



Shire of
CARNARVON
catch a *taste* of the great life

2022/2023 ANNUAL REPORT

SHIRE OF CARNARVON

Adopted 23 January 2024



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**OUR COMMUNITY IS SAFE AND
HARMONIOUS**

OUR LIVELIHOODS ARE THRIVING

OUR LIFESTYLES ARE SUSTAINABLE

**OUR HEALTH AND LEARNING
OPPORTUNITIES SERVE OUR COMMUNITY**

**OUR PLACES NURTURE OUR PAST,
PRESENT AND FUTURE**

**OUR COMMUNITY IS ENGAGED,
INCLUSIVE AND SUPPORTIVE**

WE GROW OUR HORIZONS

SHIRE PRESIDENT'S REPORT



Last year I spoke of that year being a year of change, that change continues with very positive results being realised. I'm quite proud to be able to say that the State Government has commented positively in the conduct and functions of Council "you're off the radar" being one comment I've received.

Your Council continues to advocate and lobby State and Federal Government for support and funding to continue providing our community with the infrastructure and services we need with positive results such as an increase in Police presence in Carmarvon including an Inspector being initiated.

We also continued advocating for the implementation of our Intensive Family & Community Intervention 2022-2023 proposed pilot project, presented to the Government early 2022.

Our Shire staff need to be congratulated for their efforts in attracting suitable funding grants enabling us to put together events such as the Perth Symphony Orchestra performing in our Main St during the eclipse event in the Main Street as well as many projects that have commenced including the upgrade to Baxter Park.

I sincerely thank my fellow Councillors and Shire Staff team for your support and efforts over the past year.

Overall, I believe the year was a year of positive development across all the functions of our Shire Council and look forward to building on the base which we now have in place. Thank you.

Cr Eddie Smith
SHIRE PRESIDENT

CHIEF EXECUTIVE OFFICER'S REPORT



As we reflect on the year gone by, it is with immense pride and gratitude that we share the highlights of the Shire's endeavours throughout 2022/2023. Our dedicated team has tirelessly worked towards fulfilling the community's aspirations outlined in the Strategic Community Plan, striving to create an environment that fosters growth and connection.

A shining moment for Carnarvon was the successful hosting of the Total Solar Eclipse event. This world-class spectacle brought together residents and visitors alike, showcasing the best of our picturesque corner of the world. We extend our gratitude to the State Government for their funding support, enabling us to refurbish numerous community facilities in Carnarvon and Coral Bay, enhancing the overall experience for everyone involved.

In the spirit of progress, major projects have marked our journey, including the enchanting nature play at Baxter Park, the addition of shade sails over the Town Beach playground, and enhancements to facilities at Baston Park. Our commitment to families is evidenced through the success of our diverse school holiday programs, providing enriching experiences for the younger members of our community.

We are thrilled to introduce the Business Concierge Service, a valuable resource aimed at facilitating smoother interactions for businesses, developers, and industries within the Shire. The Pier development by DG Corp, achieved a significant milestone with the successful lodging of their Development Approval application.

While these accomplishments are visible, there is a trove of work happening behind the scenes as we strive to "Grow our Horizons." It is a privilege to work alongside a dedicated team of staff, Councillors, and volunteers who share a profound commitment to our community. We extend our heartfelt thanks to everyone involved for their dedication.

As we look ahead, we remain steadfast in our commitment to the growth and well-being of the Shire of Carnarvon. Together, we will continue to build a community that thrives. Thank you for your continued support.

Andrea Selvey
CHIEF EXECUTIVE OFFICER

BIG IDEAS: SHORT TERM



Rangers & Indigenous Rangers

Investigation of the accessibility and suitability of Federal and State Government versions of the Ranger program is ongoing.



Carnarvon Youth Patrol and Safe Place

Various programs were run at the Mayu-Mia Youth Hub throughout the year to assist young people with positive activities between the end of school and early evening. Although staffing issues presented difficulties, on average around 15 youth attended per session.

Funding applications for a safe place made in conjunction with Carnarvon Family Support Services have been unsuccessful at this time with State Government agencies.

Massey Bay Rejuvenation and Coastal Attractions

The initial stages of the rejuvenation of this area are underway with the Shire conducting clean ups of illegal dumping in the area. Prevention of further dumping has been mitigated by education campaigns, reduction of tip fees, amnesties and free disposal of household items at Shire facilities.



Carnarvon Childcare Support

The largest identified barrier to provision of child care locally is the attraction and retention of suitably qualified staff. The Shire has been able to successfully develop a program of childcare for Carnarvon and apply for funding to support childcare worker places in Town for 2022-23. Unfortunately applications have been unsuccessful, although there are plans to apply for further funding in the future.

Carnarvon RV Friendly Park

The creation of an RV Friendly Park has been incorporated into a series of coordinated projects and activities that will revitalise the CBD of Carnarvon including highway signage, the Tramway Trail and a Fascine walk. Urban designers are producing concept designs and feasibility studies that will underpin future funding applications.



Whitlock Island Development & Fascine Waterway

Negotiations are currently underway with several private developers for areas around Olivia Terrace, Robinson Street and Babbage Island for tourist developments. Tourist Trails such as the Tramway Walk are intended to act to connect these developments to the heritage precinct.

BIG IDEAS: LONG TERM



Aim toward 100% Renewable Energy

The Shire continues to work with Horizon Power and Province Resources on ways to increase renewable energy within the region.



Carnarvon Industrial/Manufacturing Precinct/Hub

The Shire continues to support expressions of interest by government and private developers to value add to local products, particularly with a view to creating local sites for concentration of these industries.

Recycling and Processing Centre

Local recycling rates have been improved with the introduction of the Cash4Containers scheme. Investigations are currently ongoing for expanded recycling of additional materials such as scrap iron, paper, tires, organics and plastic. It is hoped that cooperation with nearby local governments for aggregated processing and transport will increase recycling viability.



Gascoyne River Path and Parks

The preliminary planning and creation of conditions for improvement of river areas is underway. In particular the Tourist Trails project plan to terminate at Dwyers Leap is intended to feed into improvement of paths and parks along the Gascoyne.

Airport Relocation and Upgrade

This project is dependent on the investment of significant funds from Commonwealth and private sources. Making this investment more likely is assisted by economic modelling and feasibility studies. The Shire is currently seeking external support for a high level assessment of the feasibility for relocation.



Bejaling Multiuser Port

The Shire supported a Gascoyne Development Commission study to determine the best site for a Marine Offloading Facility on this stretch of coast. The study concluded that the Bejaling site was more exposed to weather compared to locations further south which were judged more suitable. Advocacy for this project is ongoing.

HIGHLIGHTS OF THE YEAR



Carnarvon Civic Centre

The Shire successfully secured \$95,000 from JTSI earlier this year through Solar Eclipse funding and \$500,000 more recently from DFES for the upgrades to the Woolshed. The improvements will include roofing of the outdoor area, enhancements to the kitchen facilities, and interior renovations.



Community Art Hub

Together with Real Futures, \$200,000 was secured to activate a prominent empty shop front in the CBD. This project forms part of a larger project to create an arts and culture hub in the CBD as part of the Carnarvon Revitalisation Project.

The project is a 12-month pilot to create arts and culture programming and development opportunities.

Youth Precinct Revitalisation

This project successfully secured \$600,000 in funding to create a pump track and enhance the surrounding infrastructure, transforming it into a Youth Precinct. The enhancements encompassed the revitalisation of the Skate Park through repainting, the addition of shelters and BBQ facilities, significant improvements to the Basketball court and landscaping.



Art Gallery

This project successfully secured \$50,000 for new Millars walls to enhance the displaying capacity within the Art Gallery. This will allow for great capacity to host larger touring exhibitions and host the Gascoyne Art Awards in 2024.

The Art Gallery has also received \$100,000 in upgrades over 3 years for ongoing improvements.



Carnarvon CBD Revitalisation Project

This project is to develop Carnarvon's CBD into a vibrant and thriving town centre by delivering a series of coordinated projects and activities.



Community Safety

Our Rangers continue to provide effective and efficient delivery of Ranger services to the community, residents and visitors in the areas of animal control, fire prevention and control, litter control, parking control and Illegal camping.

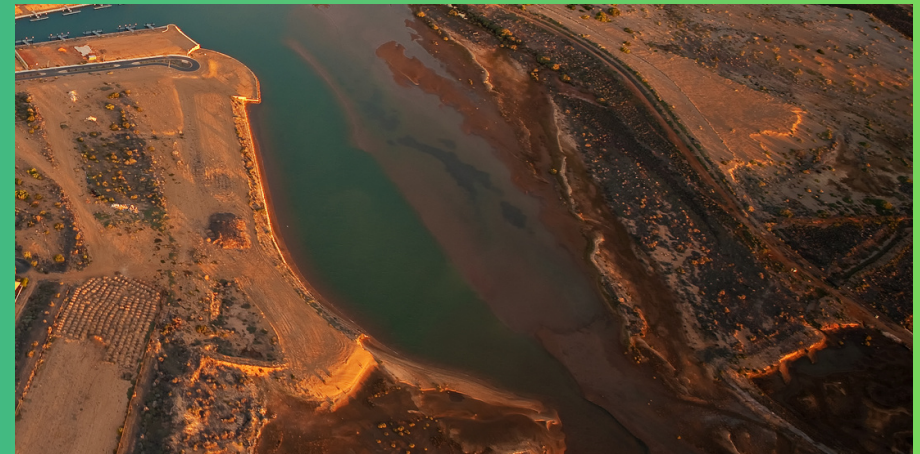


Coastal Hazard Risk Management Adaptation Plan

The Shire is preparing a Coastal Hazard Risk Management Adaptation Plan (CHRMAP) for Carnarvon and Coral Bay to safeguard our coastlines against current impacts and climate change threats.

Mosquito and Mesquite Management Programs

The Shire continues its mosquito control program to safeguard public health and well-being. It also received funding from the State to eradicate Mesquite on public land - particularly around Bibbawarra Bore. Rangelands NRM has been engaged to manage the project on behalf of the community.



Carnarvon Story Trail Project

The Shire has developed a business case to support its submission for \$10.6M funding in the WA State Government 2025 Budget.

DEPARTMENT INDICATORS



**OUR EQUITABLE
COMMUNITY IS
ACTIVELY INVOLVED IN
AND ARE RESPONSIBLE
FOR DEVELOPMENT
INNOVATIVE, LOCAL
SOLUTIONS THAT
TRANSCEND OUR
REGION FOR A SAFE AND
UNIFIED 6701**



- Completed
- In Progress
- Not Commenced
- No Longer Relevant

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
8	Ensure safety and amenity standards are upheld through Ranger Services	Safety within local government mandate in certain areas is maintained to regulated levels. the operation of environmental health programs and resolution of environmental health issues, complaints or disputes and finding solutions.	Shire meets various regulated levels of service for these areas (cats, dogs, wildlife, camping, parking, illegal dumping and firebreaks).	<ul style="list-style-type: none"> •16 food premises inspections were conducted •15 new food business registration certificates were issued, including 1 brand new commercial food premises and 2 new food trailers •2 caravan park inspections; 1 park home approval •7 septic tank system applications and 7 inspections •1 public building approval and 1 public building/event approval •38 aquatic facility water tests/sampling •54 water quality checks for the recycled water scheme •3 days of testing the water quality of the Fascine, Boat Harbour and Chinaman Pool (29 total surface water quality tests/sampling) •2 houses declared unfit for habitation due to vandalism (s.135) with multiple related inspections •1 Council order to board up damaged house (s.137) •1 badly damaged house demolished by negotiations with DPLH
			Complaints/Incidents for these areas (cats, dogs, wildlife, camping, parking, illegal dumping and firebreaks).	Approximately 41 complaints were negotiated (many involving additional inspections).
			75% positive feedback on interactions of these areas (eg. ease of access to info, respectfulness etc).	No data currently exists to measure this. Data will potentially be gathered in coming years.
			75% positive public perceptions of effectiveness of these areas in creating safety (cats, dogs, wildlife, camping, parking, illegal dumping and firebreaks).	No data currently exists to measure this. Data will potentially be gathered in coming years.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
9	Upgrade Skate Park and create Pump Track.	Upgraded Skate Park and Pump Track	Completion of work.	Works completed. Launch will occur in 2024.
		Young people are healthier and more prosocial in their behaviours.	Greater use of the upgraded skate park by individuals and in greater numbers	In progress. No data available at this time.
			Positive behaviours in the precinct of the skate park/pump track.	In progress. No data available at this time.
			Positive behaviours more broadly by youth.	In progress. No data available at this time.
			Use of the pump track.	In progress. No data available at this time.
			Youth attitudes toward the town, facilities and the skate park/pump track	In progress. No data available at this time.
10	After School Youth Hub - a centre for activities for school aged youth after school until early evening	Young people are positively occupied between the end of school and early evening	Presence of activities for, and attendance by, local youth.	Various activities were run at the Mayu-Mia Youth Hub although staffing issues presented difficulties in the later parts of 2022. On average around 15 youth attended per session.
			Attendee feedback on programs.	In progress. No data available at this time.
			Overall youth awareness of program.	In progress. No data available at this time.
11	Actively provide, manage and maintain a diverse range of facilities for hire to support networking and collaboration opportunities between government agencies and community groups.	The Shire plays a role in collaboration and supporting community to achieve outcomes themselves.	Presence of facilities for collaboration and cooperation for community members.	Facilities available for hire by agencies and community groups such as the library/art gallery meeting room. The library collaboration spaces were booked for a total of 314 hours during
			Numbers of instances and numbers of participants who use facilities for collaboration and cooperation.	In progress. No data available at this time.
			Awareness of and ease of access/use of Shire facilities as a suitable venue for collaboration.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
12	Provide digital literacy support and tuition, including online learning (Be Connected Program), personal digital device tech help and	Residents with low IT literacy gain improvements to their skills and literacy.	Presence of Program.	Be Connected sessions on scams, health access and online shopping were run throughout the year.
			Increases in ITC literacy amongst course participants.	In progress. No data available at this time.
			Number of participants in programs.	In progress. No data available at this time.
13	Introduce the Be Connected Youth Mentor: intergenerational program between secondary school students and older community members, supporting digital literacy development while facilitating valuable social	Residents with low IT literacy gain improvements to their skills and literacy.	IT literacy and skills improvement for participants in program.	In progress for coming years.
			Young mentors gain experience and confidence.	In progress. No data available at this time.
14	Offer a well-resourced safe space where people can come together to relax, learn and enjoy the library and art gallery services.	Visitors to the spaces have enjoyable rewarding and worthwhile experiences.	Presence of a space that is open and available.	The library and gallery spaces continued with expanded opening hours introduced in previous years and in response to a community consultation survey and they are open an average of 34 hours per week.
			Visitor assessment of activation events as enjoyable, rewarding and worthwhile.	In progress. No data available at this time.
			Visitor assessment of the space as enjoyable, rewarding and worthwhile.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
15	Community Connectors program providing safe transport to a safe space of their choosing for youth on the streets at night.	Children can move safely to safe spaces in the evenings if they need assistance.	Provide service at negotiated times.	Service provided with 3 Youth Officers and supplies for clients at the following times: <ul style="list-style-type: none"> • Thursday: 6pm - 12am • Friday: 6pm - 12am • Saturday: 6pm - 12am • Sunday: 2pm - 6pm
			Incidents of antisocial and criminal behaviour committed in the evening hours.	In progress. No data available at this time.
16	Renew funding for Community Connectors Night Patrol and	Renewed Funding.	Receipt of funding.	Funding renewed
			Provision of service.	Service provided with 3 Youth Officers and supplies for clients at the following times: <ul style="list-style-type: none"> • Thursday: 6pm - 12am • Friday: 6pm - 12am • Saturday: 6pm - 12am • Sunday: 2pm - 6pm
17	Continue to inform and lobby State and Federal Government on issues affecting our community.	Other levels of government are informed of Carnarvon's issues.	Government awareness of Carnarvon's issues.	Numerous meetings and correspondence were conducted with State and Federal government agencies in response to requests and proactively.
			Change in government policies or funding as a result of awareness and lobbying.	In progress. No data available at this time.
			Number of meetings and submissions.	In progress. No data available at this time.
		Other levels of government change their policies and actions in light of knowledge of Carnarvon's issues.	Adjusted or new policies or funding responding to Carnarvon issues.	In progress. No data available at this time.
18	Investigate value of complementary community safety initiatives such as Eyes on the	Extra opportunities for community safety are assessed as useful and made available/promoted to the community.	Decision on whether to promote programs internally or to local community.	Initiatives were assessed as useful and promoted to Shire Staff.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
1	Maintain quality streetlighting around public space areas and Shire facilities.	Well functioning streetlighting infrastructure around public space areas and Shire facilities.	Presence of assessment of streetlighting infrastructure.	The Shire pays for the operation of existing streetlighting and installs and maintains/operates lighting in public open space.
			Community complaints about safety in streetlit areas controlled by Shire (eg. public open space).	No data currently exists to measure this. Data will potentially be gathered in coming years.
			Community perceptions of safety in streetlit areas controlled by Shire (eg. public open space).	No data currently exists to measure this. Data will potentially be gathered in coming years.
2	Conduct survey and install more streetlighting (or brighter streetlighting) in darker areas of town.	Perceptions of safety/lighting effectiveness in targeted areas of improvement increased.	Number of requests to maintain/improve streetlighting in Horizon /Shire controlled areas from CRM system. Presence of service to refer complaints to Horizon Power.	Assessment of existing data is that planned improvements to public spaces and referrals to Horizon is sufficient to meet community requirements.
			Increase in community perceptions of safety in targeted areas.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			Increase in community perceptions of effectiveness of streetlighting in targeted streetlit and non-streetlit areas.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			Decrease in anti social and criminal rates in streetlit areas.	No data currently exists to measure this. Data will potentially be gathered in coming years.
3	Maintain CCTV in town.	Well functioning CCTV infrastructure that contributes to reduction in crime and antisocial	Presence of functioning CCTV infrastructure.	CCTV was maintained and used to assist WA Police in resolve crime and antisocial behaviour in Carnarvon.
			Presence of schedule of maintenance for CCTV.	CCTV is part of a category of asset that is planned to be maintained in the Asset Management Plan.
			Number of requests from WAPol for access to CCTV video.	Local Police have requested access to Shire CCTV footage at numerous points across the year to assist their enquiries.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			Increase in community perceptions of safety in CCTV areas.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			Positive contribution of CCTV to prosecution rates for criminal and anti social acts.	No data currently exists to measure this. Data will potentially be gathered in coming years.
4	Review and prioritise CCTV requirements.	Shire invests in fit-for-purpose infrastructure that is a good value proposition in assisting safety/crime/antisocial behaviour prevention	Presence of evidence based assessment of costs/benefits of CCTV expansion with justification for decisions.	To be progressed in coming years.
5	Maintain Security Patrols in Town.	Increased monitoring of antisocial and criminal behaviour around and between Shire facilities.	Number of calls/referrals to local police by patrol	No data currently exists to measure this. Data will potentially be gathered in coming years.
			Compliance with Patrol contract terms.	Daily patrols were conducted of the Administration Centre, Library, Visitors and Civic Centre Facility, Operations Depot, Waste Facility and Aquatic Centre. Rapid response to alarm activation at these sites or call outs was also provided.
		Decreased anti-social and criminal behaviour within town overall.	Decreased anti-social and criminal behaviour in comparison to a period prior to patrols	No data currently exists to measure this. Data will potentially be gathered in coming years.
6	Review patrol requirements and action as needed.	Shire invests in fit-for-purpose services that is a good value proposition in assisting safety/crime/antisocial behaviour prevention.	Presence of evidence based assessment of costs/benefits of patrol maintenance/expansion with justification for decisions.	Review of existing service concluded that level of service is currently adequate although the possibility of patrols of the future will be investigated in coming years.
7	Have greater community involvement in project planning.	Greater engagement with the community occurs on issues of importance.	Numbers of engagements with community.	There were a number of engagements of different types with different parts of the community this year on several topics. This included gathering feedback on the mainstreet revitalisation, the Youth Precinct Pump Track revitalisation
			Type of engagement with community.	In progress. No data available at this time.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.</i>	<i>2022 -2023 Measurements</i>
			Nature of community participating in the engagement.	In progress. No data available at this time.
			Degree of influence of engagement on actions of Shire in this area.	In progress. No data available at this time.
			Degree of trust of residents in Shire.	In progress. No data available at this time.
			Shire meeting expectations of participation in government.	In progress. No data available at this time.
	Upgrade Skate Park and create Pump Track.	Upgraded Skate Park and Pump Track	Completion of work.	Works completed. Launch will occur in 2024.
9		Young people are healthier and more prosocial in their behaviours.	Greater use of the upgraded skate park by individuals and in greater	In progress. No data available at this time.
			Positive behaviours in the precinct of the skate park/pump track.	In progress. No data available at this time.
			Positive behaviours more broadly by youth.	In progress. No data available at this time.
			Use of the pump track.	In progress. No data available at this time.
			Youth attitudes toward the town, facilities and the skate park/pump track speci cally.	In progress. No data available at this time.
18	Investigate value of complementary community safety initiatives such as Eyes on the Street and Neighborhood Watch.	Extra opportunities for community safety are assessed as useful and made available/promoted to the community.	Decision on whether to promote programs internally or to local community.	Initiatives were assessed as useful and promoted to Shire Staff.

