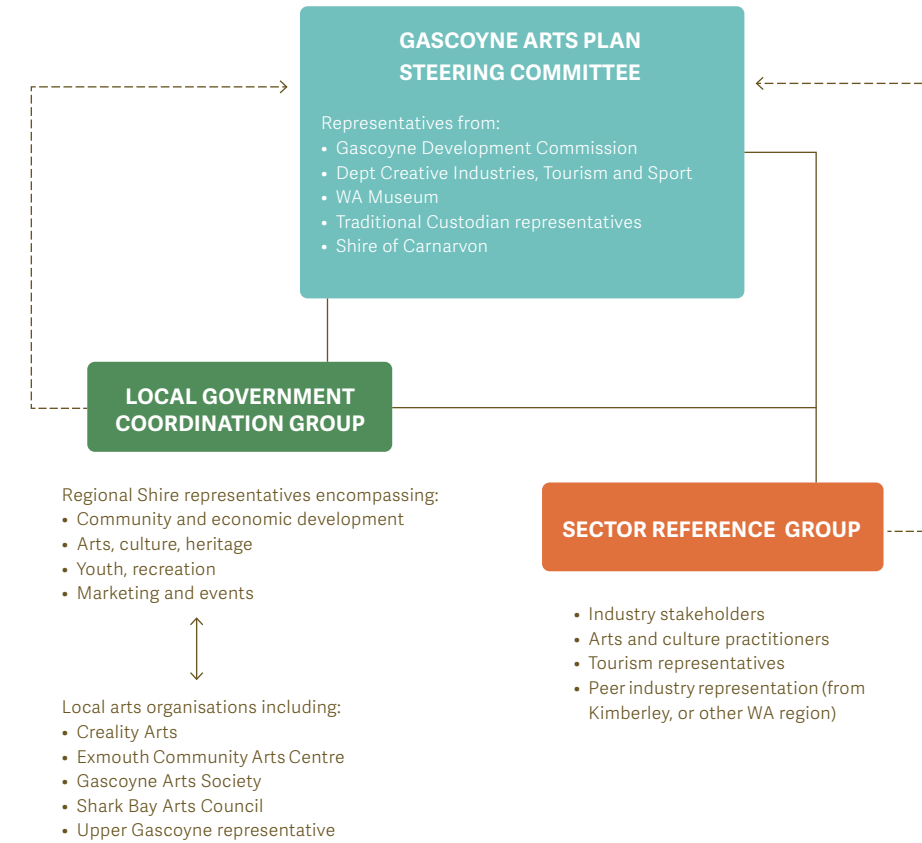
The LGA Coordination Group represents the four regional shires and sits at the centre of delivery. Local governments are recognised as the primary funding partners and administrators of arts and culture at community level, through direct investment, grant programs, infrastructure provision and staff support. This group coordinates arts and culture alongside broader portfolios such as economic development, youth, recreation, tourism and events. Its role is to integrate arts priorities into community development initiatives, leverage funding and strengthen cross-shire collaboration and networks.

Sector Reference Group

The Sector Reference Group connects the Plan to the arts and culture industry stakeholders, practitioners and related sectors such as tourism. Its role is advisory, providing practical insight, responding to skills and development gaps and informing program design and delivery, including leveraging available funding.



IMAGE CREDIT: BY THE BAY EXHIBITION, ROSE DE FREYCINET GALLERY – ASH CRAMMOND STUDIO



SPOTLIGHT CASE STUDY: CREALITY ARTS ARTS

Creality Arts exemplifies how 'community-owned' regional arts organisations can transform communities through culturally rich, inclusive, and high-impact programming.

Creality Arts, formerly Gascoyne in May Inc, was piloted in 2011 to support community festivals and became a not-for-profit incorporated organisation in 2012. Founded by Creative Producer and cultural leader, Theaker Von Ziarno, it has been producing in-situ cultural events in the Gascoyne region for more than a decade. It has a volunteer Board, a network of advisors and active members, and is the Gascoyne representative for Regional Arts WA's Regional Arts Network.

It nurtures local talent and creates programs that support belonging and connection in regional and culturally diverse contexts. Some signature initiatives have included:

- Gascoyne Travelling Arts Festival – a six week touring festival across Carnarvon, Exmouth, Shark Bay, Coral Bay, Gascoyne Junction and Burringurrah Remote Aboriginal Community, showcasing diverse art forms such as theatre, dance, circus, comedy, cabaret and digital projections
- Artery creative learning in schools – delivering artist residencies to seven schools across the Gascoyne and offering professional development and online learning tutorials
- The CRE8 initiative – including eight long-term programs with a 12-year project cycle to build regional arts capacity and community engagement:
 - Blood Beats – Indigenous Hip Hop/Music
 - Faerial – circus training
 - Festival Machines – sculpture and installation arts
 - Architects of Spectacle – event development
 - Gascoyne Pub Choir
 - Tag-a-long cultural/art tours

These programs feed into Situation Based Training to empower local creatives and support development of a sustainable regional arts industry.



SUSTAINING CREALITY ARTS'S IMPACT

The organisation generates some earned income through its activities however, like many arts organisations, remains primarily reliant on project-based grants to deliver programs and operations. This reliance creates challenges for certainty, continuity and long-term impact in the Gascoyne.

Creality Arts has historically operated with a lean staffing structure of an Executive Producer, Strategy and Communications Director and bookkeeper, supplemented by contracted roles in areas such as event production and marketing when funding allows. As at 2025, it is sustained by significant unpaid contributions from its core team - an unsustainable model that limits energy, capacity and growth.

Its Strategic and Business Plan 2023–2026 sets out a clear goal: to secure stable funding and resourcing pathways that enable Creality Arts to strengthen and expand activities, audiences and impact. The organisation is deeply embedded in the Gascoyne's cultural landscape, with strong networks across government, industry and community, a proven track record of high-quality and locally relevant programming, and a demonstrated ability to build industry capacity and deliver strong community outcomes.

To ensure this work continues and grows, Creality Arts requires the backing of government, industry and community through an operations model that is appropriately resourced and remunerated.



IDENTITY REGIONAL GOALS

1. Arts and culture is synonymous with the Gascoyne's reputation and brand
2. The Gascoyne is recognised and valued for its diverse cultural heritage, experiences and talent
3. Strategic communication facilitates awareness and understanding across audiences

There is an opportunity to bring greater cohesion, visibility and momentum to arts and culture across the Gascoyne by strengthening the region's shared identity and creative voice.

While the region is well known for its natural environment, World Heritage status and tourism appeal, its arts and cultural depth – spanning First Nations heritage, diverse communities and vibrant local talent – is not represented and understood in a consistent way.

Currently, there is no unified vision for arts and culture across the region. Aboriginal culture is not always embedded in events and programs, and external perceptions, particularly of Carnarvon, can obscure the reality of a thriving and growing local arts scene.

Building a stronger cultural narrative can help shift these perceptions and articulate the contribution arts and culture makes to regional liveability and economic development. Differences in geography and local context do present challenges, but shared assets provide a strong platform for a stronger creative and cultural identity.

CHALLENGES

- A lack of shared vision to unify and promote creative and cultural stories
- Aboriginal culture inconsistently represented across shires and events, limiting its central role in regional identity
- 'Arts' experiences perceived as niche or exclusive, limiting appeal to broader community
- External perceptions of towns like Carnarvon limit awareness of true cultural activity and investment
- Tension between aspirations for cultural innovation and maintaining established practices
- Geographic diversity and contexts make cohesive regional planning and delivery complex