PEOPLE CULTURE AND SYSTEMS INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
13	Manage and upgrade ITC equipment and systems to support Shire operations across the whole organisation.	Transition to new/upgraded systems and equipment occurs with minimum disruption to CBP actions.	Transition to new/upgraded systems and equipment completed.	Several upgrades to systems and platforms occurred throughout the year without significant disruption to staff workflows.
			Less than a half day loss of work time for workers (on average) undergoing transition.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Work productivity in accomplishing CBP actions increases.	ITC equipment and systems are not viewed as a significant barrier to accomplishing CBP actions by 90% of staff. ITC equipment and systems are viewed as a significant facilitator of accomplishing CBP actions by 90% of staff.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff morale and satisfaction with ITC equipment and systems is high	90% Staff satisfaction with ITC equipment and systems. 90% Staff satisfaction with ITC transition processes.	No data currently exists to measure this. Data will potentially be gathered in coming years.
14	Manage the execution of Grants, MOU's and short and long term leases.	No breaches of grant or MOU conditions.	Zero number of breaches	There were no breaches of conditions during the year.
		Provide assets (eg. halls, parks etc) for community use and commercial benefit (lease and hire of property)	Full compliance with Shire lease policy (including legal responsibilities and lease at market rates).	All leases were maintained in line with Shire policy. Listings are maintained at https://www.carnarvon.wa.gov.au/lease-register.aspx
15	Provide staff with adequate training and equipment to undertake their role and advance their career and personal development.	Staff training events and relevant and effective	Presence of series of Staff training events.	A calendar of training occurred at all levels of the organisation during the year. This included Injury Prevention, Chemical Handling, Health and Safety, Waste Management, MS Office software, Writing and Project Management, Community Juries, Leadership
		Staff are <u>confident</u> they have the knowledge base and skills to execute their roles.	90% of Staff have confidence in their knowledge base and skills as they execute their roles.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff <u>demonstrate</u> they have the knowledge base and skills to execute their roles.	90% of the time Staff demonstrate their knowledge base and skills when executing their roles.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff find the experience of training rewarding and enjoyable.	90% of Staff who undertake training value the process of training.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff develop personally in a way that satisfying to them overall.	90% of Staff who undertake training find their personal development satisfactory	No data currently exists to measure this. Data will potentially be gathered in coming years.

PEOPLE CULTURE AND SYSTEMS INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
16	Maintain a high standard of workplace health and safety through activities such as audits and training.	A well audited and trained workforce.	Presence of Audits and Training.	A number of audits and training sessions in workplace health and safety were conducted during the year.
		'Notifiable' incidents sourced over 5 years within the remit of the Shire is zero.	Number of 'notifiable' incidents over 5 years.	There were no notifiable incidents this year.
17	Support Shire traineeship and graduate program	A well designed traineeship and graduate program	Presence of a traineeship and graduate program	In progress. Planning for a formal graduate program in the coming years commenced.
		More local residents undergo positive early career development.	90% of residents who complete traineeships and consider it a positive career development experience.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Community views toward the Shires' contribution to the local economy improve.	Community approval of Shire contribution to local economic development increases or remains the same.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Trainees have increased confidence and personal development.	90% of trainees self rating of their confidence and personal development increases over the course of their time at the Shire.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Trainees have increased competitiveness for internal vacancy	75% of trainees are employed in available internal vacancies (based on Rockingham-style 3 year program where internal vacancies are prepared and slated for filling by trainees).	No data currently exists to measure this. Data will potentially be gathered in coming years.
18	Manage the Shire's recruitment process in a transparent and inclusive manner to provide high quality staff to implement the Strategic Community Plan.	Recruitment Activities undertaken in line with recruitment policy level of service.	90% of 'non-exceptional' recruitments met recruitment policy level of service timelines.	90% of recruitments complied with recruitment policy level of service timelines. Specifically the non-exceptional/non-urgent level of service commitment is to a 7-8 week long process. Sub time frame goals met were: vacancies were advertised within 2 weeks of recruitment request. Following closing of deadline for applications, shortlisting of candidates occurred within the following week. Scheduling of interviews and pre-employment screening occurred within the following 2 weeks. Contracts were issued within 1 week from selection.

PEOPLE CULTURE AND SYSTEMS INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

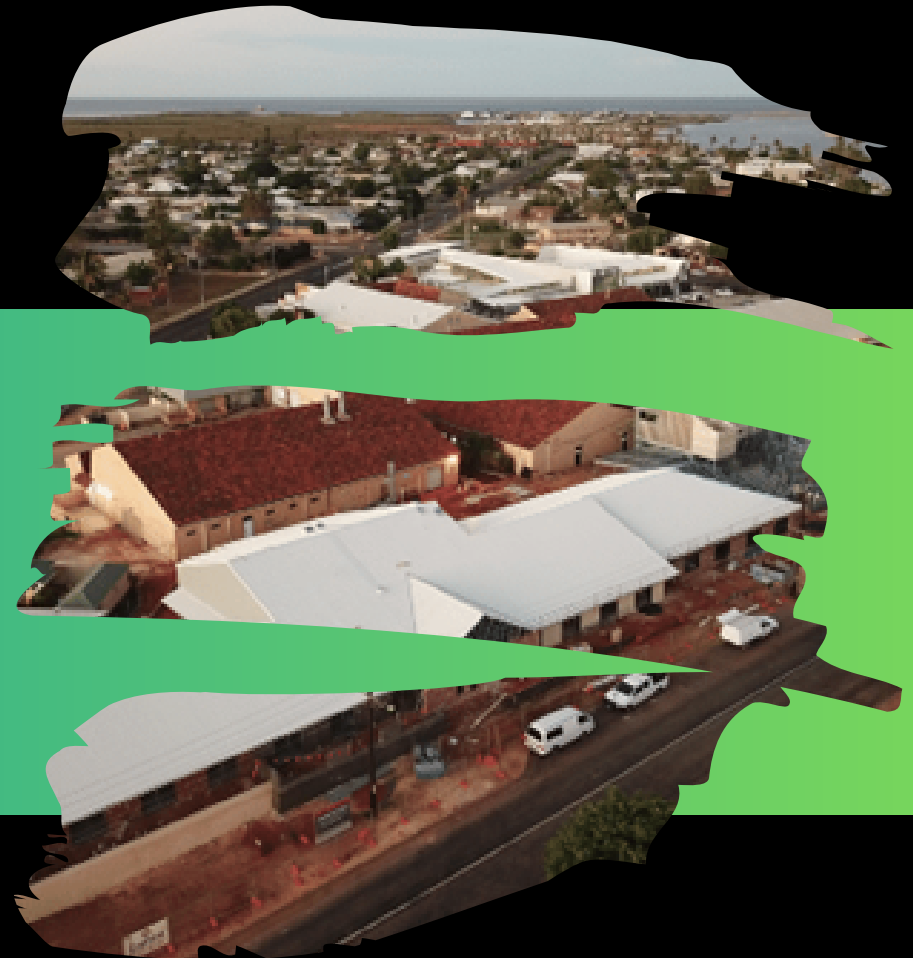
#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
		High quality staff recruited.	90% satisfaction with performance of staff recruited by 360 degree assessment on several dimensions (eg. efficiency, task accomplishment etc) by managers.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Transparent and inclusive process	Full compliance with Shire recruitment policy (soon to be endorsed).	No data currently exists to measure this. Recruitment Policy is scheduled for endorsement in the coming year.
19	Support the Shire's human resources through managing recruitment, payroll and performance management.	Prompt and accurate management of HR in recruitment, payroll and performance to find appropriate people, recompense them and	Payroll completed to employee contract conditions (ie. no errors).	All payroll functions were completed promptly and accurately.
			Yearly performance reviews according to schedule.	33 staff received their yearly performance reviews according to schedule.
		Adequate succession planning across the organisation to limit disruptions during transistion of existing staff or recruitment of new staff.	90% of Managers have timely and complete succession plans in place. Managers have identified the roles and skills of staff in the case of succession (including themselves).	No data currently exists to measure this. Data will potentially be gathered in coming years.
			90% of Managers have identified the roles and skills of staff and training gaps that require redress.	No data currently exists to measure this. Data will potentially be gathered in coming years.
20	Support organisation wide best practice in record keeping, policy making, governance and compliance.	Staff and Councillors are aware of their resonsibilities for records, policies, governance and compliance through training and have avenues for assistance if in doubt.	All people accessing Shire IT systems have received onboarding record training (staff, contractors, volunteers, Councillors).	Onboarding record training was conducted for all new staff and Elected members.
			All roles with intensive and legislated record keeping requirements have received role-specific records training.	In progress. Role specific training is planned to be introduced in the coming year.
			All roles with intensive and legislated record keeping requirements have received role-specific refresher records training.	In progress. Role specific training is planned to be introduced in the coming year.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Objectives #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements	
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.	17	Continue to inform and lobby State and Federal Government on issues affecting our community.	Other levels of government are informed of Carnarvon's issues.	Government awareness of Carnarvon's issues through meetings and submissions.	Numerous meetings and correspondence were conducted with State and Federal government agencies in response to requests but also proactively. Meetings and communications were held at the political level (eg. with Premier Mark McGowan and Peter Foster MLC) but also at the Director General level and lower. This has led to the incorporation of Carnarvon perspectives on different types of issues (anti social behaviour, housing, alcohol restrictions, crime, safe transport etc). Awareness raising was assisted by the Intensive Family & Community Intervention Strategy and the On our Horizons documents.
				Change in government policies or funding as a result of awareness and lobbying.	In progress. No data available at this time although in previous years advocacy has led to extra local police officers and obtaining senior staff from Geraldton.
			Other levels of government change their policies and actions in light of knowledge of Carnarvon's issues.	Adjusted or new policies or funding responding to Carnarvon issues.	In progress. No data available at this time.
	19	Create and advocate for the Intensive Family Intervention Strategy.	Offers solutions that have been developed locally by community leaders that is targeted at vulnerable families through the IFIS Action list.	Achievement of Community Safety & Wellbeing items on Action List	Following the endorsement of the Youth Strategy Plan (2022-2025) at the beginning of the year the Shire has advocated and taken action for community safety around antisocial behaviour. This has resulted restrictions on alcohol sales during high risk periods to reduce alcohol-related harm in our community, but also extra IFCI staff and police officers in the region.
				Achievement of At Risk Youth items on Action List	Advocacy by the Shire for additional services to implement the Intensive Family and Community Intervention program led to a staffing boost with five additional positions allocated to Carnarvon to support the establishment of a new Intensive Family Support team and a youth alternative justice diversion program. It will deliver intensive support to local families whose children are at imminent risk of entering the child protection system. The Shire also recieved support for a Community Youth Officer role to support the delivery of the Target 120 program in Carnarvon.
				Achievement of Families in Crisis items on Action List	Advocacy continues through meetings and communications with State Government agencies for strategies such as cashless debit cards, extra police and a banned drinkers register. The Shire is also seeking funding to conduct a gap analysis of local services for youth at risk and family support. Support was also offered by providing a School Holiday Program, reopening the Youth Hub and refunding the Community Connectors 'Night Patrol'.
	20	Support a community emergency services manager to ensure we are prepared for and can respond to, and recover from, emergencies and natural disasters.	A prepared region that can respond to, and recover from, emergencies and natural disasters.	Presence of Community Emergency Services Manager.	The Community Emergency Services Manager continued to oversee all aspects of Fire, Flood, Cyclone etc. events and management in the region. This included implementing and delivering fire preparedness, prevention, response, and recovery services and promoting strategies for public compliance with the requirements of the Bush Fires Act 1954.
	21	Develop and nurture community Emergency Services volunteerism through 38 hours of paid Voluntary Emergency Services leave for	More staff assisting emergency preparation and response through leave.	Increase in number of staff accessing leave policy. Staff awareness of the policy.	Promotions of the leave policy were made internally during the year and a number of staff used the leave to contribute to emergency preparedness locally.

**OUR ECONOMY
FOSTERS INVESTMENT
AND PRODUCTIVITY IN
INDUSTRIES
BEFITTING
CARNARVON'S
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ENVIRONMENT AND
THAT GROW OUR
HORIZONS.**



- Completed
- In Progress
- Not Commenced
- No Longer Relevant

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
17	Collaborate with internal units to produce a Economic Development Strategy that is informed by, and aligned with, planning perspectives.	Support for economic development in Carnarvon proceeds in a predictable and justifiable manner	Presence of endorsed Economic Development Strategy.	Economic Development Strategy endorsed.
18	Work with Department of Lands and the Shire to establish and formalise informal camping, and meet increasing demand for managed nature based camping along the Gascoyne coast at existing and future development nodes as identified in the Ningaloo Coast Regional Strategy as well as future nature based camping sites at Bush Bay/New Beach.	New and existing informal camping sites are planned and formalised.	Records of meetings with state agencies.	Scheme amendments will be considered during next Scheme review to address Departmental concerns.
		Clarification of the sites that Department wants formalised.	A list of sites that Department wants formalised.	Being clarified on an ongoing basis with Department.
19	Identify appropriately located underutilised Shire and State owned land and facilitate release for residential development or aged care accommodation.	Suitable land for development is identified and prepared to be released for development.	Underutilised land identified for development.	Mapping exercise (100 Houses) has been conducted in cooperation with GDC and Tourism and Economic Development. Consultants will be engaged to progress project.
			Identified land released for development.	To be progressed in coming years.
			New land developed.	To be progressed in coming years.
20	Investigate suitability of developing policy to state preferences for onsite alternate effluent disposal systems within lots (if sufficient land area available). Considerations should include who holds responsibility for designs and the need for flexibility in design.	Suitability of developing policy to state preferences for onsite alternate effluent disposal systems within lots completed	Presence of policy recommendation.	Suggestion investigated. The decision to use alternate waste systems is mostly outside Shire influence. It requires developers to choose alternative systems, the market to provide accredited systems and the development to comply with State policy on disposal.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
1	Small Business Friendly Local Government Program participation	Enhanced customer service toward local businesses.	90% positive feedback on timely customer service by small business customers to the Shire.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Reduction of 'red tape'.	Increased perceptions that Shire makes its best efforts to assist the customer to understand the regulatory environment.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		On-time payments by the Shire to local businesses.	Less than 10 formal complaints about late payment per year.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		A process in place to handle disputes between the Shire and local business.	Presence of a process for dispute resolution and less than 3 disputes per year.	A process is currently implemented for disputes. No formal dispute resolution was required this year.
2	Provide local knowledge and data about demand drivers for tourism development	Policies and actions to grow the tourism economy are informed by an evidence base and analysis that includes data and local experience.	Ability to access meaningful data that relates to current and future opportunities in economic development through documents and staff experience.	Local knowledge is present in retained staff and in documents (eg. Economic Development Strategy, On our Horizons prospectus). Future plans are to gather more data from sources such as visitor centre numbers, online engagement and surveys.
3	Provide potential investors with opportunities to develop a presence and network in the community	Significant relationships with local organisations and individuals that assist investor confidence.	Feedback from potential investors on relationship with Shire as helpful efficiency responsive etc	A number of potential investors to the region were assisted and connections facilitated through the concierge service during the year.

- Completed
- In Progress
- Not Commenced
- No Longer Relevant

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
4	Trails development - as an implementation of tourist identity to connecting assets Carnarvon already has through design and signage.	Tourists have an easy, connected and enjoyable experience of local attractions that constitute Carnarvon's identity.	Presence of Tourist Strategy, Identity and other precursor planning documents.	Economic Strategy and Identity documents completed.
			Execution of projects to constitute the Trail.	The development of a business case to support the Shire's submission for \$10.6M funding in the WA State Government 2025 Budget is in progress. To be progressed in coming years.
			Execution of launch and promotion activities.	To be progressed in coming years.
			Positive response of Tourists interacting with the Trail.	To be progressed in coming years.
			Conditions present for local and aboriginal businesses to leverage off the development and post construction opportunities.	To be progressed in coming years.
			Increase in Tourist numbers (and spend) to the region generally and the Trail in particular.	To be progressed in coming years.
5	Encourage private investment into tourist accommodation and infrastructure.	Increases in private local tourist infrastructure.	Responding to enquiries from private tourism investors regarding infrastructure.	The business concierge service responded to several enquiries from private investors regarding local business opportunities.
6	Create economic development strategy which includes tourism and population considerations.	Support for economic development in Carnarvon proceeds in a predictable and justifiable manner	Presence of endorsed Economic Development Strategy.	Economic Development Strategy created and endorsed.
7	Register Coral Bay as an Astro Tourism Town providing opportunities to tap into the night time economy.	Tourism to the region motivated by astronomy interest increases.	Presence of Carnarvon on Astrotourism website	Coral Bay Registered.
			Increases in tourism motivated (partially or completely) by astronomy interest.	No data currently exists to measure this. Data will potentially be gathered in coming years.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
8	Take a place-based approach to activate the Carnarvon CBD.	The carnarvon CBD becomes 'activated'.	A minimum of 5 activation events per year.	A number of events were conducted to activate the CBD area in conjunction with Community and Cultural Development and Infrastructure. Examples include the Community Arts Hub, Civic Centre Markets, Entry statement on NW Highway and the Great Graze.
			Positive feedback by 90% of attendees to activation events.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
			Indicators from best practice in economic activation strategy.	No indicators or data currently exists to measure this that are appropriate to Carnarvon. Data and indicators will potentially be determined and gathered in
9	Actively seek out funding opportunities from 3rd parties. (eg. grant funding, partnerships etc.)	More Shire costs are offset by partnerships and external funding.	Presence of corporate partnership policy and prospectus.	Corporate partnership policy endorsed. Partnership prospectus produced and circulated during discussions of partnership.
			Increase in numbers of external funding agreements and the financial value of external funding agreements.	No partnerships acquired within the year.
			More discretionary projects completed by the Shire that wouldn't have been realised without external partners.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
13	Support the tourist economy by upgrading existing facilities and infrastructure in the Town surrounds (eg. Pelican Point parking area, Bush Bay licenses, coastal shelters and Miaboolya Beach signage).	The tourist economy is assisted by Town surrounds upgrade projects.	Feedback from partners post partnership events - particularly the Shire acquiting agreements in a timely manner.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
			A prioritised list of upgrades to infrastructure in Town surrounds.	A Major Projects Assessment workshop was conducted in June with Council that created a system for prioritising infrastructure based on multiple criteria including economic benefit from tourism.
			Prioritised projects are completed or in progress within 10% of time and budget.	In progress. No data available at this time.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.</i>	<i>2022 -2023 Measurements</i>
17	Collaborate with internal units to produce a Economic Development Strategy that is informed by, and aligned with, planning perspectives.	Support for economic development in Carnarvon proceeds in a predictable and justifiable manner	Presence of endorsed Economic Development Strategy.	Economic Development Strategy created and endorsed.
24	Activate the Civic Centre and Camel Lane Theatre to deliver appropriate programming and events.	A more 'activated' Camel Lane and Theatre with greater economic activity.	At least 3 activation events per year.	Several events were run to activate the CBD this year including weekend markets at the Civic Centre, free movies over school holidays, partnering with AVIVO to host a Christmas craft session at the Civic Centre and a follow up free movie.
			Activation has a positive impact on the CBD businesses, livability and safety.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?</i>	<i>2022 -2023 Measurements</i>
8	Take a place-based approach to activate the Carnarvon CBD.	The Carnarvon CBD becomes 'activated'.	At least 5 activation events per year.	Several events were run to activate the CBD this year including weekend markets at the Civic Centre, free movies over school holidays, partnering with AVIVO to host a Christmas craft session at the Civic Centre and follow up free movie, the Great Graze and a Live Crash Simulation.
			Activation has a positive impact on the CBD businesses, livability and safety.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
21	Actively provide, manage and maintain a diverse range of facilities for hire to support networking and collaboration opportunities between businesses.	The Shire plays a role in collaboration and supporting community to achieve outcomes themselves.	Use of facilities for collaboration and cooperation for community members (numbers of instances and numbers of participants).	Facilities are available for hire by agencies and community groups such as the library/art gallery meeting room. The library collaboration spaces were booked for a total of 314 hours during the year.
			Awareness of and ease of access/use of Shire facilities as a suitable venue for collaboration.	In progress. No data available at this time.
			Awareness of and ease of access/use of Shire facilities as a suitable venue for collaboration.	In progress. No data available at this time.
22	Provide Internet access via public computers, wi-fi, including print, photocopy, scanning and fax services	Regional travellers and disadvantaged citizens have access to business infrastructure.	Numbers of people using equipment (local and travellers)	The Shire provided 17 devices for public access which were used for 2108 hours and the WiFi for 3108 hours. In total 1820 visitors used the range of Library ITC resources and 332 enquiries about IT services were resolved.
			90% of feedback on ease, usefulness and convenience of services provided is	In progress. No data available at this time.
23	Research emerging technologies to share with the community with potential for upgrade of equipment as appropriate. Increase staff expertise in new and emerging technologies to enable appropriate levels of support.	Shire offers appropriate technologies appropriate to the needs of its residents, regional travellers and disadvantaged citizens.	Emerging technology research processes completed.	Staff engaged in environmental scans to determine cutting edge and appropriate technologies for community
24	Activate the Civic Centre and Camel Lane Theatre to deliver appropriate programming and events.	A more 'activated' Camel Lane and Theatre with greater economic activity.	At least 3 activation events per year.	Several events were run to activate the CBD this year including weekend markets at the Civic Centre, free movies over school holidays, partnering with AVIVO to host a Christmas craft session at the Civic Centre and a follow up free movie.
			Activation has a positive impact on the CBD businesses, livability and safety.	In progress. No data available at this time.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.</i>	<i>2022 -2023 Measurements</i>
4	Trails development - as an implementation of tourist identity to connecting assets Carnarvon already has through design and signage.	Tourists have an easy, connected and enjoyable experience of local attractions that constitute Carnarvon's identity.	Presence of Tourist Strategy, Identity and other precursor planning documents.	Economic Strategy and Identity documents completed.
			Execution of projects to constitute the Trail.	The development of a business case to support the Shire's submission for \$10.6M funding in the WA State Government 2025 Budget is in progress. To be progressed in coming years.
			Execution of launch and promotion activities.	To be progressed in coming years.
			Positive response of Tourists interacting with the Trail.	To be progressed in coming years.
			Conditions present for local and aboriginal businesses to leverage off the development and post construction opportunities.	To be progressed in coming years.
			Increase in Tourist numbers (and spend) to the region generally and the Trail in particular.	To be progressed in coming years.
	10	Target forward planning over the next 5 year work budget toward road <u>maintenance</u> that supports commercial growth.	A targeted strategy for network maintenance that has multiplier effect on commercial growth for the limited resources expended.	Presence of a maintenance policy that incorporates some prioritisation that has a link between commercial development and maintenance.
			Presence of road maintenance in budgets in succeeding years.	To be progressed in coming years.
			Positive economic return on road improvement.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
11	Target forward planning over the next 5 year work budget toward road <u>upgrades</u> that support commercial growth.	A targeted strategy for network upgrades that has multiplier effect on commercial growth for the limited resources expended.	Presence of a maintenance policy that incorporates some prioritisation that has a link between commercial development and maintenance.	Support and advice on the status of road assets and commercial opportunities was provided to Council during a prioritisation workshop for maintenance and upgrades. Road Maintenance Policy was adopted by Council following the workshop.
			Presence of road upgrades in budgets in succeeding years.	To be progressed in coming years.
			Positive economic return on road improvement.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
12	Support the tourist economy by upgrading existing facilities and infrastructure in Town and Coral Bay.	Tourist economy is assisted by infrastructure projects.	7 projects are completed or in progress within 10% of time and budget.	<p>Coral Bay Parking upgrade was completed ahead of time and under budget by 15%.</p> <p>Baxter Park Toilets was completed on time and over budget by 7%.</p> <p>Town Beach Shade Sails completed ahead of time and on budget.</p> <p>Entry Statement on North West Coast Highway was completed behind schedule but under budget by 6%.</p> <p>Pump Station upgrades at Skipworth and Hutchinson Park were completed on time and on budget.</p> <p>Brown Range Cemetery fence completed on time and on budget.</p> <p>Airside Fence Replacement Stage 3 was completed on time and over budget by 10%.</p>
			A range of projects are completed that makes Carnarvon more attractive to visitors.	<p>A variety of projects were completed across the year. At Town Beach new shade sails and custom seating utilising One Mile Jetty timber were installed around the kiosk and playground. The toilets received new internal and external cladding refreshments and upgraded lighting for safety.</p> <p>Installation of a new swimming pontoon added utility to the Fascine. Long Vehicle Parking Bays adjacent to the Carnarvon Visitor and Civic Centre were built using recycled materials and plans for electric charge points.</p> <p>Design and construction of a new entry statement on North West Coastal Highway at the information bay was completed and included street furniture and an information structure that utilised One Mile Jetty timber to frame a large information map.</p>
			Tourist impressions/feedback of individual projects is positive.	In progress. No data available at this time.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			Increase in Tourist numbers (and spend) to the region generally - including return visits.	In progress. No data available at this time.
			Successful execution of launch and promotion activities.	In progress. No data available at this time.
			Increase in numbers and revenues of local business (particularly tourist businesses)	In progress. No data available at this time.
13	Support the tourist economy by upgrading existing facilities and infrastructure in the Town surrounds (eg. Pelican Point parking area, Bush Bay licenses, coastal shelters and Miaboolya Beach signage).	The tourist economy is assisted by surrounds upgrade projects.	Prioritised projects are completed or in progress within 10% of time and budget.	To be progressed in coming years.
			Tourist impressions/feedback of individual projects is positive.	In progress. No data available at this time.
			Increase in Tourist numbers(and spend) to the region generally - including return visits. Execution of launch and promotion activities.	In progress. No data available at this time.
			Increase in numbers and revenues of local business (particularly tourist businesses)	In progress. No data available at this time.
14	Maintain and upgrade erosion control and dune/coastal protection at critical points across Shire (including Pelican Point, the Blowholes area and the Aquarium).	Protected dunes and coastal structures at critical points.	Engage in responsive stabilisation and control where required.	Several responsive actions were taken including removal of sand migration onto roads around Pelican Point over the summer months. Currently seeking engineering advice on solutions to mitigate problem in the longer term. Also seeking funding in the coming year for dune stabilisation across the coast.
			Presence of assessment of coastal critical points and status of protection from the CHRMAP process Presence of prioritisation of solutions to potential gaps in coastal protection.	To be progressed in coming years. Also currently seeking funding to progress likely CHRMAP options. To be progressed in coming years.
			Action on priorities list.	To be progressed in coming years.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			Action on priorities list.	To be progressed in coming years.
15	Provide and maintain airports at Carnarvon and Coral Bay.	A functioning airport that provides fit-for-purpose transport options for residents, businesses and visitors.	Operate airport facilities.	While flight times to local airports are out of the control of the Shire both airports operated throughout the year. REX has expressed intention to run Q400 (76 seater) service in addition to existing flights (36 seater) to Carnarvon. Coral Bay landing field continues to serve as a fit for purpose for local tourism hub and a site for RFDS evacuations.
			Pass all ATI inspections to CASA MOSS 139 standards.	Annual inspection passed. CASA visit scheduled for next year.
			Well maintained airports.	Maintain airport assets.
			90% of work orders for the Airports raised then finished within the year	89% of work orders raised (37) for the Airports within the financial year were finished.
16	Progress program to relocate existing Airport, including economic and logistic modelling, working groups and grant funding.	Production of modelling and working groups as precursors to relocating existing Airport	Presence of high level assessment documents showing feasibility on multiple dimensions.	Currently seeking external support for high level assessment of feasibility for relocation.
			Funding for feasibility assessments acquired.	To be progressed in coming years.
			Modelling and feasibility reports created. completed.	To be progressed in coming years.

**OUR
SUSTAINABLE
LIVELIHOODS
CREATE A
COMMUNITY THAT
CAN FLOURISH
INTO THE FUTURE**



PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

- Completed
- In Progress
- Not Commenced
- No Longer Relevant

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
21	Generally, maintain the existing residential density coding and zoning identified under the Scheme, providing for opportunities for increased density in areas of high accessibility and amenity, such as the Fascine or areas surrounding the town centre. Promote commercial and mixed-use opportunities, such as cafes along Olivia Terrace and the waterfront area.	Scheme promotes commercial and mixed-use opportunities in a orderly and predictable fashion.	Adherence to the Scheme occurs in planning decisions and no administrative appeals to planning decisions were required.	All planning decisions were in alignment with the Planning Scheme.
			No planning challenges upheld due to not adhering to the Scheme.	There were no administrative challenges during the year.
22	Prepare and deliver Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) by end of 2024.	Orderly management of Coastal Hazards	Presence of CHRMAP prior to 2024.	The process of producing CHRMAP is currently in train.
23	Mosquito management	Mosquitos are managed at a tolerable nuisance level.	Nuisance level assessed by Shire.	All available data and observations were considered, including staff observations, trapping data and community reports to assess nuisance level and target responses. Large variability observed in the natural breeding of mosquitoes from year to year depending on weather and climatic shifts.
			Minimisation of short term nuisance through prevention or mitigation of the largest infestations immediately.	Traps set to reduce numbers and gather information on species . Salt-marsh mosquito breeding sites treated to prevent 'waves' of mosquitoes reaching townsite.
			Minimisation of future nuisance by detecting and permanently modifying large breeding sites.	Previously unknown mosquito breeding sites associated with the flow of the Gascoyne River discovered and treated. Project to fill in depressions in the Airport perimeter drain to reduce ponding after rain completed. Expectation is that this should reduce breeding of large amounts of mosquitoes close to residential areas. Plans to spread sand in other sites in the Airport drain were made for the coming years.
			Public satisfaction with mosquito management.	No data currently exists to measure this. Data will potentially be gathered in coming years.