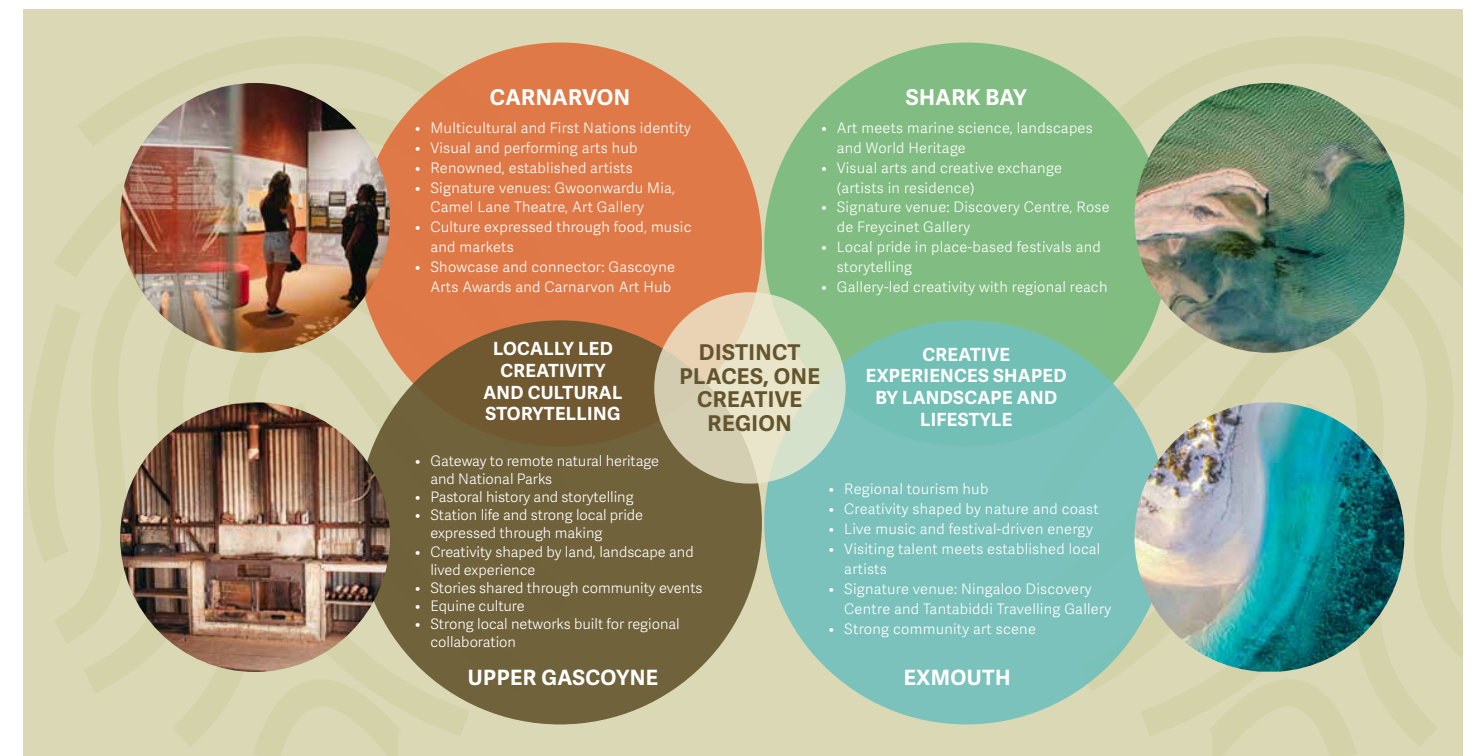
OPPORTUNITIES

- Leverage the Gascoyne's iconic natural and cultural assets (reefs, dark skies, marine life, food and Aboriginal heritage) to shape a strong regional identity
- Increase visibility and recognition of Aboriginal culture in context of regional storytelling, leadership and cultural connection
- Leverage the Gascoyne's seasonal visitation and visiting artists presence for creative development and exchange
- Strengthen cultural identity and pride through storytelling, place-based festivals and Traditional Custodian leadership

REGIONAL PRIORITIES

- 2.1 Raise the profile of **arts and culture** as a core component of the Gascoyne's **tourism and regional development** agenda
- 2.2 **Amplify First Nations** leadership, storytelling and cultural identity
- 2.3 Incorporate **arts and culture in regional economic tourism and community wellbeing** programs and initiatives
- 2.4 Communicate and **demonstrate the value of arts and culture** as an intrinsic part of each shire's community life
- 2.5 Develop and promote a **creative and cultural 'brand'** to unify the region's arts and culture offer.

The Gascoyne's arts and cultural identity reflects the diversity of its towns. The Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne each bring unique attributes that together form a creative region with strong local character and growing regional impact. In strengthening the identity of the region, each shire's unique but complementary identity should be highlighted through a more strategic and cohesive narrative.



SPOTLIGHT CASE STUDY: A REGIONAL ARTS AND CULTURE IDENTITY LINKED TO LANDSCAPE

The Scenic Rim, located an hour from Brisbane and the Gold Coast, presents a consistent cultural identity based on creativity, resilience and a strong sense of place.

The identity is demonstrated in the Creative Scenic Rim website which also packages and promotes information on arts and cultural activities and provides a directory of practitioners.

Surrounded by six national parks and part of the Gondwana Rainforests of Australia World Heritage Area, the region supports community-led arts and storytelling grounded in landscape and local history. Arts and culture are positioned as important to community wellbeing and regional tourism.

Through the Creative Scenic Rim program, the Scenic Rim Regional Council delivers exhibitions, performances, workshops and events across the year with cultural venues such as The Centre Beaudesert and Boonah Cultural Centre hosting touring and local work. Galleries and studios in towns like Kalbar and Tamborine Mountain offer hands-on experiences.

Public art trails like the Scenic Rim Story Markers share local and First Nations stories through artwork placed across towns. Visitors can explore galleries, markets, heritage museums and cultural trails that connect arts with natural landscapes. Arts programs are supported through the Regional Arts Development Fund, which continues in 2024–25 with grants for creative professionals, youth and community groups.



GASCOYNE
REGIONAL ARTS PLAN

PILLAR TWO: IDENTITY

REGIONAL PRIORITIES	STRATEGIES	STAKEHOLDERS	TIMING (YEARS)						
			1	2	3	4	5	5*	
2.1 Raise the profile of arts and culture as a core component of the Gascoyne's tourism and regional development agenda	2.1.1 Develop key messages on the value of arts and culture to the Gascoyne region and embed these in strategy, policy, narrative and communications	State and local government	X						
	2.1.2 Collaborate with Regional Tourism Organisations (RTOs) and economic development agencies to feature local arts and culture in destination marketing, visitor itineraries and regional events	State and local government RTOs Practitioners and producers		X					
	2.1.3 Include arts and culture in familiarisation tours, trade visits and promotional content for the tourism and investment sectors	State and local government RTOs Practitioners and producers	X						
	2.1.4 Showcase regional creative talent and events in flagship tourism campaigns, investment attraction and government promotions	State government RTOs Practitioners and producers		X					
2.2 Amplify First Nations leadership, storytelling and cultural identity	2.2.1 Strengthen investment in Gwoonwardu Mia as a regional Aboriginal arts, cultural and tourism hub, connector and leader	State government		X					
	2.2.2 With Aboriginal Corporations and Prescribed Body Corporates, state government and relevant stakeholders, facilitate an Aboriginal-led region-wide framework for arts and culture engagement, to: <ul style="list-style-type: none"> • Ensure appropriate cultural authority • Represent the region's diversity • Identify and agree cultural narratives • Inform and guide arts and culture projects that facilitate collaboration and creative expression • Develop product, programs, experiences and enterprise 	State and local government Aboriginal Corporations PBCs			X				
	2.2.3 Support and fund language preservation projects for the Gascoyne's language groups: Yinggarda, Baiyungu, Malgana, Thudgari, Thalanyji and Wajarri with a focus on: <ul style="list-style-type: none"> • Language preservation, continuation and fluency • Reconciliation, healing and wellbeing • Education, storytelling and celebration 	Federal government State and local government Aboriginal Corporations PBCs		X					
	2.2.4 Fund Aboriginal cultural interpretation and storytelling projects. Opportunities may include: <ul style="list-style-type: none"> • Record and share oral histories, support Aboriginal artists to develop podcasts and stories documenting contemporary life • Use signage, digital storytelling to bring stories to life • Connect students with culture through school-based programs • Regional gallery exhibitions to showcase traditional knowledge and songlines 	Federal government State and local government Aboriginal Corporations PBCs		X					

PILLAR TWO: IDENTITY continued.

	2.2.5 Support Aboriginal artists and organisations to apply for CITS Regional Aboriginal Arts Development and Connecting to Country Grants to support the above.	State and local government Aboriginal Corporations PBCs	X						
2.3 Incorporate arts and culture in regional economic, tourism and community wellbeing programs and initiatives	2.3.1 Embed arts and culture outcomes in regional growth plans and strategic documents such as health strategies, place-based strategies and programs and liveability frameworks including: • GDC Strategic Plan • Regional development strategies and investment frameworks • Tourism and destination management plans • Gascoyne Aboriginal Health Strategy	State government	X						
	2.3.2 Partner with health, education and community services to deliver creative programs that support mental health, youth engagement and social connection. Explore opportunities through CITS Creativity and Wellbeing Program	State and local government NGOs	X						
	2.3.3 Grow creative industries and cultural tourism through cross-sector initiatives that align arts and culture, food, environment and destination development	State government Gascoyne Food Council Practitioners and producers	X						
	2.3.4 Fund arts-based pilots and projects that demonstrate impact in economic diversification, skills development or community resilience. For example, creative industries incubation programs and regional skills intensives	State government		X					
	2.3.5 Work with regional program leads including GDC, local government, DPIRD and WA Country Health, to embed culture and arts outcomes in program and funding design	State government		X					
2.4 Communicate and demonstrate the value of arts and culture as an intrinsic part of each Shire's community life	2.4.1 Shire of Exmouth: Position arts and culture as a unifying force that connects locals and visitors through coastal festivals, live music and nature-inspired experiences	Local government	X						
	2.4.2 Shire of Carnarvon: Position arts and culture as a cornerstone of community life and identity — led by a strong First Nations presence and a dynamic visual and performing arts scene that fosters inclusion, pride and connection	Local government	X						
	2.4.3 Shire of Shark Bay: Position arts and culture as a lens to experience Shark Bay's World Heritage — where exhibitions, storytelling and visiting artists bring marine science, landscape and history to life	Local government	X						
	2.4.4: Shire of Upper Gascoyne: Position arts and culture as deeply rooted in land, lifestyle and community — where cultural expression thrives through local making, station life, equine culture and shared events	Local government	X						
	2.5.1 Co-design and embed a shared Gascoyne identity, supported by a region-wide toolkit, to drive consistent promotion, strengthen tourism campaigns and leverage funding, media and partnerships.	State and local government RTOs	X						

SPOTLIGHT CASE STUDY: REVITALISING CULTURE THROUGH LANGUAGE THE NYIYAPARLI LIVING LANGUAGE PROJECT

The Nyiyaparli Living Language Project (NLLP) is based in Western Australia's Pilbara region, primarily around the traditional lands of the Nyiyaparli people, which includes areas around Newman, Marble Bar and the Fortescue River. Run by the Karla Nyiyaparli Aboriginal Corporation RNTBC (KNAC), it is a leading example of cultural revitalisation and community-led innovation.

The Nyiyaparli language is one of the oldest in Australia, spoken on Country for over 41,000 years. Today, with only a small number of fluent speakers (less than 10), the project responds to a shared community priority: to keep the Nyiyaparli language strong and ensure it is spoken for generations to come.