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
24	Environmental health internal professional services - waste management	Environmental health aspects of internal decisions are fully understood and influential.	Internal service provided.	Various discussions and contributions were made to other departments on matters of environmental health.
25	Environmental health internal professional services - recycled water	Environmental health aspects of internal decisions are fully understood and influential.	Internal service provided.	Various discussions and contributions were made to other departments on matters of environmental health.
26	Environmental health professional services - environmental waters	Environmental health aspects of internal decisions are fully understood and influential.	Internal service provided.	Various discussions and contributions were made to other departments on matters of environmental health.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
1	Encourage private investment opportunities through early engagement, open conversation, advocacy and promotion of the region	Facilitate private investment in the region.	Number of advocacy/promotion activities and spontaneous contacts addressed.	Advocacy and promotion occurred continuously throughout the year with highlights including the On Our Horizons document and discussions through the business concierge service.
2	Support tourism development that complements our natural advantages such as beach side links to trails and signage	Tourism promotion focussed on natural advantages.	Production of promotional materials/activities for natural advantages.	Carnarvon included in Trails WA Website. Promotional flyers for trails in progress.
			Progress on Tourist Trail project.	Carnarvon Story Trail Project plan completed. Submission for \$10.6M funding in the WA State Government 2025 Budget for development of trail project to heritage precinct, town and river completed. Signage for HMAS Sydney II walk is under development.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
3	Streamline Shire approval processes to encourage start-up enterprises and grow existing businesses.	New and growing businesses face minimum approval hurdles consistent with regulatory requirements.	Increased perceptions amongst business that interact with that the Shire makes its best efforts to assist new and growing businesses to understand the approvals regulatory environment.	In progress. No data available at this time.
			Increased perceptions amongst businesses that interact with the Shire that it makes its best efforts to assist new and growing businesses to transition the approvals process.	In progress. No data available at this time.
			90% of Shire approval times are within level of service commitments.	In progress. No data available at this time.
4	Supporting design concept development for Bibbawara Bore	Bibbawara Bore development advances beyond design stage.	Facilitate a process for partners with an interest in the Bore project to cooperate to advance the design.	Outreach to partners was conducted and facilitator engaged for meetings in 2023-2024.
			Presence of an MOU amongst partners.	In progress. Planned for Q4 2023
			Creation of a design recommendation as part of a report	In progress. Planned for Q4 2024
			A process for design involving the community that is judged to be inclusive, deliberative and influential.	In progress. Planned for Q4 2025
5	Support the CCCI to develop capacity and capability to service local business support requirements (eg. training)	Local Businesses have greater capability to grow and improve their operations.	Provision of support for administration of program for CCCI.	The Shire provided HR support and venues for training during the year.
			Numbers of participants in CCCI programs	In progress. No data available at this time.
			90% positive feedback from CCCI programs on their value	In progress. No data available at this time.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
6	Continue Astro-Tourism Towns Project, Visitor Centre promotional activities, and engagement with tourism providers	The local tourism economy grows.	Activities completed.	Promotional activities and engagements continue.
			Promotion programs are effective in promoting the region and its identity	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Local tourism operators have a positive impression of the efforts of the Shire to promote tourism.	In progress. No data available at this time.
7	Improve town aesthetics and amenity to encourage community pride, action and investor confidence	Increases in community pride, action and investor confidence	50% decrease in complaints to shire about neighbourhood amenity/Shire perceptions.	Formal complaints around neighbourhood amenity has grown recently from 2 (2019-20), to 6 (2020-21) 20 (2021-22) and 18 (2022-23). Rates will be monitored in coming years.
			Increased pride in local streetscapes and town surrounds.	In progress. No data available at this time.
			Increase in positive media attention or awards for community amenity.	Events to improve amenity were promoted through Shire social media and received 420 reactions.
		Programs and events to improve amenity and pride are conducted.	At least 3 events/programs to improve amenity are actioned.	Multiple events to improve amenity were stage including Clean Up Australia sessions, Mungallah village and Boor Street clean ups and verge side pickups.
		Streetscape and verge policies and programs are reviewed.	Presence of a review process.	Completed. Our Beautiful Streets program planned for following year.
		Increases in investor confidence	Overall positive investor impressions of town amenity.	In progress. No data available at this time.
			Number of new businesses entering the local market and the number of existing businesses that expand and grow.	In progress. No data available at this time.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
8	Trails development planning - connecting tourism destinations, signage, improved walkability, cultural walking tour opportunities and education.	Tourists have an easy, connected and enjoyable experience of local attractions that constitute Carnarvon's identity.	Presence of Tourist Strategy, Identity and other precursor planning documents.	Economic Development Strategy completed. The development of a business case to support the Shire's submission for \$10.6M funding in the WA State Government 2025 Budget was completed.
			Execution of projects to constitute the Trail.	Awaiting previous stage
			Execution of launch and promotion activities.	Awaiting previous stage
			Positive response of Tourists interacting with the Trail.	Awaiting previous stage
			Conditions present for local and aboriginal businesses to leverage off the development and post construction opportunities.	To be progressed in coming years.
			Increase in Tourist numbers (and spend) to the region generally and the Trail in particular.	Awaiting previous stage
9	Conduct an audit of residential and commercial land ownership/availability and develop an understanding of development opportunities. Based on this audit identify attractive land packages for residential and commercial developments and give consideration to reducing barriers to this development	Greater encouragement of development when opportunities arise.	Presence of audit analysis and recommendations in report.	Audit completed.
			Actions based on Audit taken.	A GDC and Shire partnership has enquired into the constraints on the Carnarvon housing market and market failures and a clear understanding on how the next 100 houses will be built in Carnarvon has been formed. A RED Grant has been requested in partnership with Horizon Power to achieve economies of scale in the construction of 4 houses in Northwater Estate. Two of the properties will be owned by the Shire and leased to the commercial market for workers accommodation.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			Feedback from development proponents on value of audit and assistance from Shire. Anecdotal whether solution focussed.	In progress. No data available at this time.
10	Advocate to State/Federal Government for infrastructure to support a growing population including housing, childcare, training facilities, logistics routes.	Awareness by other levels of government of infrastructure needs of Carnarvon.	Government awareness of Carnarvon's issues.	Various submissions, meetings and advocacy were engaged in regarding issues that emerged over the year.
			Change in government policies or funding as a result of awareness and lobbying.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
		Provision of infrastructure by other levels of government in response to awareness of needs.	Adjusted or new policies or funding responding to Carnarvon issues.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
			Number of program and initiatives to address these issues - ege. Funding rounds, partnership etc	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
11	Support local businesses to adopt environmentally sustainable practices including renewable energy and reusable containers	Local Businesses have a reduced environmental impact.	Local businesses have action options to reduce environmental impact.	Multiple action options were created during the year including; Raising awareness and marketing activities around environmental matters. An EOI for providing Containers for Change bins to hospitality providers was submitted. Metering for bill reduction on LED lights was advocated for. Shire is currently working with Horizon Power to boost grid to have increased capacity for renewables.
12	Provide a concierge service for start-up business to assist with demystifying the approval process and make it easier for businesses to engage with the Shire	Start up businesses find that processes are demystified and easier to manage in line with regulatory requirements.	Presence and awareness of the business concierge service.	The Business Concierge service was promoted through social media and newsletters to the community. Several enquiries on multiple business topics was made to this service during the year.
			Survey/Feedback results from startups that contact the concierge service.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.</i>	<i>2022 -2023 Measurements</i>
13	Develop Bibbawara Bore, acknowledging its cultural and ecological significance	Bibbawara Bore development undergoes construction.	Development design and plan created.	Awaiting previous stage
			Development design constructed.	Awaiting previous stage
			Construction completed	Awaiting previous stage
14	Work with State and Federal Governments and private investors to resolve housing shortages and encourage people to live and work in the community	Strategic documents available to support businesses cases and development.	Presence of documents.	Strategic documents were produced and endorsed (eg. Economic Development Strategy, 100 houses). A GDC and Shire partnership has enquired into the constraints on the Carnarvon housing market. A RED Grant has been requested in partnership with Horizon Power to achieve economies of scale in the construction of 4 houses in Northwater Estate.
		An increase in new housing stock in Carnarvon	Increase in new houses.	Awaiting previous stage
		External partners view the Shire as a positive partner in housing construction.	Feedback from private investors on ease of interactions with Shire.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
			Feedback from development proponents on value of audit and assistance from Shire.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
			Meeting of level of service standards for approvals and local government planning requirements.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
15	Define Carnarvon's tourism identity and develop promotional materials for the domestic and international markets	An effective and attractive tourist identity for the region that encourages visitation.	Presence of a tourist identity.	A Tourist identity that portrays Carnarvon as a real, authentic and earthy destination was defined in the Identity document.
			Tourist awareness of identity in marketing	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Marketing plan for identity	Marketing document created and implemented.
			Tourist numbers to region	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Tourist impressions of region.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.</i>	<i>2022 -2023 Measurements</i>
16	Tourist Trails construction following development	Tourists have an easy, connected and enjoyable experience of multiple local attractions that constitute Carnarvon's identity.	Presence of Tourist Strategy, Identity Business Case and other precursor planning documents.	Precursor documents such as the Tourist Identity and Economic Development Strategy produced. Business Case for implementation of multiple interconnected trails completed.
			Apply for funding to construct trails.	The development of a business case to support the Shire's submission for \$10.6M funding in the WA State Government 2025 Budget completed.
			Execution of projects to constitute the Trail.	Awaiting previous stage
			Execution of launch and promotion activities.	Awaiting previous stage
			Positive response of Tourists interacting with the Trail.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Conditions present for local and aboriginal businesses to leverage off the development and post construction opportunities.	To be progressed in coming years.
			Increase in Tourist numbers (and spend) to the region generally and the Trail in particular.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Presence of endorsed Economic Development Strategy which has considerations of tourism and population.	Economic Strategy currently completed and endorsed.
17	Create economic development strategy which includes tourism and population considerations	Support for economic development in Carnarvon proceeds in a predictable and justifiable manner		

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
7	Improve town aesthetics and amenity to encourage community pride, action and investor confidence	Increases in community pride, action and investor confidence	50% decrease in complaints to shire about neighbourhood amenity/Shire perceptions.	Formal complaints around neighbourhood amenity has grown recently from 2 (2019-20), to 6 (2020-21) 20 (2021-22) and 18 (2022-23)
			Increased pride in local streetscapes and town surrounds.	In progress. No data available at this time.
			Increase in positive media attention or awards for community amenity.	Events to improve amenity were promoted through Shire social media and received 420 reactions.
		Programs and events to improve amenity and pride are conducted.	At least 3 events/programs to improve amenity are actioned.	Multiple events to improve amenity were stage including Clean Up Australia sessions, Mungallah village and Boor Street clean ups and verge
		Streetscape and verge policies and programs are reviewed.	Presence of a review process.	Completed. Our Beautiful streets program planned for following year.
		Increases in investor confidence	Overall positive investor impressions of town amenity.	In progress. No data available at this time.
			Number of new businesses entering the local market and the number of existing businesses that expand and grow.	In progress. No data available at this time.
27	Provide information and reference services which support individual needs in an increasingly digital society.	Information and reference services that are easy to access and affordable.	Number of users who access the knowledge and reference facilities the Shire provides.	Over 18223 users passed through the library doors during the year. The library has 4325 members with 1910 being the most active. The Library website had 2975 sessions and around 800 enquires were serviced on subjects as diverse as reference queries, e-resources, use of public IT equipment and general knowledge assistance to residents.
			User feedback on satisfaction with services (particularly ease of access).	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
28	Digital literacy support and tuition, including online learning, personal digital device tech help, accessing government services, connecting with others through the internet or learning about safe online practices.	Residents with low IT literacy gain improvements to their skills and literacy.	Presence of Program.	Be Connected workshops on online shopping, scams and health were run across the year as well a staff responses to informal requests as required.
			Increases in ITC literacy amongst course participants.	In progress. No data available at this time.
			Number of participants in programs.	In progress. No data available at this time.
29	Engage with new technologies as they emerge by enhancing staff expertise to enable appropriate levels of support and incorporating these technologies into the programming/support services offered (eg. Improve wi-fi availability by removing time limits).	Shire offers cutting edge technologies appropriate to the needs of its residents, regional travellers and disadvantaged citizens.	Emerging technology research processes completed.	Staff engaged in environmental scans to determine cutting edge and appropriate technologies for community throughout the year.
30	Provide a study Hub for Geraldton Universities Centre	Residents wishing to access supported university degree level study can do so while living in Carnarvon.	Numbers of attendees to Study Hub.	GUC students were provided administrative, pastoral, academic support, web conferencing and tutorials with laptops, headsets and internet connections. The Library also provided a quiet area to study and free internet services to assist their study activities. Additional promotion for study opportunities was provided in August with an info session on opportunities available.
			Feedback from attendees of satisfaction with Study Hub.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
31	Provide a Homework Hub for after school study	Students who attend the Hub have enhanced educational outcomes.	Number of students attending Hub.	The Homework Hub was a regular service provided on Wednesday afternoons (3-4.30pm) during school terms. Around 5 year 7-12 students attended the Hub (on multiple days throughout the year).
			Retention of students attending Hub.	In progress. No data available at this time.
			Feedback on effectiveness of Hub in creating a study environment.	In progress. No data available at this time.
			Perception of attendees parents of Hub on their academic achievement.	In progress. No data available at this time.
32	Identify funding to undertake mapping of Carnarvon Key Service Providers to ascertain efficiencies and gaps in service delivery.	Identification of funding for gap analysis.	Number of potential funding sources.	In progress. No funding identified at this time.



INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
18	Support domestic recycling opportunities through the "Containers For Change" Program.	Increased opportunities for domestic recycling.	Presence of the Containers for Change program.	Containers for Change is run by the ABC Foundation in Carnarvon and Coral Bay.
19	Investigate opportunities to reduce, reuse, recycle and divert waste from landfill including (but not limited to) : - scrap metal - tyres - cardboard - plastics - organics - greenwaste - glass	Increased opportunities for domestic recycling.	Investigation of program for scrap metal recycling.	To be progressed in coming years.
			Investigation of program for tyre recycling.	Negotiations are currently underway to use regional approaches with other Local Governments to reduce costs of transport. Plans have been made to remove current rate of \$2 per kg for tyre disposal and introduce a tyre type payment model to encourage more feasible recycling.
			Investigation of program for cardboard recycling.	To be progressed in coming years.
			Investigation of program for plastics recycling.	To be progressed in coming years.
			Investigation of program for organics recycling.	Currently investigating options for composting of fishwaste from Coral Bay with a private sector partner.
			Investigation of program for greenwaste recycling.	To be progressed in coming years.
			Investigation of program for glass recycling.	To be progressed in coming years.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.</i>	<i>2022 -2023 Measurements</i>
20	Introduce a public awareness campaign on illegal dumping, reuse and recycling.	Increased public awareness of illegal dumping, reuse and recycling that leads to more reuse/recycling and less illegal dumping.	Presence of public awareness campaigns for dumping, reuse and recycling.	Actions to reduce dumping and clean up areas around town were promoted through Shire newsletter and social media and received 420 reactions. Events include Clean Up Australia sessions, verge side pickups, and Mungallah village and Boor Street clean ups. Plans for implementing a one-month amnesty on tip fees for commercial properties to create pathways for legal disposal are in place for the next year.
			Decrease/Increase in dumping, reuse and recycling rates.	In progress. No data available at this time.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	<i>ACTIVITY for the next 4 years</i>	<i>OUTCOMES - What is the end state we are trying to create?</i>	<i>TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?</i>	<i>2022 -2023 Measurements</i>
9	Actively seek out funding opportunities from 3rd parties. (eg. grant funding, partnerships etc.)	More Shire costs are offset by partnerships and external funding.	Presence of corporate partnership policy and prospectus.	Corporate partnership policy endorsed. Partnership prospectus produced and circulated during discussions of partnership.
			Increase in numbers of external funding agreements and the financial value of external funding agreements.	No partnerships acquired within the year.
		More discretionary projects completed by the Shire that wouldn't have been realised without external partners.	Increase in numbers of external funding agreements and the financial value of external funding agreements.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
25		Carnarvon gains reputations as reliable and reputable project partner for future opportunities	Feedback from partners post partnership events - particularly the Shire acquiting agreements in a timely manner.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
	Support and facilitate land tenure arrangements for new and emerging businesses and industries that benefit the current and future generations of residents.	Facilitated land tenure for new industries and businesses.	Increased land tenure arrangements for new businesses.	No land tenure arrangements were made during the year.
			Presence of new local land use planning strategy updated to reflect changes that support new and emerging businesses.	Commenced. Funding to review the Local Planning Strategy and Coral Bay Structure Plan has been secured and the review is underway.
			75% positive feedback from businesses regarding their land tenure interactions with the Shire.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.

**OUR HOLISTIC
HEALTH CARE
FACILITIES
PROVIDE
SERVICES
FROM THE
WOMB TO THE
GRAVE**



TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

- Completed
- In Progress
- Not Commenced
- No Longer Relevant

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
1	Support and expand existing successful program to attract WAHCRA health students and services	Increase the provision of health services to Carnarvon.	Presence of working group meeting minutes and actions that come from these (eg. providing housing, welcoming community, shared roles in advocacy)	The Shire continues to advocate for services and integrate these goals into Shire plans (eg. 100 houses plan).

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
4	Offer programs in partnership with other support services that promote health and wellbeing.	Generally improving community health and wellbeing across the community	Presence of health and wellbeing programs.	In collaboration with local partners, Lydia's Health and Fitness, Marie Gane Nutrition, Yunion Yoga, and Gosia Taylor Art, the Shire of Carnarvon delivered a series of wellbeing activities each morning from 5.30am to 7.30am along the Fascine for Womens Health Week.
			Numbers of participants.	132 participants from 4 - 8th September 2022.
			Feedback on effectiveness of program.	In progress. No data available at this time.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
2	Maintain Carnarvon cemetery.	A cemetery that interments ancestors respectfully.	A functioning Cemetery for Carnarvon	General day to day maintenance was conducted under contract during the year.
			Presence of Cemetery in asset management plan	Cemeteries are a category of asset that is planned to be maintained in the Asset Management Plan. Late 2022 saw the replacement of the existing corroded fence at the cemetery with a new galvanised steel chain mesh fence.
			Feedback from visitors to cemetery.	In progress. No data available at this time.
			90% of work orders raised then completed within the year	100% of work orders (9) raised for the cemetery within the financial year were finished.
3	Expansion of existing lawn cemetery and columbarium.	Greater capacity in lawn cemetery and columbarium.	Presence of expanded Columbarium.	A new Columbarium was completed this year, giving the community more options and availability to store funeral niches behind a plaque.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
5	Advocate for improvements to local health services.	Higher level of health service for residents of Carnarvon	Effective meetings with state health agencies. Facilitation of process and for cooperation and action planning.	Meetings with the Department of Health continued throughout the year to facilitate cooperation and action planning.
6	Provide local ambulance service with land for their activities.	Greater likelihood that the local ambulance service will continue to provide local services due to reduced operating costs.	Continued presence of the ambulance service at current levels.	Provision of a 10 year lease for a nominal amount to St John Ambulance continued during the year.
7	Support a space for active aging activities for seniors.	Nominal lease removes some of the barriers to active aging.	Usage of the Carnarvon Community and Senior Citizens Club by senior citizens for active aging activities.	Provision of a 10 year lease for a nominal amount to the Senior Citizens Club continued during the year.

OUR EDUCATIONAL OPPORTUNITIES FROM EARLY CHILDHOOD TO ADULTHOOD ARE TAILORED AND RELEVANT TO THE INDIVIDUAL



PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

- Completed
- In Progress
- Not Commenced
- No Longer Relevant

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
1	Ensure that existing school sites, previous school sites and educational facilities (e.g. the Durack Institute) are appropriately zoned and reserved under the LPS and allow sufficient room for expansion or the co-location of compatible uses into the future.	Existing school sites, previous school sites and educational facilities allow sufficient room for expansion or the co-location of compatible uses into the future.	Presence of zoning for sites in Local Planning Strategy.	Public school sites are zoned and have room for expansion in the Local Planning Strategy.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
2	Provide accessible library collection (print and digital materials) which is relevant to the diverse needs, ages and cultures of our community, including access to other collections within the state and across the nation.	Easily accessible and relevant physical and digital collection.	Size of physical and digital collection and staff to provide it.	The library used 4.6 FTE equivalent staff to manage its services. This covers 14637 items loaned from a collection that includes 3538 printed items, 394 audiobooks and 538 nonprinted items paid for by the Shire. The Library also provides access to e-books and magazines through platforms like Libby and BorrowBox.
			User feedback on ease of accessibility of collection.	In progress. No data available at this time.
			User feedback on relevance of collection.	In progress. No data available at this time.
3	Offer supplementary Shire digital collection to supplement and meet heavy demand (long waiting periods) for state-funded e-Resource materials access.	Presence of supplementary Shire digital collection that meets heavy demand (long waiting periods) for state-funded e-Resource materials access.	Presence of supplementary Shire digital collection.	The Shire pays half the cost of interlibrary library loans and encourages e-resource use to make materials available to residents. The Library loaned 236 items to other libraries and borrowed 63 items from other libraries.
			Reduced waiting periods for access to state funded e-Resource materials.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
4	Offer reference services which support community needs in accessing information in order to fulfil daily tasks, including education and employment.	Presence and effectiveness of reference services.	Presence of reference services.	Over 18223 users passed through the library doors during the year. The Library website had 2975 sessions and around 800 enquires were serviced on subjects as diverse as reference queries, e-resources, use of public IT equipment and general knowledge assistance to residents.
			User feedback on ease of accessibility to reference services.	In progress. No data available at this time.
			User feedback on relevance of reference services.	In progress. No data available at this time.
5	Support education through access to free online learning software.	Presence and effectiveness of online learning software.	Presence of access to online learning software.	In progress. Appropriate learning platforms are being investigated.
			User feedback on ease of accessibility to online learning software .	In progress. No data available at this time.
			User feedback on relevance of online learning software.	In progress. No data available at this time.
6	Offer an array of programs and events for all ages (including early childhood, children, young adults, adults, seniors) which support literacy development, learning and wellbeing.	All ages can continue to learn in ways that are easy, relevant and interesting.	Presence and patronage of programs	Programming for kids (pre-school, primary school and high school) and adults continued this year through numerous programs. Ongoing programs like Story time and Crafty Bookworms were consistently attended with 713 attendees across the year for under-18's. Programs like the Book Club and Film Club were consistently attended with 178 attendees across the year for adults.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
7	Review/assess the current literacy development, learning and development programs through community consultation and revise according to interest and need.	Learning and development program is matched to community interest and need.	Presence of the Review	In progress. Reviews are scheduled to occur in coming years.
8	Offer Home Library Service for community members who are unable to attend the facility due to mobility and/or health restrictions.	Residents with restrictions can access library services in a satisfactory manner.	Presence of the service.	The Home Library Service had 59 patrons accessing it resulting in 80 deliveries over the year. The library also provides access to e-books and magazines through platforms like Libby and BorrowBox
			Review of satisfaction with service by users.	In progress. No data available at this time.
9	Offer a diverse calendar of art gallery exhibitions (supporting local, Gascoyne and touring art), with accompanying learning and engagement opportunities.	Gallery exhibitions support learning and engagement for those of all ages in Carnarvon.	Presence of the events.	The gallery was a busy space during year hosting events such as Deep Light, Recipe for Life and Stitched and Bound with approximately 400 attendees (of all ages) across 15 specific events.
			Feedback of events by users.	In progress. No data available at this time.
10	Develop a broader connection with local/Gascoyne artists/groups to ascertain interest in the exhibition space, support their development and enhance the programming.	Encourage local artists and groups to express their art forms.	Actions taken to develop connection.	Connections with local artists and groups were established through touring shows and development opportunities like the Gascoyne Art Awards and the Picture Perfect workshop.
11	Support traineeships at the Shire in Youth and Community and Cultural Development.	Local trainees gain experience and skills in Community and Cultural Development.	Number of traineeships.	During the year a youth officer traineeship was undertaken within Community and Cultural Development.
12	School holiday and after school support programs to assist educational achievement and life skills	Education and learning is supported for school children to prepare and succeed in school and life generally.	Presence of the programs.	Significant standalone and library centric programs were run after school and during school holidays during the year. Events ran almost every day during school holidays and regularly during school terms. These ranged from the Lego Club, mural painting, sport, science and circus activities. In total around 2000 attendances were recorded for over 500 children for all the school holiday programs and events during the year.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
			Review of value of programs by users.	In progress. Various anecdotal data present about the positive impact of programs through social media commentary (127 reactions).
13	Support community knowledge through incorporation of educational components to infrastructure projects using mediums such as signage.	Signage on completed infrastructure.	Appropriate signage on infrastructure completed.	Community education was implemented in the Baxter Park Nature Play installation using the 'find it' false fossils to showcase local anthropology. The installation of the Entry Statement on North West Highway also included local information about the history and status of the region.
		Increased community knowledge stemming from signage on infrastructure.	High level of community knowledge relevant to infrastructure in area.	In progress. No data available at this time.
14	Support community knowledge through incorporation of educational components to infrastructure projects using mediums such as QR codes/technology.	Infrastructure projects provide educational opportunities for the local region.	Presence of educational component on infrastructure projects.	In progress. Implications of the using new mediums is being investigated.
			Presence of supporting backend for educational components.	In progress. Implications of the using new mediums is being investigated.
		Increased community knowledge stemming from signage on infrastructure.	High level of community knowledge relevant to infrastructure in area.	In progress. No data available at this time.



INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
13	Support community knowledge through incorporation of educational components to infrastructure projects using mediums such as signage.	Signage on completed infrastructure.	Appropriate signage on infrastructure completed.	Community education was implemented in the Baxter Park Nature Play installation using the 'find it' false fossils to showcase local anthropology. The installation of the Entry Statement on North West Highway also included local information about the history and status of the region.
		Increased community knowledge stemming from signage on infrastructure.	High level of community knowledge relevant to infrastructure in area.	In progress. No data available at this time.
14	Support community knowledge through incorporation of educational components to infrastructure projects using mediums such as QR codes/technology.	Infrastructure projects provide educational opportunities.	Presence of educational component on infrastructure projects.	In progress. Implications of the using new mediums is being investigated.
			Presence of supporting backend for educational components.	In progress. Implications of the using new mediums is being investigated.
		Increased community knowledge stemming from signage on infrastructure.	High level of community knowledge relevant to infrastructure in area.	In progress. No data available at this time.
		Increased community knowledge stemming from signage on infrastructure.	High level of community knowledge relevant to infrastructure in area.	In progress. No data available at this time.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
15	Support Shire traineeship and graduate program	A well designed traineeship and graduate program	Presence of a traineeship and graduate program	In progress. Planning for a formal graduate program in the coming years has commenced.
		More local residents undergo positive early career development.	90% of residents who complete traineeships and consider it a positive career development experience.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Community views toward the Shires' contribution to the local economy improve.	Community approval of Shire contribution to local economic development increases or remains the same.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Trainees have increased confidence and personal development.	90% of trainees self rating of their confidence and personal development increases over the course of their time at the Shire.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Trainees have increased competitiveness for internal vacancy	75% of trainees are employed in available internal vacancies (based on Rockingham-style 3 year program where internal vacancies are prepared and slated for filling by trainees).	No data currently exists to measure this. Data will potentially be gathered in coming years.



**OUR
INFRASTRUCTURE,
HOUSING AND
AMENITIES ARE HIGH
QUALITY
AND ACCESSIBLE**



- Completed
- In Progress
- Not Commenced
- No Longer Relevant

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
30	Provide planning services so that the infrastructure and housing within the Shire is orderly, high quality and sustainable.	Infrastructure and housing within the Shire is orderly, high quality and sustainable.	Presence of appropriate and current planning documentation and systems.	Funding to review the Local Planning Strategy and Coral Bay Structure Plan has been secured and the review is underway.
			90% achievement of planning levels of service.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			75% positive feedback on ease and timeliness of planning service.	No data currently exists to measure this. Data will potentially be gathered in coming years.
31	Provide regulation services so that the construction of infrastructure and housing within the Shire is orderly, high quality and sustainable.	Infrastructure and housing within the Shire is orderly, high quality and sustainable.	Presence of appropriate and current regulation documentation and systems.	Funding to review the Local Planning Strategy and Coral Bay Structure Plan has been secured and the review is underway.
			90% achievement of regulation levels of service.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			75% positive feedback on ease and timeliness of planning service.	No data currently exists to measure this. Data will potentially be gathered in coming years.
32	Amend and update Local Planning Strategy for the 6701 region.	Updated Local Planning Strategy.	Presence of updated Local Planning Strategy.	Funding to review the Local Planning Strategy and Coral Bay Structure Plan has been secured and the review is underway.
33	Amend and update structure plan with DBCA and GDC for the Coral Bay settlement that includes place making and road upgrades - bearing in mind it's special status as a resort town.	Updated Structure Plan	Structure Plan documentation.	Funding to review the Local Planning Strategy and Coral Bay Structure Plan has been secured and the review is underway.
34	Review sewerage and alternative effluent systems, as well as Shire policies during development and planning exercises.	Review of systems and policies.	Presence of review documentation.	Suggestion investigated. The decision to use alternate waste systems is mostly outside Shire influence. It requires developers to choose alternative systems, the market to provide accredited systems and the development to comply with State policy on disposal.

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
35	General administration of environmental health related laws and standards.	Actions and programs that administrate relevant laws but also resolve issues and disputes in the community and monitor environment health according to community expectations.	Enforcement of environmental health laws or standards.	Various environmental health programs operated and environmental health issues, complaints or disputes resolved. Including: <ul style="list-style-type: none"> •16 food premises inspections were conducted and 15 new food business registration certificates were issued, including 1 brand new commercial food premises and 2 new food trailers •2 caravan park inspections; 1 park home approval •7 septic tank system applications and 7 inspections •38 aquatic facility water tests/sampling •54 water quality checks for the recycled water scheme •3 days of testing the water quality of the Fascine, Boat Harbour and Chinaman Pool (29 total surface water quality tests/sampling) •2 houses declared unfit for habitation due to vandalism (section 135) with multiple related inspections
36	Provide environmental health regulatory services (eg. licenses/registrations/approvals)	Timely and accurate regulatory services provided.	All regulatory services provided with defined level of service criteria.	Various environmental health programs operated and environmental health issues, complaints or disputes resolved. Including: <ul style="list-style-type: none"> •16 food premises inspections were conducted and 15 new food business registration certificates were issued, including 1 brand new commercial food premises and 2 new food trailers •2 caravan park inspections; 1 park home approval •7 septic tank system applications and 7 inspections •38 aquatic facility water tests/sampling •54 water quality checks for the recycled water scheme •3 days of testing the water quality of the Fascine, Boat Harbour and Chinaman Pool (29 total surface water quality tests/sampling) •2 houses declared unfit for habitation due to vandalism (section 135) with multiple related inspections
			90% of enquirees satisfied with timeliness and helpfulness.	No data currently exists to measure this. Data will potentially be gathered in coming years.
37	Environmental health regulatory services - inspections	Inspections complete according to regulated level (frequency and quality)	Adherence to inspection schedule.	Schedule for inspections is currently in place but staffing issues have required prioritisation of high impact inspections this year. Including: <ul style="list-style-type: none"> •16 food premises inspections were conducted •2 caravan park inspections •7 septic tank system inspections •38 aquatic facility water tests/sampling •54 water quality checks for the recycled water scheme