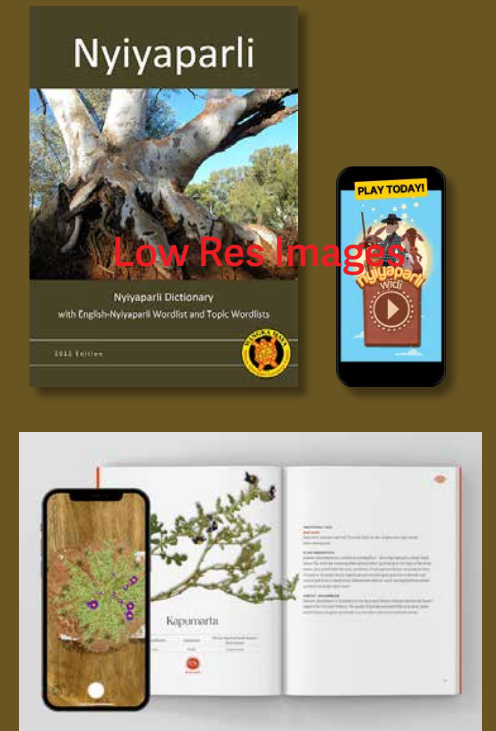
Stage one began in 2022, laying strong foundations through workshops, interviews, and community-led planning. With full support from the KNAC Board and funding from the Nyiyaparli Native Title Charitable Trust (AET Trustee), the project is now entering Stage two, a three-year program with 26 tailored initiatives.

These include a digital language centre, word-of-the-day SMS alerts, educational posters and a smartphone game, designed to make learning and using Nyiyaparli language part of everyday life. The approach combines traditional knowledge with digital tools to strengthen connection to language and culture across age groups.

The NLLP is overseen by a Cultural Working Group of senior language speakers and community leaders, and delivered by a dedicated team within KNAC, including an Executive Producer. This governance structure ensures cultural authority, continuity and accountability.

More than a language project, the NLLP is about strengthening cultural identity and capability of the Nyiyaparli community. Through this work, KNAC is creating a platform for intergenerational learning, cultural pride and long-term self-determination.

www.karla.com.au | www.nyiyaparli.live



Low Res Images



EXPERIENCE REGIONAL GOALS

1. Growth in audience participation and engagement
2. Regional programs deliver sustained and inclusive arts and culture experiences
3. Arts and culture venues, precincts and attractions are fit for purpose and well utilised

The Plan identifies opportunities to strengthen coordination and delivery of new and existing region-wide attractions, programs and experiences to engage new audiences and attract visitors.

Participation in arts and cultural experiences is influenced by practical and structural challenges. Variations in quality, high delivery costs, and limited year-round programming impact sustainability and access, particularly outside peak seasons. Local expectations and regulatory requirements, such as Exmouth's live music curfew, can limit event scope, while inconsistent promotion and scheduling impact visibility. The region's natural and cultural diversity provides a strong base for growth. Signature events like the Jamba Nyinayi Festival (Coral Bay) and the Ningaloo Sky Festival are elevating regional identity.

Venues such as Gwoonwardu Mia, Carnarvon Civic Centre and Shark Bay and Ningaloo Discovery Centres have regional coordination potential, and station networks and venues can support artist residencies and events.

With targeted investment and improved alignment, the Gascoyne can offer more inclusive and connected cultural experiences.

CHALLENGES

- Arts experiences vary significantly, with inconsistent quality
- Touring and visiting artists face challenges due to high travel, accommodation and freight costs
- Limited year-round, accessible programming for youth and local communities beyond peak visitor seasons
- Cost, inconsistent timing and lack of coordinated promotion impact access and participation
- Community expectations and regulatory curfews (e.g., 10pm limits on live music in Exmouth) can limit potential

OPPORTUNITIES

- Cultural and environmental diversity offers strong positioning through environmental, station and Aboriginal cultural tourism
- Emerging regional and intra-region touring models for improved programming
- Existing cultural anchors (e.g. Gwoonwardu Mia, Carnarvon Civic Centre, Shark Bay and Ningaloo Discovery Centres) could lead regional coordination
- Leverage station networks and infrastructure as venues to support cultural residencies and events
- Signature events like the Jamba Nyinayi Festival, Ningaloo Sky Festival and Under the Gascoyne Skies Festival are showcasing cultural strengths and positioning place-based festivals and dark sky assets as tourism and cultural drawcards

REGIONAL PRIORITIES

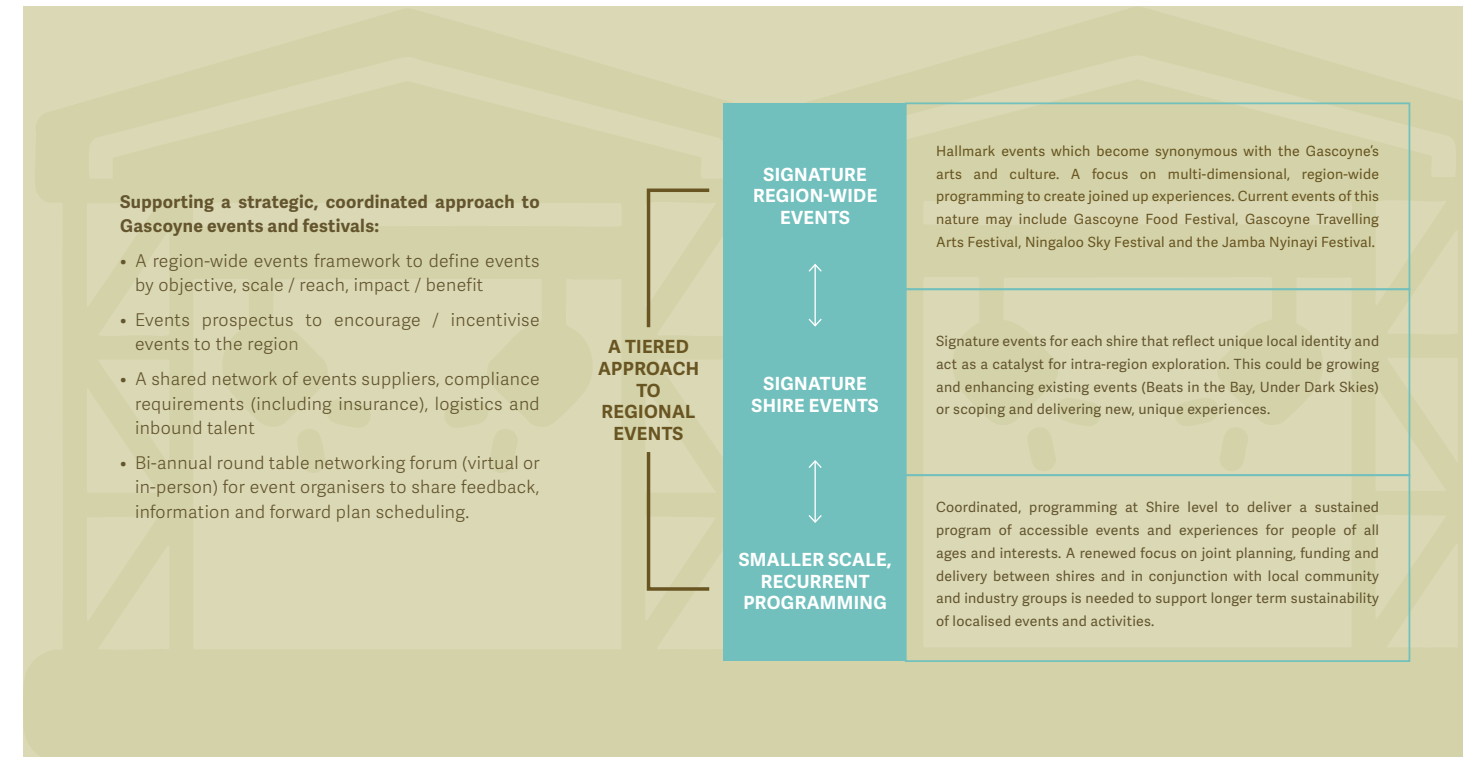
- 3.1 Develop a **regional programming and events strategy** for both local communities and visitors
- 3.2 Continue to **grow cultural tourism** attractions and experiences that showcases cultural identity and heritage (e.g. Station Stays, Dark Sky tourism, On Country experiences)
- 3.3 Increase arts and culture programs that **engage young people**
- 3.4 Deliver **arts and culture** outcomes in **precinct, public realm** and capital projects
- 3.5 Deliver **creative placemaking programs** at individual Shire level
- 3.6 **Optimise venues of state significance** – programming, community access, asset management.

PILLAR THREE: EXPERIENCE

REGIONAL PRIORITIES	STRATEGIES	STAKEHOLDERS	TIMING (YEARS)						
			1	2	3	4	5	5*	
3.1 Develop a coordinated, regional approach to events and festivals for local communities and visitors	3.1.1 Develop a regional Events Strategy in collaboration with state and local government and event stakeholders, to consider: • Funding, operational sustainability and growth of established regional festivals and events – for example, Ningaloo Sky Festival, Gascoyne Food Festival, Under Gascoyne Skies Festival, Beats in the Bay, Jamba Nyinayi Festival, Landor and Junction races, gymkhanas and campdrafts • Cross-sector resourcing - across arts, tourism and food organisations, to potentially streamline project delivery • A 'local talent' policy or provisions to ensure local artists' inclusion in major events	State and local government		X					
	3.1.2 Through regional Shires, establish a shared network of events suppliers, compliance requirements (including insurance), transport and logistics and inbound talent; cross-promote, cross-program and extend regional touring circuits where practical	Local government Industry stakeholders Suppliers	X						
	3.1.3 Establish a regular networking forum (virtual or in-person) for event organisers to share feedback, information and forward plan scheduling	Local government Practitioners and producers	X						
3.2 Continue to grow cultural tourism attractions and experiences that showcase cultural identity and heritage	3.2.1 Leverage state government investment in nature-based tourism (through CITS, DBCA) to deliver arts and cultural experiences and infrastructure that optimise usage and attract new audiences. For example: • Outdoor amphitheatres and multi-purpose spaces • Interpretation and wayfinding, public art trails • On Country guided tours and experiences	State and local government	X						
	3.2.2 Work in partnership with Traditional Custodians, WAITOC, Aboriginal Corporations and communities to co-design and deliver Aboriginal-led, on Country cultural experiences	State and local government Tour operators		X					
	3.2.3 Embed arts and culture within the region's niche tourism experiences – including Dark Sky tourism, Ningaloo reef tours and national parks	State and local government Tour operators	X						
3.3 Increase arts and culture programs that engage young people	3.3.1 Ensure major events and festivals include dedicated programming for younger audiences and emerging talent	State and local government Event producers	X						
	3.3.2 Explore funding and program opportunities with CITS and Healthway for young people to engage with digital media, music, gaming and creative technologies	State and local government Event producers		X					
	3.3.3 Introduce a youth category in the region's major art awards – Gascoyne Art Awards, with mentoring opportunities for young and emerging artists	State and local government Event producers		X					
	3.3.4 Establish partnerships between local schools and regional arts organisations such as ECAC, Gascoyne Art Society, Shark Bay Arts Council, and Gwoonwardu Mia's educational loan box initiative to deliver curriculum-integrated learning and special projects deliver curriculum-integrated learning and special projects	State government In-region arts organisations			X				

PILLAR THREE: EXPERIENCE continued.