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
37	Environmental health regulatory services - inspections	Inspections complete according to regulated level (frequency and quality)	Adherence to inspection schedule.	prioritisation of high impact inspections this year. Including: <ul style="list-style-type: none"> •16 food premises inspections were conducted •2 caravan park inspections •7 septic tank system inspections •38 aquatic facility water tests/sampling •54 water quality checks for the recycled water scheme
38	Timely and appropriate response to environmental health related complaints.	Timely and appropriate response to environmental health related complaints	90% achievement of level of service for response to complaints.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			No formal challenges to responses by Shire successful.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			75% of complainants satisfied with response times.	No data currently exists to measure this. Data will potentially be gathered in coming years.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
29	Develop a road network improvement strategy that is linked to Shire economic development plan.	A targeted strategy for network improvement that has multiplier effect on economic development for the limited resources expended.	Presence of improvement strategy that shows prioritisation that has link between economic development and ranking.	Support and advice was provided to Council during the prioritisation workshop for road assets. Road maintenance policy adopted by Council following workshop.
			Positive economic return on road improvement.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
33	Amend and update structure plan with DBCA and GDC for the Coral Bay settlement that includes place making and road upgrades - bearing in mind it's special status as a resort town.	Support lead department - Planning - in process.	Positive contribution toward process.	Support and advice was provided to Planning during the process for review.
34	Review sewerage and alternative effluent systems, as well as Shire policies during development and	Support lead department - Planning - in process.	Positive contribution toward process.	Support and advice was provided to Planning during the process for review.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
5	Improve Cinema Projection Room and Gold Class seating.	Progress on upgrading and improving Cinema.	Presence of improved cinema.	Scoping studies on the costs and implications of upgrading the Cinema has been initiated.
			Presence of budget and scheduling for each park	In progress. Planned for coming years.
			Presence of designs and procurement for each park	In progress. Planned for coming years.
28	Upgrade and revitalise skate park and develop pump track.	Upgraded Skate Park	Completion of work.	Works completed. Launch will occur in 2024.
		Young people are healthier and more prosocial in their behaviours.	Greater use of the upgraded skate park by individuals and in greater numbers	In progress. No data available at this time.
			Positive behaviours in the precinct of the skate park/pump track.	In progress. No data available at this time.
			Positive behaviours more broadly by youth.	In progress. No data available at this time.
			Use of the pump track.	In progress. No data available at this time.
			Youth attitudes toward the town, facilities and the skate park/pump track specifically.	In progress. No data available at this time.
39	Maintain regular Library opening hours of five days (Tuesday to Saturday) with a total of 34 hours per week open.		Opening hours of the Library.	The library and gallery spaces continued to expand opening hours introduced in previous years and in response to a community consultation survey and are open an average of 34 hours per week.
40	Survey the community regarding library/gallery opening hours to ascertain if the days, times are serving their needs and/or meeting minimum standards.		Presence of survey and analysis of results.	In progress. Planned for coming years.
41	Offer a well-resourced community hub where people can come together to relax, learn and enjoy the library and art gallery services and spaces.	Visitors to the spaces have enjoyable rewarding and worthwhile experiences.	Presence of a space that is open and available.	The library and gallery spaces continued to expand opening hours introduced in previous years and in response to a community consultation survey and are open an average of 34 hours per week.
			Visitor assessment of the space as enjoyable, rewarding and worthwhile.	In progress. No data available at this time.
			Visitor assessment of activation events as enjoyable, rewarding and worthwhile.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
42	Assess ways to meet community demands for fit-for-purpose facilities for sport, recreation and culture, including the Jim Richards Building and Town Oval.	Ensure facilities are fit for purpose and are efficiently run and maintained.	Presence of review document.	In progress. Discussions with internal specialists on how to create wise assessment of demands and costs of community values for facilities will occur in coming years.
43	Offer a diverse calendar of art gallery exhibitions (supporting local, Gascoyne and touring art), with accompanying learning and engagement opportunities	Gallery exhibitions support learning and engagement for those of all ages in Carnarvon.	Presence of the events.	The gallery was a busy space during year hosting events such as Deep Light, Recipe for Life and Stitched and Bound with approximately 400 attendees (of all ages) across 15 specific events.
			Feedback of events by users.	In progress. No data available at this time.
44	Develop a marketing strategy which will effectively bring greater awareness to the art gallery calendar of exhibitions.	Promotion of the gallery calendar happens in a planned and predictable manner.	Presence of strategy document.	In progress. To be commenced in coming years.
45	Offer an array of culturally appropriate, quality events which are appealing to a wide range of audiences.		Number and nature of Events.	The Shire ran a large number of diverse events across the year including Australia Day, R U OK Day, NAIDOC Week, Seniors Week, Science Week, Remembrance/ANZAC day, School Holiday Programs and Christmas Street Party.
			Feedback on Events.	In progress. No consistent data available at this time although overall these events generated more than 500 reactions on social media.
46	Provide an array of after-school programs for children and youth, supporting literacy, cultural and educational development.	All ages can continue to learn in ways that are easy, relevant and interesting.	Presence and patronage of programs	Programming for kids (pre-school, primary school and high school) and adults continued this year through numerous programs. Ongoing programs like Story time and Crafty Bookworms were consistently attended with 713 attendees across the year for under-18's. Programs like the Book Club and Film Club were consistently attended with 178 attendees across the year for adults.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
			Presence and patronage of events	Programming for kids (pre-school, primary school and high school) and adults continued this year through numerous events. Events like school visits and author talks were consistently attended with 186 attendees across the year for under-18's. Events like Library Lovers and Book Week were consistently attended with 718 attendees across the year for adults.
			User feedback on programs and ease of accessibility.	In progress. No data available at this time.
47	Assess feasibility of revitalising the entire recreational precinct (eg. Aquatic park, skate park and basketball space)	A clear idea of the costs and benefits of a revitalisation project for the precinct.	Presence of document outlining feasibility.	In progress. To be commenced in coming years.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
1	Review layout options and needs given the removal of runway 18/36	Layout options and needs reviewed.	Presence of review.	The process of review is currently incorporated into the Asset Management Plan.
2	Upgrade and improve Baxter Park Toilets and Playground	Upgraded and improved Baxter Park Toilets and Playground.	Presence of improved toilets and playground.	The existing outdoor toilet facility was upgraded to provide park users with a high quality enclosed facility complying with universal accessibility standards, connected to main sewer. A new nature-based playground with fresh shade sails was also installed with interactive activities such as a stainless steel hand pump, tunnel and imitation jetty.
		Public feedback on upgrades/improvements.	Positive impressions by 90% of users.	In progress. No data available at this time.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
3	Upgrade and improve Town Beach Playground, Wise Park and Carey Park.	Progress on upgrading and improving Parks.	Presence of improved parks.	To be progressed in coming years.
			Presence of budget and scheduling for each park	To be progressed in coming years.
			Presence of designs and procurement for each park	To be progressed in coming years.
		Public feedback on upgrades/improvements.	Positive impressions by 90% of users.	In progress. No data available at this time.
4	Improve Civic Centre Facade	Improvement of the façade for the Civic Centre.	Presence of improved facade.	Sections of new cladding and an entry screen were added during the year. The Exeloo toilets also received new fixtures, repainting, repair and a new automatic door and wash facility to provide better 24-hour facilities to the public.
		Public feedback on upgrades/improvements.	Positive impressions by 90% of users/visitors.	In progress. No data available at this time.
5	Improve Cinema Projection Room and Gold Class seating.	Progress on upgrading and improving the Cinema.	Presence of improved cinema.	Scoping studies on the costs and implications of upgrading the Cinema has been initiated.
			Presence of budget and scheduling for each park	In progress. Planned for coming years.
			Presence of designs and procurement for each park	In progress. Planned for coming years.
6	Implement Aquatic Centre upgrades including splash park co-location.	Progress on upgrading and improving the Aquatic Centre.	Presence of upgraded aquatic centre facilities.	In progress. Planned for coming years.
			Presence of budget and scheduling for upgrades.	In progress. Planned for coming years.
			Presence of designs and procurement for upgrades.	In progress. Planned for coming years.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
7	Maintain flood infrastructure particularly after damage (eg. Levee Banks, Flood Gates)	Flood infrastructure is well maintained - particularly following damage.	Presence of flood infrastructure in asset management plan	Flood infrastructure is a category of asset that is planned to be maintained in the Asset Management Plan. This includes 12 Levees and spillways, 137 culverts, 11kms of pipes and 1777kms of table drains. Generally these assets are considered to be in 'average' condition.
			Action on asset management plan for flood infrastructure.	In progress. Following a flood event in February 2021, the Shire's Flood Preparedness Project was established to improve flood preparedness. The project was in its early phases at the end of this year with 3D modelling and data gathering expected to occur in the coming year.
			Responses to damage following floods.	In early 2021 various road assets were damaged by flood events and works to repair the damage were estimated to be 67% complete at the end of the 2022/2023 financial year. This was funded through the Disaster Recovery Funding Agreements (DFES) for approximately \$12,238,868 with another \$1,214,391 approved to repair further minor damage sustained in early 2022.
			90% of work orders raised then completed within the year	78% of work orders (9) raised for fire and flood infrastructure within the financial year were finished.
8	Reynolds and William St Storm water pumpstation upgrades.	Progress on upgrading and improving pumpstations.	Presence of upgraded pumpstations.	In progress. Planned for coming years.
			90% of work orders raised then completed within the year	100% of work orders (35) raised for pumpstation infrastructure within the financial year were finished.
9	Skipworth St pumpstation upgrade.	Pumpstation upgraded to cope with increased flows from flooding.	Presence of completed upgrades.	Upgrades were funded to the value of \$230 000 and expanded to include the Hutchinson Park pump station. Both projects were completed in 2023.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
10	Maintain and improve other water infrastructure including Brockman Park irrigation and tree planting etc.	Upgraded and improved Brockman Park water infrastructure.	Presence of improved water infrastructure	This year the final stage of upgrades from Van Dongen Park to Town Oval (requiring 245m of recycled water pipe) was completed. This was a culmination of 5 year project to construct a recycled water pipeline from Babbage Island through Brockman Park and Van Dongen Park, and finishing at Town Oval. This section is now fully reticulated and utilising the recycled water pipeline has allowed the turf to stay green year round.
11	Expansion of artesian water system in upcoming four years as well as Premier Oval water tanks.	Progress on upgrading and improving artesian water systems.	Presence of infrastructure.	In progress. Planned for coming years.
			Presence of budget and scheduling	In progress. Planned for coming years.
			Presence of designs and procurement	In progress. Planned for coming years.
12	Maintain accessible, clean, safe and aesthetically pleasing parks, playgrounds and streetscapes.	Greater pride by residents in local parks, playgrounds, streetscapes and their amenity.	50% decrease in complaints/requests for maintenance to Shire about streetscapes, playgrounds and parks.	Formal complaints around neighbourhood amenity has grown recently from 2 (2019-20), to 6 (2020-21) 20 (2021-22) and 18 (2022-23). Rates will be monitored in coming years.
			Increase in pride in local streetscapes, playgrounds and parks.	In progress. No data available at this time.
			Positive media attention or awards for streetscapes and parks.	Events to improve amenity were promoted through Shire social media and received 420 reactions.
		More positive impressions by tourists of local parks, playgrounds, streetscapes and their amenity.	Increase in numbers of tourists with positive perceptions of local parks, playgrounds, streetscapes and their amenity.	In progress. No data available at this time.
			Awards and recognition of Town for beauty/attraction.	In progress. No data available at this time.
		Management of parks, streetscapes playgrounds is planned and maintained	The Asset Management Plan features monitored service levels for parks, streetscapes and playgrounds.	Passive Recreation spaces are a category of asset that is planned to be maintained in the Asset Management Plan. Generally these assets are considered to be in 'good' condition.
			90% of work orders raised then completed within the year	87% of work orders (132) raised for parks, reserves and sportsgrounds within the financial year were finished.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			90% of work orders raised then completed within the year	87% of work orders (132) raised for parks, reserves and sportsgrounds within the financial year were finished.
13	Review streetscape and verge policies and programs to improve amenity of Town.	Streetscape and verge policies and programs are reviewed.	Presence of a review process.	In progress. Our Beautiful Streets review process planned for following year.
			Presence of actioned programs and policies as a result of the review process.	In progress. Our Beautiful Streets actions on education, communication, Waterwise Councils, demonstration verges and competitions are planned for following year.
14	Renew and upgrade path network	Renewal and upgrade of path network is planned.	The Asset Management Strategy features provisions for paths	Paths are a category of asset that is planned to be maintained in the Asset Management Plan. The Shire currently manages 41km of paths and generally these assets are considered to be in 'good' to 'average' condition.
			90% of work orders raised then completed within the year	100% of work orders (194) raised for roads and paths within the financial year were finished.
			90% positive impressions of local path networks.	In progress. No data available at this time.
15	Maintain and make provision for upkeep of the Carnarvon Fascine.	Greater pride by residents in the Fascine.	50% decrease in complaints regarding Fascine.	4 formal complaints were made regarding the Fascine during the year on matters of litter, silting and dog control. Rates will be monitored in coming years.
			Increase in pride in Fascine.	In progress. No data available at this time.
			Positive media attention or awards for Fascine.	Promotions of clean up events on Fascine had 15 reactions on social media.
		More positive impressions by tourists of Fascine	Increase in numbers of tourists with positive perceptions of Fascine	In progress. No data available at this time.
			Awards and recognition of Fascine	In progress. No data available at this time.
		Management of Fascine is planned and maintained	The Asset Management Plan features monitored service levels for Fascine	In progress. No data available at this time.
			Service levels for Fascine is achieved.	In progress. No data available at this time.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			90% of work orders raised then completed within the year	100% of work orders (24) raised for the Fascine within the financial year were finished.
16	Provide kerbside waste collection and landfill disposal in Carnarvon and landfill disposal in Coral Bay.	Timely and efficient kerbside waste collection and disposal in Carnarvon and Coral Bay in line with regulations.	Presence off regular kerbside collection and disposal.	The kerbside bin collection service operated throughout the year from Monday to Friday (from 6 am) with disposals at landfills Coral Bay and Brown Range. The Shire provided a verge collection twice a year, June/July and pre-cyclone season, October/November as well as a tip-shop service. In response to community requests the Shire also removed the \$40.00 Commercial Service fee and made the dumping of mattresses and couches free.
			Public satisfaction with levels of service for kerbside collection.	In progress. No data available at this time.
			90% of work orders raised then completed within the year	100% of work orders (12) raised for waste facilities within the financial year were finished.
17	Implement new landfill at Coral Bay	Management of Fascine is planned and maintained	The Asset Management Plan incorporates provision for landfill maintenance.	Waste facilities are a category of asset that is planned to be maintained in the Asset Management Plan. The Shire currently manages 2 facilities in Coral Bay and Brown Range and sites are currently being investigated for a new Coral Bay site with NTGAC.
18	Develop a Road Policy/Strategy to maintain and manage local government roads and bridges according to their need and use.	Adoption of Road Maintenance Policy	Presence of Road Maintenance Policy.	Support and advice on the status of road assets was provided to Council during a prioritisation workshop for maintenance and upgrades. Road Maintenance Policy was adopted by Council following the workshop.
19	Implement the Road Policy/Strategy	Goals of road policy realised	Road maintenance conducted in accordance with policy in coming	In progress. Planned for coming years.
			90% of work orders raised then completed within the year	100% of work orders (194) raised for roads and paths within the financial year were finished.
20	Maintain and manage local government buildings and their equipment according to their need and use. (eg. library, library shelves cinema building, cinema furniture etc).	Management/maintenance of local government buildings and equipment is planned and actioned.	The Asset Management Plan features monitored service levels for buildings and equipment.	Buildings are a category of asset that is planned to be maintained in the Asset Management Plan. The Shire currently manages 139 buildings and generally these assets are considered to be in 'good' to 'average' condition.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			90% of work orders raised then completed within the year	95% of work orders (102) raised for buildings within the financial year were finished.
		Community is satisfied with the functions of LG buildings and equipment.	90% satisfaction with experience at local government buildings and equipment by users.	In progress. No data available at this time.
21	Maintain street cleanliness, parking and signage.	Management/maintenance of street cleanliness, parking and signs is planned and actioned.	90% of work orders raised then completed within the year	Street cleanliness, parking and signage work orders are distributed across multiple categories. In all these categories 90% of work orders raised within the financial year were finished.
		Community is satisfied with street cleanliness, parking and signage.	90% satisfaction with street cleanliness, parking and signage by community.	In progress. No data available at this time.
22	Restore degraded sand dunes through application for coastal grants	Degraded sand dunes restored	Action on CHRMAP items.	To be progressed in coming years following completion of CHRMAP. Currently seeking funding to progress likely CHRMAP options.
23	Create a suite of shovel ready projects, including business case development, to access to funding when opportunity arises.	The Shire is more competitive for funding when opportunities arise.	Ability to rapidly and easily apply for funding opportunities.	In progress. Workshop to create a prioritisation of potential projects is scheduled for the following year.
			Number of funding opportunities achieved.	In progress. No data available at this time.
		Existence of projects with business cases developed.	Presence of prioritised list of projects with developed business cases.	In progress. No data available at this time.
24	Develop and implement an Asset Management plan that gives priority to a 10-year Plant and Equipment replacement program.	The management of Shire assets is effective, sustainable, and in alignment to the desired strategic vision.	The Asset Management Plan is endorsed by Council	Asset Management Plan endorsed by Council.
			The Asset Management Plan features monitored service levels.	Service Levels present in Asset Management Plan.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			The Asset Management Plan's financial ratios are within their target bands.	In progress. No data available at this time.
			The Asset Management Plan's improvement actions are being implemented.	In progress. No data available at this time.
		Implemented, sustained and effective asset management practices, that align with strategic plans, policies, legislative requirements and community expectations.	The Asset Management Strategy is adopted by Council.	In progress. Strategy scheduled for review and endorsement in coming year.
			The Shire's Asset Management practices achieve the desired 'core' maturity as defined by the AM Strategy	In progress. No data available at this time.
			The Asset Management Strategy's performance metrics are measured.	In progress. No data available at this time.
25	Assess value of realignment/upgrade of coastal road between the Blowholes and Coral Bay as a 2WD sealed tourist drive.	Conclusion on the value of realignment/upgrade of road.	Presence of review.	In progress. Review scheduled for the coming year
26	Maintain and provide quality swimming pool and water features for community use.	Management/maintenance of swimming pool to Shire and regulatory standards is planned and actioned.	The Asset Management Plan features monitored service levels for Swimming Pool.	The Aquatic Centre was operated under contract successfully for the year and ran numerous programs such as swimming lessons, challenges, carnivals, underwater hockey and aqua aerobics. The Centre also hosts Carnarvon Amateur Swimming Club. The aquatic centre is a category of asset that is planned to be maintained in the Asset Management Plan.
			90% of work orders raised then completed within the year	100% of work orders (5) raised for aquatic facilities within the financial year were finished.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			90% of work orders raised then completed within the year	100% of work orders (5) raised for aquatic facilities within the financial year were finished.
27	Review possibilities of improved street numbering for Town.	A full understanding of the costs and benefits of street numbering for Town	Presence of a review document on costs and benefits of street numbering for Town	In progress. Review scheduled for the coming year
28	Upgrade and revitalise skate park and develop pump track.	Upgraded Skate Park and Pump Track	Completion of works.	Works completed. Launch scheduled to occur in 2024.
		Young people are healthier and more prosocial in their behaviours.	Greater use of the upgraded skate park by individuals and in greater numbers	In progress. No data available at this time.
			Positive behaviours in the precinct of the skate park/pump track.	In progress. No data available at this time.
			Positive behaviours more broadly by youth.	In progress. No data available at this time.
			Use of the pump track.	In progress. No data available at this time.
			Youth attitudes toward the town, facilities and the skate park/pump track specifically.	In progress. No data available at this time.
29	Develop a road network improvement strategy that is linked to Shire economic development plan.	A targeted strategy for network improvement that has multiplier effect on economic development for the limited resources expended.	Presence of improvement strategy that shows prioritisation that has link between economic development and ranking.	Support and advice was provided to Council during the prioritisation workshop for road assets. Road maintenance policy adopted by Council following workshop.
			Positive economic return on road improvement.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
47	Assess feasibility of revitalising the entire recreational precinct (eg. Aquatic park, skate park and basketball space)	A clear idea of the costs and benefits of a revitalisation project for the precinct.	Presence of document outlining feasibility.	In progress. To be commenced in coming years.