3.4 Deliver arts and culture outcomes through precinct and public realm projects and creative placemaking	3.4.1 Leverage upgrades to infrastructure and civic spaces and integrate public art, performance infrastructure and storytelling such as: • Carnarvon Town Centre Activation Plan including Foreshore and Carnarvon Civic Centre • Exmouth Federation Park and Town Centre revitalisation • Denham Foreshore Masterplan implementation	State and local government	X						
	3.4.2 Engage artists and cultural practitioners in precinct planning and capital works projects to shape urban design, public art and interpretation urban design, public art and interpretation	State and local government		X					
	3.4.3 At a shire level, develop and deliver community-led creative placemaking initiatives that reflect local identity and activate public spaces. For example: • Street furniture or planters • Murals, paving art • Pop up performances • Empty shopfront installations etc	Local government In-region arts organisations Practitioners and producers	X						
	3.4.4 Develop a Gascoyne regional public art blueprint to provide direction on: • A regional public art trail for large scale, notable works • Theming and narratives – to reflect cultural identity • Site selection • Artist procurement and selection • Investment guidance – as a prospectus to attract funding • Collection governance and management	Local government In-region arts organisations Practitioners and producers			X				
3.5 Optimise flagship cultural venues – programming, community access, asset management	3.5.1 Prioritise investment in assets that are under-utilised or at capacity: • Gwoonwardu Mia Carnarvon – requires outdoor performance infrastructure, toilets, back of house facilities to support effective use of this space, along with development of a women’s and men’s cultural art space and accommodation for artists in residence • Tantabiddi Travelling Gallery Exmouth – operational and programming strategy and business case (resourcing) to provide management direction • Shark Bay Museum – programming strategy and business case, management plan (funded and resourced) to provide management direction • Gascoyne Junction Historical Museum – refurbishment and / or business case for larger facility • Rose de Freycinet Gallery – operational and curatorial plan (funded and resourced) to provide management direction • Camel Lane Theatre – programming strategy and technical production resourcing	Federal government State and local government	X						
	3.5.2 Partner with Art on the Move learning and engagement teams on touring exhibitions and programming advice	Industry stakeholders		X					
3.6 Coordinated promotion of existing arts and cultural experiences	3.6.1 Utilising existing communications channels: • Strengthen arts and culture presence across Shire websites and social media. • Create a shared regional events calendar and ‘what’s on’ guide embedded on key platforms. • Work with regional and state media to spotlight local arts and culture • Support cross-promotion between venues, festivals and artists using shared tools	Local government	X						



SUCCESS FACTORS

Success factors align with the staged implementation of identified strategies, providing time bound milestones across two years, three to four years and five years plus to track progress and outcomes.

WITHIN 2 YEARS

1. **Arts and culture elevated as a driver of regional development**, embedded in policy, planning and investment frameworks
2. **Regional governance** framework in place, with a **funded resource** driving regional coordination and growing capacity of local arts organisations
3. **Shared touring and events calendar** delivers coordinated programs across the region
4. Sustained programs enable **commercial artists to grow their practice** and build export pathways for state, national and international markets
5. **Arts and cultural infrastructure is embedded** into capital and public realm projects across the region



WITHIN 3 – 4 YEARS

1. **Gwoonwardu Mia operating as a flagship cultural institution**, driving Aboriginal cultural exchange, community engagement and regional tourism growth
2. Sustainable **operational funding** enables **regional galleries to function as a coordinated network**, delivering shared exhibitions and programs
3. Regional delivery of **accredited training in technical production gallery and event management**, strengthening local capability
4. **Growth in grants and funding partnerships broaden the reach and impact** of arts and culture across the region



5 YEARS +

1. **Gascoyne is recognised as an arts and culture destination**, with an increase in audience participation across programs
2. **Aboriginal cultural heritage is embedded** as a foundation for arts and cultural planning and delivery
3. **Emerging industries such as film and digital production** are established, creating pathways for local employment and skills development
4. **A new generation of arts and culture leaders drive** talent development and foster creative entrepreneurship

GASCOYNE
REGIONAL ARTS PLAN

PART FIVE

SHIRE INSIGHTS
AND PRIORITIES

SHIRE INSIGHTS AND PRIORITIES

This part of the Plan has been developed in consultation with the Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne.

It provides more detail on shire-level stakeholder engagement insights including availability of arts and culture experiences, drivers and barriers to local participation, and most visited venues. It reflects key arts and culture priorities for each local community, in context of identified regional goals and strategies.

The unique arts and culture opportunities of each shire, and their role within the Gascoyne region, are described, with priorities for identity, experience, capacity, investment in infrastructure and the public realm aligned to these.

These priorities can inform development of future actions or implementation plans, concept and program development and grant funding applications.

As with the regional goals and strategies, delivery of shire level priorities will be the shared responsibility of federal, state and local government, industry stakeholders and funding entities and not the sole responsibility of the relevant local government - noting each has capacity and resource limitations.



IMAGE CREDIT: SPACE MUSIC SHARK BAY, AUSTRALIAN BAROQUE'S 2024 WA REGIONAL TOUR



SHIRE OF CARNARVON / GWOONWARDU PRIORITIES

IMAGE CREDIT: JAMBA NYINAYI FESTIVAL - SHIRE OF CARNARVON

SPOTLIGHT CASE STUDY: GWOONWARDU MIA TRAINING PROGRAM

A unique collaboration in Carnarvon is transforming futures, with Aboriginal participants gaining new skills, confidence and career pathways through hospitality and tourism training at Gwoonwardu Mia.

This partnership between Tourism WA, the Gwoonwardu Mia Culture Centre, Real Futures, TAFE and WA Museum Boola Bardip empowered Aboriginal participants to engage in a hospitality and tourism training program in Carnarvon. Students acquired skills and qualifications, with some securing employment at the Jardiluni Mia Café based at the centre.

Run each year from 2022 to 2024, the program included a range of immersive training activities, such as workshops from visiting chefs, on-Country time with Elders and remote TAFE certifications. The training initiatives led up to events hosted by the chefs and students, some connecting to regional event programs such as the Gascoyne Food Festival.

Tourism WA also supported the Gwoonwardu Mia Culture Centre to engage local Aboriginal people to host regular Yarning Circles, which continue to engage visitors and the community. The Gwoonwardu Mia training program has recently expanded into astro-tourism training, with workshops delivered to centre staff so they can host astro-tourism nights.

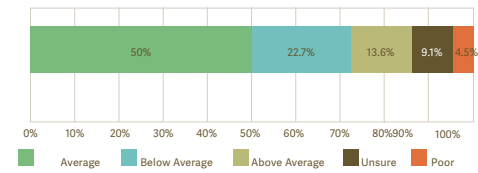
One local Yingarrda woman described her experience in the Gwoonwardu Mia program as a "a good way to do something good for your life, a reset, and a new start". Another said: "I am a young mother of two boys; being able to get out and do this course has made me more confident in myself. This course has also been a big achievement for me."



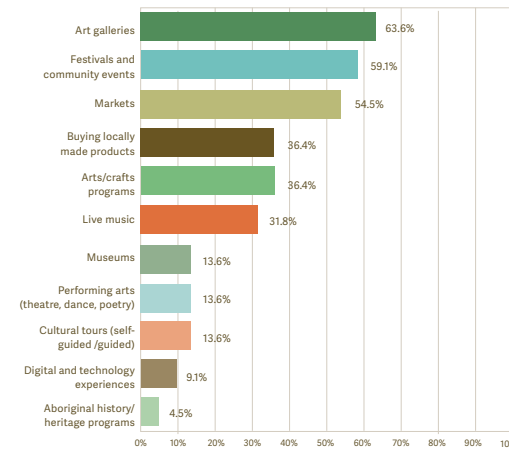
STAKEHOLDERS TOLD US:

- There is a need for more funding, grants and investment to grow cultural activity and support local artists and cultural groups
- More communication and promotion is needed to support participation and awareness
- Large-scale events, Aboriginal-led experiences and inclusive community festivals are critical for community connection and cohesion, identity and tourism development
- There is an opportunity to better integrate and 'package' arts, culture and tourism experiences, to unlock local economic potential and reposition Carnarvon's reputation and profile
- Safe, welcoming and connected spaces like the Arts Hub and Gwoonwardu Mia are highly valued; venue accessibility and future flexibility are important
- Volunteer fatigue, limitations on skills and technical support are holding back delivery of cultural programs and events
- Arts and culture is often not prioritised or recognised for its value and contribution to community identity and wellbeing, particularly for young people. Strong, consistent and committed leadership is needed

Availability of arts and cultural experiences in Carnarvon are deemed average or below, with most people engaging in activities a few times a year.



Most people participate through art gallery visits, festivals and community events, markets, arts and craft programs and live music.



Major drivers of participation are community connection, for happiness and well-being, to be entertained and to support the local economy.

The main barriers to participation are lack of timely promotion/ finding out too late, being too busy, activities scheduled at inconvenient times and lack of activities aligned to personal interests.

"The costs and lack of skilled technicians in regional areas makes [arts and culture] even harder."

TOP 5 MOST VISITED VENUES FOR ARTS AND CULTURAL EXPERIENCES

1. Library
2. Art Gallery
3. Civic Centre
4. Art Hub
5. Gwoonwardu Mia Cultural Centre

"In our co-working hubs, we feel connected to others, we collaborate and create ways to make things better. The hub becomes a safe place — this is where true community begins."

THE OPPORTUNITY

Carnarvon is uniquely positioned to lead as a cultural and creative anchor for the Gascoyne region – serving as a vital link in the state touring circuit between Geraldton and Karratha, particularly for the performing arts and Aboriginal-led experiences.

Carnarvon is home to significant cultural infrastructure, including the Civic Centre precinct, Gwoonwardu Mia, the Space and Technology Museum, and the Library and Art Gallery. The future of arts and culture lies in its power to foster community cohesion, intergenerational connection, cultural healing and economic revitalisation.

There is strong appetite for inclusive events, Aboriginal-led experiences, and cultural spaces that build pride and connection. Building on the shire's existing commitments and current initiatives, sustainable investment in funding, promotion, skills development and cross-sector partnerships will strengthen its place in Western Australia's creative economy and support Carnarvon's repositioning as a vibrant, creative and culturally confident community.



SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
IDENTITY	<p>1. Highlighting Carnarvon's unique role in regional arts positioning</p> <ul style="list-style-type: none"> • Multicultural and First Nations identity • Visual and performing arts, touring hub • Renowned, established artists • Signature venues: Gwoonwardu Mia, Camel Lane Theatre, Art Gallery • Culture expressed through food, music and markets • Showcase and connector: Gascoyne Arts Awards and Carnarvon Art Hub
	<p>2. Arts and culture elevated in Carnarvon's place and destination brand: Position arts and culture alongside heritage, environment, food, resilience, pride and diversity to strengthen Carnarvon's identity and contribute to the shire's social connection, vibrancy and wellbeing.</p>
	<p>3. Packaging and promotion of existing shire-led activities as part of a cohesive arts and culture offering: Bring together arts and cultural activities under a clear, year-round program to improve visibility and participation. Opportunities to support consistency include streamlining 'what's on' content across the shire, state government, tourism and other websites, unifying tone and branding across communications touchpoints, and dedicated content profiling Carnarvon's cultural life – including events and artist call outs.</p>

SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
EXPERIENCE	<p>1. Strengthened reputation as north west events and touring hub: Activate Camel Lane Theatre as a regional venue and connector through high-quality programs and partnerships with CircuitWest and commercial touring entities. Grow signature regional events such as the Gascoyne Food Festival and the Jamba Nyinayi Festival, expanding their cultural reach and regional appeal. Maintain support for community-led programming and special events that reflect local identity and encourage grassroots participation.</p>
	<p>2. Public art as a distinct attraction and showcase of community identity: Promote Carnarvon's public art and mural trail as a distinct cultural attraction. Develop a public art masterplan to guide future commissions, enhance visibility and support storytelling, wayfinding, and tourism through curated trails and interpretive signage.</p>
	<p>3. Creative programs for children and young people that build skills, wellbeing and future cultural participation: Support youth-focused creative programs that build skills, confidence and cultural connection. Foster cultural mediums such as dance (including existing initiatives for women and young boys) as an intergenerational connector for creative innovation and tradition.</p>
	<p>4. Aboriginal participation and engagement in cultural activities: Support and grow Aboriginal-led cultural expression through dance, language, visual art and On-Country experiences. Build on momentum of emerging woman's groups, youth performance and Carnarvon Art Hub to celebrate culture, foster participation and support emerging artists.</p>

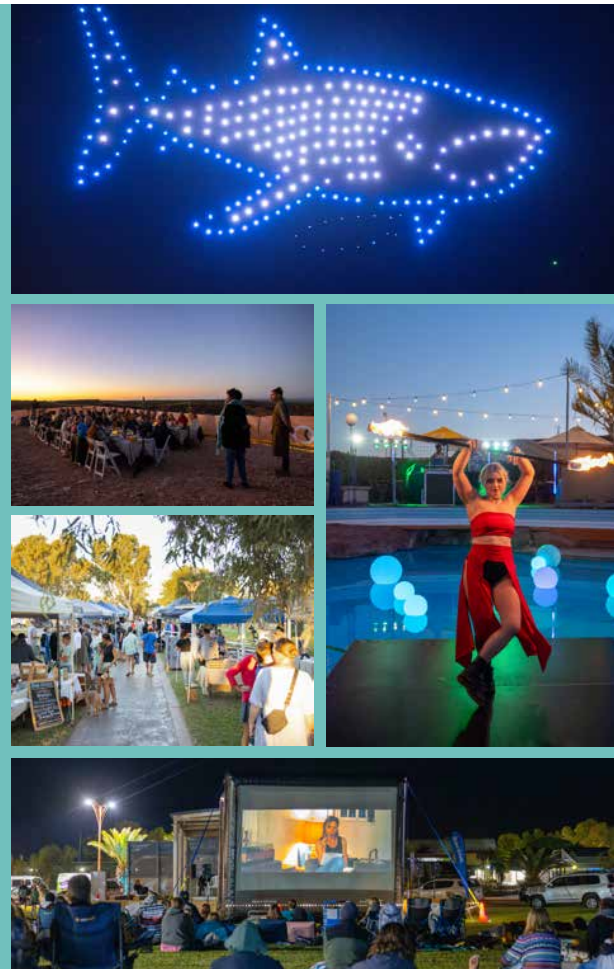
SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS		SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
CAPACITY AND INVESTMENT	<p>1. The Arts Hub as a sustained, inclusive community space: Continued support for the Arts Hub as a space fostering creativity, inclusion and wellbeing. Ongoing programs, workshops and creative resources should strengthen community connection, support emerging talent and be a platform for cultural participation across all ages.</p>	INFRASTRUCTURE AND PUBLIC REALM	<p>1. Gwoonwardu Mia strengthened as a leading regional hub for Aboriginal arts, culture, tourism and creative experiences: Support governance, programming and operations in partnership with Traditional Owners, local Aboriginal organisations and the WA Museum. Enhancements to outdoor performance spaces and back of house facilities and development of men's and women's arts and cultural spaces, will help diversify and extend use of the Centre.</p>
	<p>2. Local capability in performing arts, technical production and event delivery: Technical skill development in performance and production to improve utilisation of Camel Lane Theatre via partnership with CircuitWest, and access to tertiary and vocational training, mentoring and hands-on learning.</p>		<p>2. Investment in key cultural infrastructure — including Camel Lane Theatre, Art Gallery and the Foreshore — as vibrant creative precincts: Undertake staged upgrades to facilities, amenities and technical equipment to support cultural programming and community use. Align shire infrastructure planning with arts, tourism and urban development strategies.</p>
	<p>3. Commercial and marketing support for established visual artists: Strengthen visibility, market reach and commercial opportunities for established artists by supporting promotion, distribution, strategic partnerships and platforms for showcasing and selling work across the region and more broadly.</p>		<p>3. Delivery of outdoor event space in line with Carnarvon Activation Plan: Progress design, approvals and funding for outdoor event infrastructure in key locations where identified. Integrate site planning with event delivery needs including power, shade, lighting and vehicle / patron accessibility to ensure flexibility for diverse cultural and community uses.</p>
	<p>4. Sustainably resourced arts and culture programs and services to support regional leadership role: With state government, secure core operational funding to maintain dedicated arts and culture roles within the shire. Ensure roles are clearly defined with responsibility for program development and coordination, partnerships and community engagement, funding development and cultural planning.</p>		<p>4. Place-based public art integrated into revitalisation and capital works: Develop a public art masterplan to ensure existing and proposed works' cohesion, quality and relevance to place and cultural identity, as an integrated collection. Embed public art commissioning into town centre upgrades, new builds and capital works. Engage local and visiting artists and community in concept development and enable mentoring and skills development opportunities.</p>



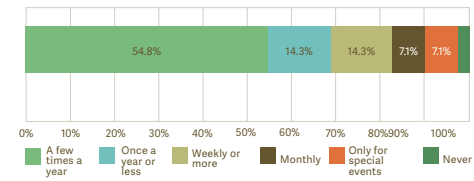
IMAGE CREDIT: NINGALOO SKY FESTIVAL 2025, EXMOUTH

STAKEHOLDERS TOLD US:

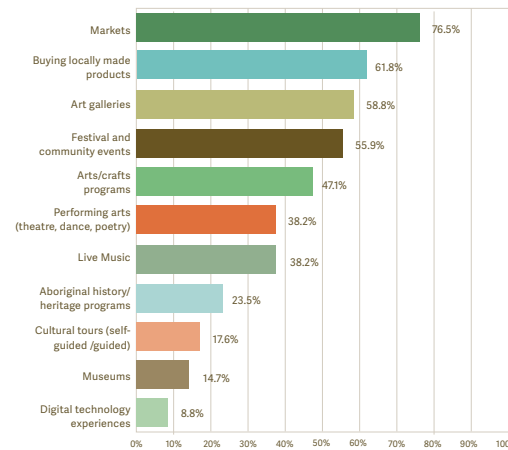
- Arts and culture are seen as part of what makes Exmouth a special place to live, not just something for the high season
- Community, especially young people, want more ways to get involved — but locals find it difficult to find out what’s on and how to get involved in activities aligned to their interests
- Local artists are asking for more backing — funding, space, and chances to grow their work and share it beyond the region
- Exmouth attracts visiting creative talent from across the world, but there’s no clear pathway to connect them with local events or the community resulting in missed opportunity
- Stakeholders see real potential to use Exmouth’s landscape and visitor appeal to host unique cultural events and boost the shire’s creative profile
- Groups like ECAC are doing a lot with limited resources, but they need support and a new strategic focus to diversify and grow
- High costs associated with geographic isolation and small population, limited paid opportunities for professional artists and volunteer burnout are challenging the sector in the absence of a coordinated plan and approach by the shire.



Availability of arts and cultural experiences in Exmouth are deemed average or below, with most people engaging in activities a few times a year.



Most people participate in community based cultural experiences – markets, locally made products, visiting galleries and attending festivals and events.



Major drivers of participation are entertainment, for happiness and well-being, community connection and to support local artisans and tourism.

The main barriers to participation are lack of timely promotion/ finding out too late, general lack of information, lack of activities aligned to personal interests and being too busy.

“It’s hard to find qualified artists in town, and there’s no incentive for them to include exmouth in their tour plans — [we need more] festivals or events to draw them here.”

TOP 5 MOST VISITED VENUES FOR ARTS AND CULTURAL EXPERIENCES

1. Ningaloo Centre
2. Exmouth Cultural Arts Centre / ECAC
3. Hospitality venues – Whalebone and Froth Brewery
4. Markets (Town Beach and town centre)
5. Federation Park

“Exmouth is unique — we have a gorgeous landscape and many food and beverage options and opportunities for live music. A great place to have festivals suitable to all ages and abilities.”

THE OPPORTUNITY

Exmouth is positioned to grow arts and culture by connecting creativity with its world-class natural environment and international destination appeal with a focus on live performance, festivals and cultural tourism.

There's high demand for live music, festivals and Aboriginal cultural experiences that complement nature-based tourism and bring the community together. The town's mix of established artisans, makers and artists, local community, tourists and visiting creatives creates a unique advantage — with opportunity to harness this through better pathways, programming and creative spaces.

With the Ningaloo Centre as a foundation and a growing creative sector, Exmouth can make arts and culture a stronger part of everyday life and a valued feature of the visitor experience.



SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
IDENTITY	<p>1. Highlighting Exmouth's unique role in regional arts positioning:</p> <ul style="list-style-type: none"> Regional tourism hub Creativity shaped by nature and coast Live music and festival-driven energy and reputation Visiting talent meets established local artists Signature venues: Ningaloo Discovery Centre and Tantabiddi Travelling Gallery Strong community art scene
	<p>2. Position arts and culture as a key driver of the shire's lifestyle and visitor experience: Make arts and culture part of the everyday by embedding it in the shire's social life – through events, places and experiences that feel welcoming, familiar and fun. Focus on creativity, connection and local identity rather than formality or niche appeal, so that arts and culture is seen as something for everyone to enjoy and be part of.</p>
	<p>3. Promote and package existing shire-led activities as part of a cohesive arts and culture offering: Bring together existing shire-run arts and cultural events under a clear, year-round program to improve visibility and community engagement. Use consistent branding, promotion and scheduling to create a stronger presence, with a focus on simple, cost-effective and local collaboration.</p>

SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
EXPERIENCE	<p>1. Arts and cultural experiences targeted to the local community: In 'shoulder seasons,' deliver a program of arts and culture events targeted at local community and welcoming to visitors, with a focus on music, festivals, performing arts and outdoor film.</p>
	<p>2. Arts and culture programs that engage young people: In partnership with local schools and community, develop youth-focussed programs / projects to nurture and inspire creative talent.</p>
	<p>3. Ningaloo Sky Festival developed as Exmouth's signature event: Establish the bi-annual Festival as a sustained and recurrent flagship event, with strong representation of local talent and programming for local community and visitors.</p>
	<p>4. Nature-based tourism as a platform for arts and culture: Leverage established nature-based tourism experiences such as hiking trails, marine tours and Dark Sky tourism as mediums for cultural storytelling and local art. Partner with tourism operators, Traditional Owners, and creatives to integrate cultural narratives, performances, installations or interpretation into existing visitor experiences.</p>
	<p>5. Aboriginal-led cultural experiences developed in partnership with Traditional Custodians: Through partnerships with Traditional Custodians, DBCA, WAITOC and other stakeholders, support continued development of Aboriginal-led culture and arts experiences.</p>

SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
CAPACITY AND INVESTMENT	<p>1. Improved coordination of arts and culture planning and resourcing: Consolidate planning and delivery of arts and cultural activity through a shire-wide approach that encompasses gallery programming and management, special events, community engagement and capacity building to strengthen arts and culture delivery and opportunity development.</p>
	<p>2. Expand the shire's grant program to explicitly include arts and culture: The current community grants program is focussed on supporting self-sustaining community groups and clubs and promoting local economic development across three categories – Major Events, Community and Sporting, and Donations.</p>
	<p>3. Continued development as a film-friendly destination: Leverage the success of locally-filmed productions such as Whale Shark Jack.</p>
	<p>4. Develop a pathway for visiting creatives to contribute to local cultural life: Consider a seasonal 'call out' for visiting artists to contribute to local arts and cultural programs and events including with schools and community groups.</p>
	<p>5. Support ECAC to diversify its showcase of local talent: Strengthen and broaden ECAC's role in the community beyond its current demographic, to include young people and travelling creatives.</p>

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SHIRE OF EXMOUTH / WARNANGURA PRIORITIES

SHIRE OF SHARK BAY / GATHAAGUDU PRIORITIES



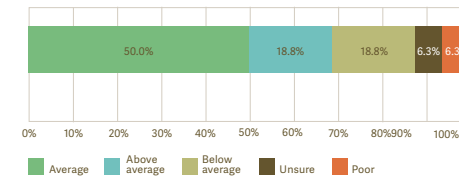
STAKEHOLDERS TOLD US:

- Arts and culture should reflect Shark Bay's unique environment and World Heritage identity, with more visible experiences that connect creativity, place and storytelling
- Local and visiting artists need more support, creative spaces and funding to share work, grow their practice and connect with audiences
- The Rose de Freycinet Gallery is a regional asset with potential for greater community use, but needs ongoing investment in programming, infrastructure and promotion
- Residents want more inclusive events and hands-on creative opportunities — especially for young people, families and visitors
- Stronger coordination is needed to connect groups like the Arts Council and Men's Shed to support community-led activity
- Beats in the Bay and other festivals are valued, but rely on a small group of volunteers with limited capacity
- There's growing recognition of the value of arts and culture, and a desire for stronger support, shared responsibility and long-term investment

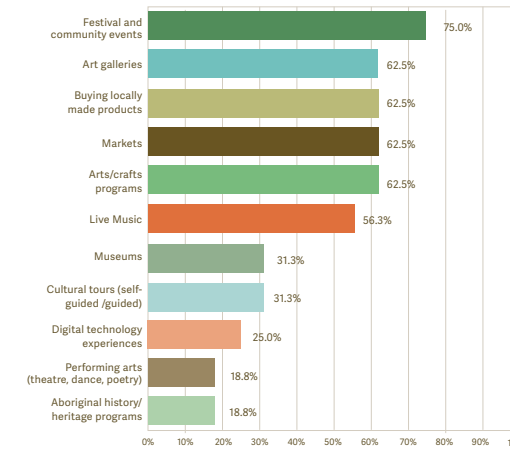


IMAGE CREDIT: BY THE BAY EXHIBITION, ROSE DE FREYCINET GALLERY - ASH CRAMMOND STUDIO

Availability of arts and cultural experiences in Shark Bay are deemed average, with most people engaging in activities a few times a year, 20% of people participate monthly.



Most people participate through festivals and community events, visiting galleries, buying locally made products, attending markets and live music.



Major drivers of participation are entertainment, community connection and for happiness and wellbeing.

The main barriers to participation are lack of timely promotion / finding out too late, being too busy, accessibility / distance to participate and lack of information on what's available.

“The natural landscape is Shark Bay’s greatest strength and is largely under-utilised – there is so much potential there.”

TOP 5 MOST VISITED VENUES FOR ARTS AND CULTURAL EXPERIENCES

1. Shark Bay Discovery & Visitor Centre
2. Shark Bay Arts Council HQ
3. Rose de Freycinet Gallery
4. Denham Town Hall
5. Outdoor venues and events

“All of the community groups in Shark Bay experience volunteer fatigue — it’s always the same people and then it’s not fun anymore.”

THE OPPORTUNITY

The opportunity for the Shire of Shark Bay is to leverage its strategic assets and reputation for visual arts to develop a more connected approach to arts and culture – one that reflects the region’s World Heritage values, marine science focus and deep sense of place.

Shark Bay has a strong foundation to develop a more unified and intentional approach to arts and culture. With assets like the Shark Bay Discovery Centre including the Rose de Freycinet Gallery and Shark Bay Museum, a vibrant local arts community and events such as Beats in the Bay, the building blocks are already in place. Opportunities across the Shire including Denham, Monkey Mia, Dirk Hartog Island & Useless Loop, offer potential to activate visual arts, festivals and celebrations that reflect local stories and connection to landscape. Sustained partnerships with industry stakeholders such as Art On The Move can continue to bring high-quality residencies and exhibitions to the Shire and region. There is a clear opportunity to connect these efforts and position the Shire as a conduit for visual arts and gallery exhibition across the region.

IMAGE CREDIT: BY THE BAY EXHIBITION, ROSE DE FREYCINET GALLERY – ASH CRAMMOND STUDIO



SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
IDENTITY	<p>1. Highlighting Shark Bay’s unique role in regional arts positioning:</p> <ul style="list-style-type: none"> • Art meets marine science, landscapes and world heritage • Visual arts and creative exchange (artist in residence) • Signature venue: Discovery Centre, Rose de Freycinet Gallery • Local pride in place-based festivals and storytelling • Gallery-led creativity with regional reach
	<p>2. Stronger integration of arts and culture in destination marketing:</p> <p>Elevate the visibility of local arts and culture within tourism and destination marketing to position it as part of the Shark Bay experience. Use creative content, imagery and storytelling to reflect the region’s identity and attract visitors interested in culture, heritage and place.</p>
	<p>3. Coordinated promotion of arts-related events, activities and opportunities across platforms:</p> <p>Establish a more consistent and visible approach to promoting arts activity. Centralise promotion including event listings, residencies, workshops, Arts Council updates and gallery programming. Strengthen use of Shire communication channels, social media, visitor centre and regional networks to build engagement and improve reach.</p>

SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
EXPERIENCE	<p>1. Fresh, collaborative programming for the Rose de Freycinet Gallery and Shark Bay Museum:</p> <p>Position the Gallery and Museum as part of a broader regional network by driving content-sharing arrangements and rotating exhibitions with venues such as Tantabiddi Travelling Gallery and Carnarvon Art Gallery. Work with neighbouring shires, industry stakeholders and regional artists to keep programming active, relevant and connected across the region.</p>
	<p>2. Youth participation in cultural and creative programs:</p> <p>Package arts and culture with sport, movement and local storytelling to create engaging opportunities for young people. Support informal, hands-on activities that build cultural connection and link programs with school engagement and broader community development goals.</p>
	<p>3. Community events that showcase local talent and build identity:</p> <p>Support the continued growth of key local events including Beats in the Bay and Shark Bay Fiesta. Fund event coordination resourcing including programming and promotion. Build event partnerships that strengthen long-term sustainability.</p>
	<p>4. A resourced and funded Shark Bay Art Award:</p> <p>Establish a funded standalone award that celebrates and elevates local and visiting visual artists. Building on momentum of the inaugural By the Bay exhibition, use Rose de Freycinet Gallery as the exhibition base, with potential to connect selected works into regional venues such as Tantabiddi Travelling Gallery and Carnarvon Art Gallery</p>

SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
CAPACITY AND INVESTMENT	<p>1. Operational and strategic support to strengthen the Shark Bay Arts Council: To support continuity and improve resilience, define a clear framework to guide the Arts Council's future direction and strengthen its capacity to deliver community initiatives.</p> <p>2. Funding that strengthens arts delivery and operational capacity: Prioritise recurrent funding that supports coordination.</p> <p>3. Regional collaboration that extends the impact of the Shire's 'Artist in Residence' program: Build on partnerships with industry stakeholders, such as 'Art on the Move' to strengthen the reach and legacy of the 'Artist in Residence' program.</p>

SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS	
INFRASTRUCTURE AND PUBLIC REALM	<p>1. Sustainable investment to activate and maintain the Rose de Freycinet Gallery: Support the ongoing use of the Gallery through an operational plan and business case that identifies funding, staffing and programming needs. Focus investment in maintenance and activation to ensure the Gallery remains a well-utilised regional asset linked to broader arts and tourism initiatives.</p> <p>2. Sustained activation of the Shark Bay Museum: Work with WA Museum to establish a renewed agreement that clearly defines roles, responsibilities and funding arrangements. Ensure it includes commitments to regular curation, infrastructure and exhibit updates so the Museum remains active, engaging and well-maintained.</p> <p>3. Revitalisation of the Shark Bay Discovery Trail: Engage DBCA, the Shark Bay World Heritage Advisory Committee and other partners to understand scope and priorities of signage, infrastructure and interpretation upgrades that will enhance the Discovery Trail experience. Prioritize aligning investments & collaboration with conservation, heritage and visitor objectives.</p>

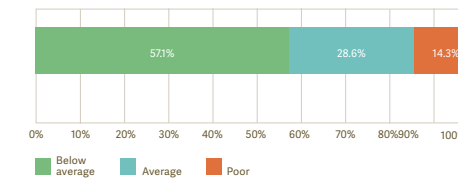


STAKEHOLDERS TOLD US:

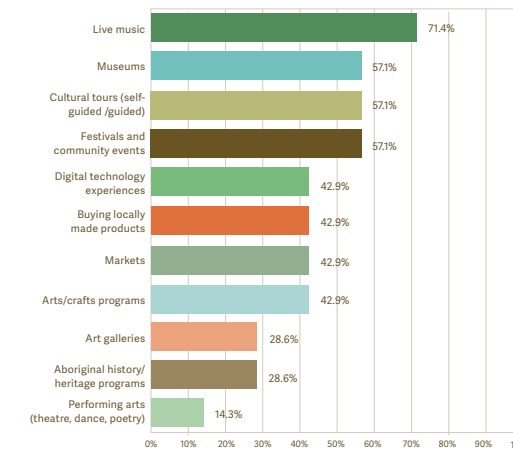
- Arts and culture could play a vital role in community connection, wellbeing and identity, particularly in the Shire’s remote regional context
- There is a strong desire to preserve, share and showcase the shire’s strong pastoral history and heritage, with many historical artefacts sitting dormant
- Celebrating local identity is important, through artisan products, signage and storytelling
- Improved, flexible infrastructure is a priority, such as mobile / pop-up facilities, potentially shared with other Shires
- Communication and promotion can be strengthened with longer lead time, to support participation
- There is strong support for Aboriginal-led and place-based programming, including on-Country experiences and initiatives that support / showcase the shire’s unique lifestyle
- Barriers such as high costs, geographic isolation and volunteer fatigue are impacting the sustainability and reach of arts and culture initiatives
- Regional collaboration is valuable, particularly with Carnarvon, to enable touring opportunities, shared infrastructure and capacity-building.



Availability of arts and cultural experiences in Upper Gascoyne are deemed below average. Almost a third of survey respondents only engage once per year.



Most people participate in live music, visiting museums, through cultural tours, festivals and community events.



Major drivers of participation are community connection, for happiness and wellbeing, to support the local economy and for entertainment.

The main barriers to participation are lack of activities aligned to personal interests, lack of timely promotion / short notice, accessibility / distance to participate and lack of information on what’s available.

“Incredible natural locations as a backdrop for events — the potential for unique experiences is limitless.”

TOP 5 MOST VISITED VENUES FOR ARTS AND CULTURAL EXPERIENCES

1. Gascoyne Junction Pub & Tourist Park
2. Gascoyne Junction Historical Museum
3. Two Rivers Memorial Park incorporating War Memorial and Town Amphitheatre
4. Mt Augustus and Kennedy Range National Parks
5. Gascoyne Junction Town Pavilion

“High costs of bringing artists and performers to the region are big roadblocks.”

THE OPPORTUNITY

With a small but proud population and strong sense of place, the shire has a unique opportunity to strengthen arts and culture by showcasing its environment and rich pastoral history, sustaining signature events and growing cultural tourism - leveraging regional partnerships and collaborations

The shire's identity is shaped by Aboriginal heritage, pastoral history and connection to Country. Iconic landscapes like Mt Augustus, Kennedy Range, the Gascoyne River, station country and star-filled skies hold deep cultural meaning and inspire creativity. Gascoyne Junction is a welcoming hub with potential to grow arts and cultural experiences, especially through events and storytelling that celebrate local history and way of life. Station stays, live music, artisan products and Aboriginal-led programs provide a strong base. Racing is central to community identity, with signature events to maintain. The Gascoyne Junction History Museum has an untapped opportunity to showcase pastoral heritage. Working with Carnarvon could support touring, skills exchange and shared infrastructure.



	SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS
IDENTITY	<p>1. Highlighting Upper Gascoyne's unique role in regional arts positioning</p> <ul style="list-style-type: none"> • Gateway to remote natural heritage and National Parks • Pastoral history and storytelling • Station life and strong local pride expressed through making • Creativity shaped by land, landscape and lived experience • Stories shared through community events • Equine culture • Strong local networks built for regional collaboration
	<p>2. Cataloguing and digitisation of local stories and artefacts to preserve and share the shire's heritage: Identify existing materials held by the shire and community groups and engage a consultant to support cataloguing and digitisation. Seek funding or partnerships for equipment and technical support and explore ways to share content through local displays, digital platforms or school programs. Develop a special project around station life storytelling that highlights diverse voices and lived experience through station owners, workers and families.</p>
	<p>3. Celebration and promotion of locally made artisan products and produce: Map local makers and producers across the shire and support opportunities to showcase their work at events, markets and visitor centres. Support awareness raising through branding and promotion and connect with regional festivals or tourism activities to lift the profile of locally made products.</p>

	SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS
EXPERIENCE	<p>1. Stargazing experiences celebrating Gascoyne Junction's Dark Sky tourism Town status: Promote the shire's night sky assets through guided stargazing events, astro-themed content and partnerships with astronomy groups. Explore links with tourism operators and develop low-cost infrastructure to support regular viewing experiences.</p>
	<p>2. Growth of shire signature events such as Under Gascoyne Skies and Music In The Park: Strengthen planning and promotion of key events with a focus on sustainable funding and regional partnerships. Use events as platforms to feature local artists, culture and produce and attract new audiences.</p>
	<p>3. Sustained support for Junction Races, Kennedy Range Campdraft and gymkhana events expanding into broader cultural experiences: Maintain core support for these iconic meets while working with organisers to integrate music, art or storytelling elements. Look for ways to broaden appeal and strengthen connections with local heritage and identity.</p>
	<p>4. Arts and culture as an intrinsic part of station stay experience: Explore opportunities to develop arts residencies, cultural workshops or storytelling sessions as part of the visitor experience.</p>
	<p>5. Aboriginal-led arts and cultural activities developed with Traditional Custodians: Work with DBCA, Traditional Custodians and local creatives to support interpretation of key natural and cultural sites. Contribute to development of trails and visitor experiences using art, storytelling and signage that connect people to landscape, flora and history.</p>

CAPACITY AND INVESTMENT	<p>SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS</p>	INFRASTRUCTURE AND PUBLIC REALM	<p>SHIRE PRIORITIES TO SUPPORT REGIONAL GOALS</p>
	<p>1. Sustainable event delivery supported by shared tools and volunteer-friendly resources: Work with local groups and regional partners to strengthen event delivery through shared equipment, event planning templates and processes that make it easier for a small pool of volunteers to stay involved over time.</p> <p>2. Regional partnerships that support skills development, touring circuits and creative collaboration: Work with the Shire of Carnarvon, CircuitWest, Art on the Move, Regional Arts WA and other partners to access existing touring shows, artist residencies and training programs. Host local stops to build community skills, showcase local talent and connect with broader professional networks.</p>		<p>1. Gascoyne Junction History Museum refurbishment as a signature attraction and, longer term, a new, larger, fit-for-purpose venue: Develop a project to transform the existing museum space into a functioning visitor attraction showcasing local heritage. Scope and plan priority refurbishments to enable displays, improve accessibility and support small-scale programming. Longer term, explore options for a new venue that can support expanded cultural use and act as a regional heritage anchor.</p> <p>2. Visitor amenity and infrastructure enhancements at Junction and East Gascoyne Race Clubs to facilitate more diverse event offerings: Support clubs to scope and plan upgrades to food and beverage, toilets, back-of-house areas and infrastructure that enable broader community and cultural use. Assist with funding applications and project coordination as needed. Position these upgrades within broader regional priorities to attract state and other external investment.</p> <p>3. Shared event infrastructure solutions for lower cost events: Explore opportunities to co-invest in shared infrastructure such as portable staging, lighting or audio equipment to reduce delivery costs for regional events. Partner with the Shire of Carnarvon to trial shared use, storage and management arrangements that benefit multiple communities.</p>

GASCOYNE
REGIONAL ARTS PLAN

APPENDIX

PRELIMINARY ARTS
AND CULTURE
AUDITS

GWONWARDU MIA CULTURAL CENTRE, CARNARVON

PRELIMINARY REGIONAL AUDIT – SHIRE OF EXMOUTH

Arts organisations	Events organiser	Creality Arts
Arts organisations	Arts Society	Gascoyne Arts Society
Arts organisations	Choir group	Carnarvon Community Choir
Cultural tourism	Interpretive Centre	Pioneer Cemetery
Cultural tourism	Cultural tours and experiences	Astrotourism Tours
Cultural tourism	Visitor Centre	Carnarvon Visitor Centre
Cultural tourism	Interpretive Centre	HMAS Sydney Memorial and Trail
Cultural tourism	Cultural tours and experiences	Aboriginal Cultural Tourism - tours
Events and programs	Public art trails	Public Art Trail
Events and programs	Library and archives	Digital collection
Events and programs	Library and archives	Local history collection
Events and programs	Cultural festivals	Carnarvon Festival
Events and programs	Cultural festivals	Gascoyne Food Festival
Events and programs	Cultural festivals	Jamba Nyinayi Festival
Events and programs	Public art trails	Carnarvon Mural and Art Trail
Venues and spaces	Interpretive Centre	Gwoonwardu Mia - gallery shop, training café, conference room, gardens
Venues and spaces	Interpretive Centre	Gwoonwardu Mia - permanent exhibition Buriganiya Wanggaya
Venues and spaces	Community Centre / Hall (multipurpose)	Civic Centre (incl woolsheds and surrounds)
Venues and spaces	Theatre	Camel Lane Theatre and Cinema
Venues and spaces	Art Gallery	Carnarvon Art Gallery
Venues and spaces	Library and archives	Carnarvon Library
Venues and spaces	Museum	Carnarvon Space and Technology Museum
Venues and spaces	Cultural heritage precinct	Carnarvon Heritage Precinct
Venues and spaces	Museum	Railway Station Museum
Venues and spaces	Museum	Shearing Hall of Fame
Venues and spaces	Interpretive Centre	One Mile Jetty Centre
Venues and spaces	Community Centre / Hall (multipurpose)	Jubilee Hall
Venues and spaces	Recreation and sporting	Carnarvon Yacht Club
Venues and spaces	Recreation and sporting	Carnarvon Bowls Club
Venues and spaces	Recreation and sporting	Carnarvon Race Course
Venues and spaces	Recreation and sporting	Shire buildings at sporting grounds
Venues and spaces	Visual artists	Carnarvon Community Arts Hub

PRELIMINARY REGIONAL AUDIT – SHIRE OF EXMOUTH

Cultural tourism	Interpretive Centre	Ningaloo Centre - Aquarium and Discovery Centre
Cultural tourism	Cultural heritage precinct	Vlamingh Head Lighthouse
Cultural tourism	Interpretive Centre	Norwegian Bay Whaling Station
Cultural tourism	Cultural heritage precinct	Potshot Memorial
Cultural tourism	Cultural tours and experiences	Ningaloo Reef Tours - various
Events and programs	Community events	Artquest annual arts event
Events and programs	Community events	Exibald arts exhibition
Events and programs	Public art trails	Ningaloo Trails
Events and programs	Community events	Ningaloo Sky Festival
Natural heritage	Natural Parks and Reserves	Ningaloo Coast World Heritage Area
Natural heritage	Natural Parks and Reserves	Cape Range National Park
Venues and spaces	Interpretive Centre	Ningaloo Centre
Venues and spaces	Visitor Centre	Ningaloo Centre - Visitor Centre
Venues and spaces	Art Gallery	Ningaloo Centre - Tantabiddi Travelling Gallery
Venues and spaces	Art Gallery	Exmouth Cultural Arts Centre
Venues and spaces	Library and archives	Exmouth Public Library
Venues and spaces	Community Centre / Hall (multipurpose)	Exmouth Town Hall
Venues and spaces	Outdoor venue	Federation Park
Venues and spaces	Outdoor venue	Town Beach

PRELIMINARY REGIONAL AUDIT – SHIRE OF SHARK BAY

Arts organisations	Arts Society	Shark Bay Arts Council
Arts organisations	Crafts and makers	Denham Crafters
Arts organisations	Performing arts group	Shark Bay Entertainers (former group)
Cultural tourism	Visitor Centre	Monkey Mia Conservation Park Dolphin Information Centre
Events and programs	Community events	Beats in the Bay
Events and programs	Community events	Shark Bay Fiesta
Events and programs	Artists in residence	Artist residencies - various
Events and programs	Performing artists	Under 18s Musician Discovery
Events and programs	Events management	Gascoyne Food Festival
Events and programs	Public art	Youth Week Aboriginal Art Mural
Events and programs	Community events	Mental Health 'Arts in April' month
Events and programs	Artists in residence	By the Bay
Events and programs	Community events	Dark Sky Astronomy - Where science meets culture
Events and programs	Crafts and makers	War on waste - creating with pre-loved items
Events and programs	Performing artists	Comedy road trips
Events and programs	Crafts and makers	Winter Festival Markets
Events and programs	Community events	Generative AI Workshops
Events and programs	Community events	Bloodbeats music for life tour
Events and programs	Community events	School holiday programs
Natural heritage	Natural Parks and Reserves	Shark Bay World Heritage Area
Natural heritage	Natural Parks and Reserves	Monkey Mia Conservation Park
Venues and spaces	Interpretive Centre	Shark Bay World Heritage Discovery Centre
Venues and spaces	Art Gallery	Rose de Freycinet Gallery
Venues and spaces	Library and archives	Community Resource Centre
Venues and spaces	Outdoor venue	Shark Bay Foreshore

PRELIMINARY REGIONAL AUDIT – SHIRE OF UPPER GASCOYNE

Arts organisations	Crafts and makers	Junction Craft Group
Cultural tourism	Hospitality venue	Gascoyne Junction Pub & Tourist Park
Cultural tourism	Hospitality venue	Mount Augustus Tourist Park
Events and programs	Community events	Stories of the Gascoyne
Events and programs	Community events	ANZAC Day
Events and programs	Community events	Music in the Park
Events and programs	Community events	Junction Gymkhana
Events and programs	Cultural tours and experiences	Stargazing in Gascoyne Junction
Events and programs	Regional events	Gascoyne Food Festival - Flavours of the Gascoyne
Events and programs	Regional events	Gascoyne Food Festival - Biggest BBQ
Events and programs	Community events	Junction Races & Gymkhana
Events and programs	Community events	Kennedy Range Camp Draft
Events and programs	Community events	Landor Races & Gymkhana
Natural heritage	Natural Parks and Reserves	Kennedy Range National Park
Natural heritage	Natural Parks and Reserves	Mount Augustus National Park
Venues and spaces	Community Centre / Hall (multipurpose)	Gascoyne Junction Town Pavillion
Venues and spaces	Community Centre / Hall (multipurpose)	Shire of Upper Gascoyne Council Chambers
Venues and spaces	Museum	Gascoyne Junction Historical Museum
Venues and spaces	Community Centre / Hall (multipurpose)	Gascoyne Junction CRC
Venues and spaces	Community Centre / Hall (multipurpose)	Gascoyne Junction Town Amphitheatre
Venues and spaces	Outdoor venue	Gascoyne Junction Town Oval
Venues and spaces	Outdoor venue	Two Rivers Memorial Park and amphitheatre
Venues and spaces	Outdoor venue	Junction Race Course
Venues and spaces	Outdoor venue	Landor Race Course
Venues and spaces	Outdoor venue	Waterhole
Venues and spaces	Outdoor venue	Hackers Hectare