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements	
49	Develop and implement an Asset Management plan that gives priority to a 10-year Plant and Equipment replacement program.	The management of Shire assets is effective, sustainable, and in alignment to the desired strategic vision.	The Asset Management Plan is endorsed by Council	Asset Management Plan endorsed by Council.	
			The Asset Management Plan features monitored service levels.	Service Levels present in Asset Management Plan.	
			The Asset Management Plan's financial ratios are within their target bands.	In progress. No data available at this time.	
			The Asset Management Plan's improvement actions are being implemented.	In progress. No data available at this time.	
			Implemented, sustained and effective asset management practices, that align with strategic plans, policies, legislative requirements and community expectations.	The Asset Management Strategy is adopted by Council.	In progress. Strategy scheduled for review and endorsement in coming year.
				The Shire's Asset Management practices achieve the desired 'core' maturity as defined by the AM Strategy	In progress. No data available at this time.
				The Asset Management Strategy's performance metrics are measured.	In progress. No data available at this time.
			50	Create a sustainable verge policy in partnership with community.	Greater pride by residents in local streets and their amenity.
Increase in pride in local streets and verges.	In progress. No data available at this time.				
Positive media attention or awards for verges/street amenity	In progress. No data available at this time.				

INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
		Greater pride by residents in their individual verge.	50% decrease in complaints/requests for maintenance to Shire about personal and neighbours verges.	In progress. No data available at this time.
			Increase in pride in local streets and verges.	In progress. No data available at this time.
		More positive impressions by tourists of township.	Increase in numbers of tourists with positive perceptions of townsite.	In progress. No data available at this time.
			Awards and recognition of Town for beauty/attraction.	In progress. No data available at this time.
		Positive actions and attitudes by interest group toward verges and the Shire	Continued involvement of interest group in beautification projects.	In progress. No data available at this time.
			Positive feedback from group on process and outputs of their involvement.	In progress. No data available at this time.



EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
48	Support GDC in progressing business case for a Multi-user facility in Coral Bay	Coral Bay receives a multi-user facilities.	The presence of an accepted business case	In progress.
49	Develop and implement an Asset Management plan that gives priority to a 10-year Plant and Equipment replacement program.	The management of Shire assets is effective, sustainable, and in alignment to the desired strategic vision.	The Asset Management Plan is endorsed by Council	The Asset Management Plan was endorsed by Council during the year.
			The Asset Management Plan features monitored service levels.	Definced service levels are present in the Asset Management Plan.
			The Asset Management Plan's financial ratios are within their target bands.	In progress. No data available at this time.
			The Asset Management Plan's improvement actions are being implemented.	In progress. No data available at this time.
		Implemented, sustained and effective asset management practices, that align with strategic plans, policies, legislative requirements and community expectations.	The Asset Management Strategy is adopted by Council.	In progress. The Strategy scheduled for review and endorsement in coming year.
			The Shire's Asset Management practices achieve the desired 'core' maturity as defined by the AM Strategy	In progress. No data available at this time.
			The Asset Management Strategy's performance metrics are measured.	In progress. No data available at this time.
	Create a sustainable verge policy in partnership with community.	Planning and implementation of a process to partner with community on co-creating Beautiful Streets	Presence of partnership process and workshops.	Planning for the Beautiful Streets project commenced near the end of this financial year with data gathering through a survey and recruitment for workshops.
			Presence of concrete actions from process to improve verges.	In progress. Workshops and actions/policy adjustments are planned to commence in the coming financial year.
		Greater pride by residents in local streets and their amenity.	50% decrease in complaints/requests for maintenance to Shire about personal and neighbours verges. Particularly repeat complaints.	Formal complaints around neighbourhood amenity has grown recently from 2 (2019-20), to 6 (2020-21) 20 (2021-22) and 18 (2022-23). Rates will be monitored in coming years.
			Increase in pride in local streets and verges.	In progress. No data available at this time.
			Positive media attention or awards for verges/street amenity	Events to improve amenity (eg. Clean Up Australia sessions, Mungallah village and Boor Street clean ups and verge side pickups) were promoted through Shire social media and received 420 reactions.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
50			Positive media attention or awards for verges/street amenity	Events to improve amenity (eg. Clean Up Australia sessions, Mungallah village and Boor Street clean ups and verge side pickups) were promoted through Shire social media and received 420 reactions.
		Greater pride by residents in their individual verge.	50% decrease in complaints/requests for maintenance to Shire about personal and neighbours verges. Particularly repeat complaints.	Formal complaints around neighbourhood amenity has grown recently from 2 (2019-20), to 6 (2020-21) 20 (2021-22) and 18 (2022-23). Rates will be monitored in coming years.
			Increase in pride in local streets and verges.	In progress. No data available at this time.
		More positive impressions by tourists of township.	Increase in numbers of tourists with positive perceptions of townsite.	In progress. No data available at this time.
			Awards and recognition of Town for beauty/attraction.	In progress. No data available at this time.
		Positive actions and attitudes by interest group toward verges and the Shire	Continued involvement of interest group in beautification projects.	In progress. No data available at this time.
			Positive feedback from group on process and outputs of their involvement.	In progress. No data available at this time.
51	Create a suite of shovel ready projects, including business case development, to access to funding when opportunity arises.	The Shire is more competitive for funding when opportunities arise.	Ability to rapidly and easily apply for funding opportunities.	In progress. Workshops to create a prioritisation of potential projects is scheduled for the following year.
			Number of funding opportunities achieved.	In progress. No data available at this time.
		Existence of projects with business cases developed.	Presence of prioritised list of projects with developed business cases.	In progress. No data available at this time.

**OUR COMMUNITY
ACKNOWLEDGES
OUR HISTORY
AND
CELEBRATES
OUR DIVERSE
CULTURES.**



- Completed
- In Progress
- Not Commenced
- No Longer Relevant

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
6	Preserve the Shire's heritage sites via various planning and development controls.	Heritage Sites protected.	Presence of Heritage sites in Municipal Heritage Register and incorporate into the Local Planning Strategy.	Municipal heritage inventory completed. Coming years will see it being reviewed in light of changing regulations and incorporated Planning Strategy.
7	Collaborate with Heritage Committee to facilitate the protection of heritage sites (eg.. One Mile Jetty).	Heritage Sites protected.	Respond to enquiries from heritage committee.	Heritage Committee cooperated with on a as-required basis.
8	Educate relevant property owners about the protection and management of their heritage assets.	Property owners educated on heritage matters and heritage assets protected.	Education provided in response to enquiries	Education provided in response to enquiries
			90% of responses are judged as timely and useful responses to enquiries.	No data currently exists to measure this. Data will potentially be coming years.

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
4	Support and protect the Heritage significance of Tramway Walk.	Preserve heritage values during the development of the Walk during Trails development.	Presence of heritage considerations in the Trails development project.	Heritage considerations are currently being integrated into the Trails development project.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
9	Offer a diverse, culturally appropriate calendar of art gallery exhibitions (supporting local, Gascoyne and touring art), with accompanying learning and engagement opportunities which are of interest to both community members and appealing to tourists.	Gallery exhibitions support learning and engagement for those of all ages in Carnarvon.	Presence of the events.	The gallery was a busy space during year hosting events such as Deep Light, Recipe for Life and Stitched and Bound with approximately 400 attendees (of all ages) across 15 specific events.
			Feedback of events by users.	In progress. No data available at this time.
10	Offer local programming, delivered by local artists which engages with the wider community for skill-sharing, cultural acknowledgement and celebration.	Boost local learning and employment in cultural appropriate manners.	Presence of programming or planning for programming	Local artists have been employed in producing local artworks such as murals as well as school holiday projects and art sessions. Local authors such as Sonia Henry have also been featured in presentations.
11	Build and promote a local history collection (physical and digital) which represents the rich heritage of our people, region and communities.	Local heritage is maintained through the formal institutions of government.	Presence of history collection	The Library maintains its local history collection and acts as a reference point for residents and visitors wishing to conduct heritage enquiries.
12	Develop a local history implementation plan. Digitise donated images. Capture oral histories for preservation of community memories. Build relationships with local stakeholders to strengthen the local history collection.	Heritage information is preserved and made more available for access and robust against degradation.	Presence of plan and action on plan	In progress. To be commenced in coming years.
13	Digital literacy support and tuition in accessing local history content online, including available e-resources.	Residents and visitors wishing to access local history content can do so easily.	Presence of support to access existing digitised collection.	Staff have assisted a number of enquiries regarding access to local history content on-line over the year.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
14	Implement the Reconciliation Action Plan to provide an inclusive approach to engaging all community members. Activities include: celebrating National Recognition Week, conducting cultural awareness training and employing local Indigenous staff.	Enable the Shire to sustainably and strategically take meaningful action to advance reconciliation.	Completed actions in RAP and feedback	Following endorsement of the RAP: Reflect the Shire has worked methodically through the actions in the plan. These included hosting National Recognition Week events, creating Terms of Reference for an Implementation Committee and staging Cultural Awareness training. Inggarda Elder, Kath Ryan, visited Carnarvon to deliver this training to 20 staff on 14 June 2023. The Shire currently employs 13 local Indigenous staff.



INFRASTRUCTURE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
			involvement.	
3	Maintain War Memorials and enhance surroundings (e.g. plantings).	Management/maintenance of War Memorial is planned and actioned.	The Asset Management Plan features monitored service levels for War Memorial.	The Shire has multiple memorials planned to be maintained in the Asset Management Plan and they are generally considered to be in 'average' condition. Budgeted funds for the Asset Management Plan program were used to trim and tidy the surrounding trees and cleaning and paint protective coats on the Cenotaph, and plaques. New flagpoles were also installed with assistance from a community fundraising effort in time of the April ANZAC Service.
			90% of work orders raised then completed within the year	No work orders were required during the year.
		Community is satisfied with war memorial	90% satisfaction with war memorial generally and at major events.	In progress. No data available at this time.
4	Support and protect the Heritage significance of Tramway Walk.	Preserve heritage values on an ongoing basis and particularly during the development of the Walk during Trails development.	Presence of heritage considerations in the Trails development project.	Heritage considerations are currently being integrated into the Trails development project.
			Allocate budget for revitalisation works.	Council voted to funds from the Local Roads and Community Infrastructure (Phase 4) funding program on the tramway as a priority project in April.
			Completion of works.	In progress. Works to be completed at end of 2025 financial year.
5	Maintain signage for Shire-owned heritage buildings and places of interest.	Management/maintenance of signage is planned and actioned.	The Asset Management Plan features monitored service levels for signage.	Buildings and memorials are a category of asset that is planned to be maintained in the Asset Management Plan that heritage buildings fall into.
			90% of work orders raised then completed within the year	Work orders raised for buildings and memorials include signage for heritage sites but precise figures are not currently available

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
1	An annual calendar of events that optimise inclusion from the wider community, including NAIDOC Week, Australia Day, Christmas Street Party.	Greater sense of inclusion in the community.	Number of events staged that have a goal of inclusion.	The Shire ran a large number of diverse events at different times across the year including Australia Day, Womens Health Week, R U OK Day, NAIDOC Week, Seniors Week, Remembrance/ANZAC day, National Recognition Week and the Christmas Street Party.
			Numbers of attendees and attendee experience	In progress. No consistent data available at this time although these events generated more than 500 reactions overall on social media.
			Increases in community sense of inclusion	In progress. No data available at this time.
2	Work with Traditional Owners to ensure that any proposed projects are developed with due respect to cultural heritage considerations.	Our community acknowledges and celebrates our history and diverse culture through Shire projects and development.	Presence of actions in project plans for engagement with TO's on acknowledging culture within project.	Engagements with Traditional Owners were present across multiple projects over the year including the CBD revitalisation, Entry Statement on North-West Highway, Baxter Park upgrades and Bibbawarra Bore development. This was supported by cultural awareness training delivered to 20 staff in June 2023 and the employment 13 local Indigenous staff.
			Community perceptions of Shire efforts of acknowledgement and celebration of culture within project and more generally.	In progress. No data available at this time.



**OUR COMMUNITY
IS ENGAGED,
INCLUSIVE AND
SUPPORTIVE**

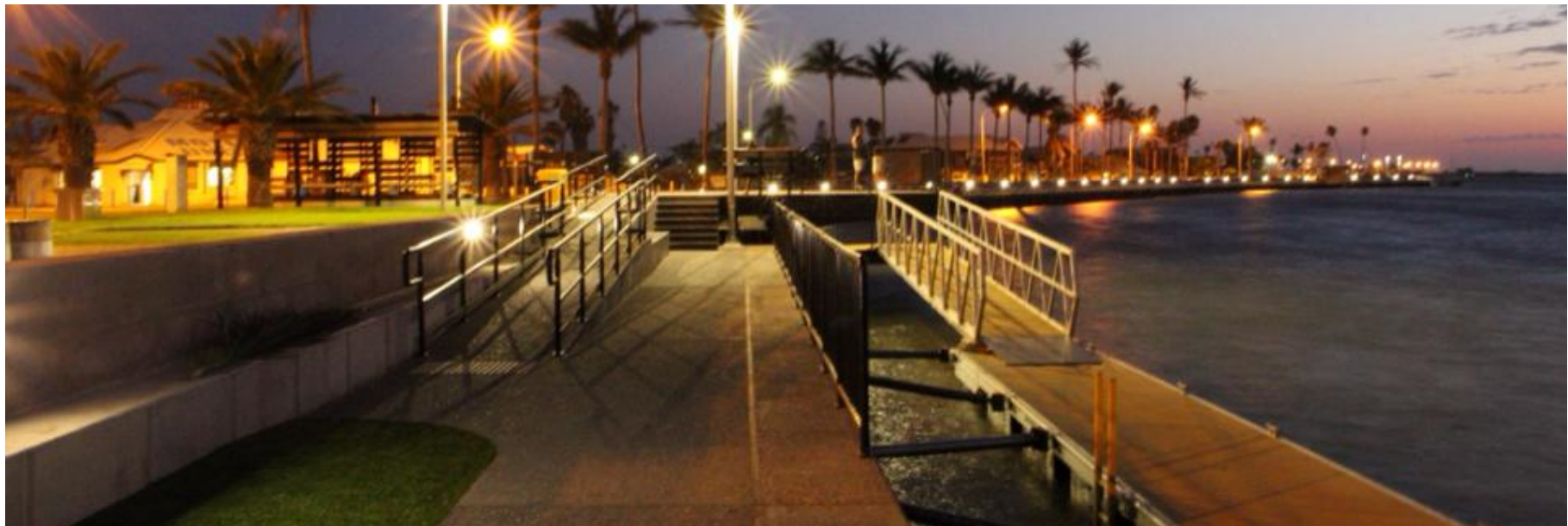


- Completed
- In Progress
- Not Commenced
- No Longer Relevant

PLANNING & REGULATION INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
7	Prepare a public open space strategy in order to identify areas of land that are potentially underutilised and that could be established to better meet needs of the community into the future.	Identified areas of land that are potentially underutilised and that could be established to better meet needs of the community into the future.	Presence of a Public Open Space.	Public Open Space Strategy has been drafted and endorsement is expected within the next year.
8	Investigate the Shire's response to the Aboriginal Cultural Heritage Act and implement a corporate wide approach to enable capacity to meet its intentions.	Appropriate response to Heritage Act implemented across the Shire.	Presence of documentation with plan for response to Heritage Act.	The status of the Act if currently being reviewed and the Shire will respond as appropriate when situation stabilises.



TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
1	Define Carnarvons tourism identity: create a narrative or a picture/idea/identity/iconic image, location or attraction that embodies the local story and can be linked together with a physical trail.	An effective and attractive tourist identity for the region that encourages visitation.	Presence of a tourist identity.	A Tourist identity that portrays Carnarvon as a real, authentic and earthy destination was defined in the Identity document.
			Tourist awareness of identity in marketing	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Marketing plan for identity	Marketing document created and implemented.
			Tourist numbers to region	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
			Tourist impressions of region.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years. This will potentially consist of some combination of Visitor Centre door counts, website engagement statistics and Tourism WA data.
2	Support and assist Carnarvon Heritage Group to maintain facilities and update signage and promotions.	Local heritage assets are maintained and promoted.	Audit of condition status of heritage assets.	Heritage assets are well understood with a current audit/register.
			Funding for maintenance and upgrades	Have currently sourced funding for master plan (\$10k). Currently seeking extension of funding for activities based on the master plan. Upgrades and maintenance will also occur as part of the Trails Development project.
			Presence of renewed signage on heritage assets	Awaiting previous stage

TOURISM & ECONOMIC DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome.	2022 -2023 Measurements
3	Shift focus from marketing to activation (creating vibrant activities as a matter of course and allowing the buzz to spread through experience and word of mouth)	The carnarvon CBD becomes 'activated'.	A minimum of 5 activation events per year.	A number of events were conducted to activate the CBD area in conjunction with Community and Cultural Development and Infrastructure. Examples include the Community Arts Hub, Civic Centre Markets, Entry statement on NW Highway and the Great Graze.
			Positive feedback by 90% of attendees to activation events.	No indicators or data currently exists to measure this. Data and indicators will potentially be determined and gathered in coming years.
			Indicators from best practice in economic activation strategy.	No indicators or data currently exists to measure this that are appropriate to Carnarvon. Data and indicators will potentially be determined and gathered in coming years.
6	Economic Development, Community Services and Planning/Infrastructure to take more active role in engaging community around important issues.	Greater engagement with the community occurs on issues of importance.	Numbers of engagements with community.	There were a number of engagements of different types with different parts of the community this year on several topics. This included gathering feedback on the mainstreet revitalisation, the Youth Precinct Pump Track revitalisation and membership to the Reconciliation Implementation Committee.
			Type of engagement with community.	In progress. No data available at this time.
			Nature of community participating engagement.	In progress. No data available at this time.
			Degree of influence of engagement on action of Shire	In progress. No data available at this time.
			Degree of trust of residents in Shire.	In progress. No data available at this time.
Shire meeting expectations of participation in government	In progress. No data available at this time.			

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
4	Assist community groups to develop sustainable funding models, negating the need for ongoing Shire funding support post-inaugural seed funding.	Allow the Shire to support a greater number of community groups for a given amount of funds.	Presence of a policy to encourage funding independence.	Policy to encourage financial independence is currently being developed for endorsement and implementation in the coming year.
			Implementation of policy and assistance to community groups as required.	To be progressed in coming years.
			Number of community groups that shift their funding models to greater	To be progressed in coming years.
5	Support community groups and not-for-profits to improve events so they are more inclusive (eg. by improved access or low cost/free access to some events) and encourage involvement from the local community (eg. Carnarfin, Gascoyne Dash, Windfest).	Local community has less barriers to accessing local community events.	Number of community groups with reduced cost of operation to encourage access by community.	Eleven community groups are financially supported by the Community Growth Fund to the value of around \$15000 as well as in kind contributions. Current support to community groups are listed on the shire website (https://www.carnarvon.wa.gov.au/community-growth-fund-register.aspx) .
9	Offer a diverse calendar of art gallery exhibitions (supporting local, Gascoyne and touring art), with accompanying learning and engagement opportunities which are culturally appropriate and accessible to the whole community.	Gallery exhibitions support learning and engagement for those of all ages in Carnarvon.	Presence of the events.	The gallery was a busy space during year hosting events such as Deep Light, Recipe for Life and Stitched and Bound with approximately 400 attendees (of all ages) across 15 specific events.
			Feedback of events by users.	In progress. No data available at this time.
10	Outreach library lending services for Shire of Carnarvon residents living on remote stations/properties.	Residents with restrictions can access library services in a satisfactory manner.	Presence of the service.	The Home Library Service had 59 patrons accessing it resulting in 80 deliveries over the year. The library also provides access to e-books and magazines through platforms like Libby and BorrowBox
11	Support community participation in progressing the Reconciliation Action Plan via the RAP Implementation Committee.	RAP actions have a greater chance of success and institutionalisation.	Creation of terms of reference and documents defining scope and role of YAC.	Terms of Reference for Implementation Committee have been created. Recruitment will commence in the coming year.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
12	Develop and review Disability Access and Inclusion Plan	Development of Disability Access Plan.	Presence of Plan documents.	Plan developed. Currently awaiting endorsement by Council in 2023/2024.
		Disability Access Plan reviewed on regular basis.	Presence of Review documents.	To be progressed in coming years.
		Achieving goals in Disability Access Plan to increase access.	Goal Indicators - to be inserted.	To be progressed in coming years.
13	Support existing childcare through applying for and auspicing funding	Carnarvon can attract and retain suitably qualified child care staff	Application for funding made and successfully received.	Funding for attracting and retaining childcare staff was applied for and successfully won.
			Feedback from childcare residents on drivers of attraction and retention.	In progress. No data available at this time.
			Numbers of suitably qualified child care staff.	In progress. No data available at this time.
14	Place-based approach to activate community-led programs and spaces	Carnarvon spaces become 'activated'.	At least 5 activation events per year.	Several events were run to activate Carnarvon this year including weekend markets at the Civic Centre, free movies over school holidays, partnering with AVIVO to host a Christmas craft session at the Civic Centre and follow up free movie, the Great Graze and a Live Crash Simulation.
			Feedback on activation events.	In progress. No data available at this time.
			Activation has a positive impact on the CBD businesses, livability and safety.	In progress. No data available at this time.
15	Community-led consultation to facilitate delivery of appropriate programming indicative of community needs.	Greater engagement with the community occurs on issues of importance.	Numbers of engagements with community.	There were a number of engagements of different types with different parts of the community this year on several topics. This included gathering feedback on the mainstreet revitalisation, the Youth Precinct Pump Track revitalisation and membership to the Reconciliation Implementation Committee.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
			Type of engagement with community.	In progress. No data available at this time.
			Nature of community participating engagement.	In progress. No data available at this time.
			Degree of influence of engagement on action of Shire	In progress. No data available at this time.
			Degree of trust of residents in Shire.	In progress. No data available at this time.
			Shire meeting expectations of participation in government	In progress. No data available at this time.
16	Apply for funding to create an alternative pathway for youth at risk or offenders to be referred into positive engagement programs.	More local youth are diverted from the criminal justice system.	Submission of Application to Department of Justice 'The Future is Me' program.	Application submitted and approved. Currently planning for implementation of program.
17	Through a collaborative approach, create a collective voice to connect and support Carnarvon sports clubs	Sporting clubs can more effectively lobby for their common goals.	Participation in collaborative program with DGLSC to create collective voice for sports clubs.	A program to create collective voice for sports clubs is currently being run by the DLGSC. Unfortunately the Department is not based in Carnarvon anymore and will be unlikely to service the region generally and for this program.
18	Support community groups and organisations through the Community Growth Fund	Local community groups can be assisted to create social capital.	Number of community groups with reduced cost of operation to encourage access by community.	Eleven community groups are financially supported by the Community Growth Fund to the value of around \$15000 as well as in kind contributions. Current support to community groups are listed on the shire website (https://www.carnarvon.wa.gov.au/community-growth-fund-register.aspx) .
			Impact of community group on local community.	In progress. No data available at this time.

COMMUNITY & CULTURAL DEVELOPMENT INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

Activity #	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
19	Establish a Youth Advisory Council within the governance that considers the views and opinions of diverse youth.	Bring perspectives to Council decision making from younger members of the community.	Creation of terms of reference and documents defining scope and role of YAC.	Drafting of the terms of reference of the Youth Advisory Council is in progress
			Recruit and promote YAC	To be progressed in coming years.
			Develop processes to ensure quality deliberation for YAC.	To be progressed in coming years.
			Create support structure for functioning of YAC	To be progressed in coming years.
		Run YAC regularly.	To be progressed in coming years.	
		Allow younger members of the community and develop their skills and interest in governance.	YAC members feedback of experience	To be progressed in coming years.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
20	Follow up and extend the community driven Strategic Community Plan and Corporate Business Plan	Community Members are better informed about Shire initiatives and community aspirations in the SCP	Positive community engagement with Shire communications. More accurate information present amongst residents.	High quality data is not available at this time however Shire social media and press releases consistently linked actions such as worker accomodation initiatives, Tramway preservation flood preparedness and the Baxter Park upgrades to the SCP.
		All community members are given generous opportunities to be involved in the SCP and CBP to the level that they are interested in and are available for.	Number and nature of opportunities to be involved in SCP and CBP processes.	The Strategic Community Plan was created by the Community Jury and presented to (and accepted by) the Council on the 6th June 2022. It was released for public comment in Jul and one submission was received. With permission from the Jury this submission was incorporated into the Plan and endorsed by Council in September 2022. Following this the Corporate Business Plan was also presented to Jury members who adjusted and endorsed it as reflecting their intentions in early 2023. After being released for public comment with no submissions recieved it was finally endorsed by Council in April 2023.
		Alignment of community expectations of participation in government with participation opportunities and methods.	Increase in level of participation in local government decisions to match community expectations.	In progress. No data available at this time.
		Good Community relationships as a result of a good SCP/CBP. Specifically Shire is seen as accessible and in interactions with the Shire are taken seriously and treated respectfully.	Growing community regard for Shire status and performance. Specifically in perceptions of process and accessibility.	In progress. No data available at this time.

SUPPORTING FUNCTIONS



PEOPLE, CULTURE AND SYSTEMS INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026



#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
13	Manage and upgrade ITC equipment and systems to support Shire operations across the whole organisation.	Transition to new/upgraded systems and equipment occurs with minimum disruption to CBP actions.	Transition to new/upgraded systems and equipment completed.	Several upgrades to systems and platforms occurred throughout the year without significant disruption to staff workflows.
			Less than a half day loss of work time for workers (on average) undergoing transition.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Work productivity in accomplishing CBP actions increases.	ITC equipment and systems are not viewed as a significant barrier to accomplishing CBP actions by 90% of staff. ITC equipment and systems are viewed as a significant facilitator of accomplishing CBP actions by 90% of staff.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff morale and satisfaction with ITC equipment and systems is high	90% Staff satisfaction with ITC equipment and systems. 90% Staff satisfaction with ITC transition processes.	No data currently exists to measure this. Data will potentially be gathered in coming years.
14	Manage the execution of Grants, MOU's and short and long term leases.	No breaches of grant or MOU conditions.	Zero number of breaches	There were no breaches of conditions during the year.
		Provide assets (eg. halls, parks etc) for community use and commercial benefit (lease and hire of property)	Full compliance with Shire lease policy (including legal responsibilities and lease at market rates).	All leases were maintained in line with Shire policy. Listings are maintained at https://www.carnarvon.wa.gov.au/lease-register.aspx
15	Provide staff with adequate training and equipment to undertake their role and advance their career and personal development.	Staff training events and relevant and effective	Presence of series of Staff training events.	A calendar of training occurred at all levels of the organisation during the year with 64 staff attending and covering topics as diverse as First Aid/CPR, Mental Health, Cultural Sensitivity and designing Community Juries. Training for the coming year will include Mental Health First Aid, Injury Prevention, Chemical Handling, Health and Safety, Waste Management, MS Office software, Writing and Project Management and Leadership.
		Staff are <u>confident</u> they have the knowledge base and skills to execute their roles.	90% of Staff have confidence in their knowledge base and skills as they execute their roles.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff <u>demonstrate</u> they have the knowledge base and skills to execute their roles.	90% of the time Staff demonstrate their knowledge base and skills when executing their roles.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff find the experience of training rewarding and enjoyable.	90% of Staff who undertake training value the process of training.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Staff develop personally in a way that satisfying to them overall.	90% of Staff who undertake training find their personal development satisfactory	No data currently exists to measure this. Data will potentially be gathered in coming years.

PEOPLE, CULTURE AND SYSTEMS INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
16	Maintain a high standard of workplace health and safety through activities such as audits and training.	A well audited and trained workforce.	Presence of Audits and Training.	Recruitment drives and training sessions were conducted during the year to boost workplace health and safety capacity. By the end of the year, 12 Health and Safety Representatives had been recruited with positions and training to be formalised in the coming year.
		'Notifiable' incidents sourced over 5 years within the remit of the Shire is zero.	Number of 'notifiable' incidents over 5 years.	There were no notifiable incidents this year.
17	Support Shire traineeship and graduate program	A well designed traineeship and graduate program	Presence of a traineeship and graduate program	The Shire hosted 6 Interns in November and June from the UWA/McCusker Centre. Planning for a formal graduate program for local employees in the coming years has commenced.
		More local residents undergo positive early career development.	90% of residents who complete traineeships and consider it a positive career development experience.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Community views toward the Shires' contribution to the local economy improve.	Community approval of Shire contribution to local economic development increases or remains the same.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Trainees have increased confidence and personal development.	90% of trainees self rating of their confidence and personal development increases over the course of their time at the Shire.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Trainees have increased competitiveness for internal vacancy	75% of trainees are employed in available internal vacancies (based on Rockingham-style 3 year program where internal vacancies are prepared and slated for filling by trainees).	No data currently exists to measure this. Data will potentially be gathered in coming years.
18	Manage the Shire's recruitment process in a transparent and inclusive manner to provide high quality staff to implement the Strategic Community Plan.	Recruitment Activities undertaken in line with recruitment policy level of service.	90% of 'non-exceptional' recruitments met recruitment policy level of service timelines.	90% of recruitments complied with recruitment policy level of service timelines. Specifically the non-exceptional/non-urgent level of service commitment is to a 7-8 week long process. Sub time frame goals met were: vacancies were advertised within 2 weeks of recruitment request. Following closing of deadline for applications, shortlisting of candidates occurred within the following week. Scheduling of interviews and pre-employment screening occurred within the following 2 weeks. Contracts were issued within 1 week from selection.
		High quality staff recruited.	90% satisfaction with performance of staff recruited by 360 degree assessment on several dimensions (eg. efficiency, task accomplishment etc) by managers.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		Transparent and inclusive process	Full compliance with Shire recruitment policy (soon to be endorsed).	No data currently exists to measure this. Recruitment Policy is scheduled for endorsement in the coming year.

PEOPLE, CULTURE AND SYSTEMS INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
19	Support the Shire's human resources through managing recruitment, payroll and performance management.	Prompt and accurate management of HR in recruitment, payroll and performance to find appropriate people, recompense them and maximise their performance.	Payroll completed to employee contract conditions (ie. no errors).	All payroll functions were completed promptly and accurately.
			Yearly performance reviews according to schedule.	33 staff received their yearly performance reviews according to schedule.
		Adequate succession planning across the organisation to limit disruptions during transision of existing staff or recruitment of new staff.	90% of Managers have timely and complete succession plans in place. Managers have identified the roles and skills of staff in the case of succession (including themselves).	No data currently exists to measure this. Data will potentially be gathered in coming years.
			90% of Managers have identified the roles and skills of staff and training gaps that require redress.	No data currently exists to measure this. Data will potentially be gathered in coming years.
20	Support organisation wide best practice in record keeping, policy making, governance and compliance.	Staff and Councillors are aware of their resonsibilities for records, policies, governance and compliance through training and have avenues for assistance if in doubt.	All people accessing Shire IT systems have received onboarding record training (staff, contractors, volunteers, Councillors).	Onboarding record training was conducted for all new staff and Elected members.
			All roles with intensive and legislated record keeping requirements have received role-specific records	In progress. Role specific training is planned to be introduced in the coming year.
			All roles with intensive and legislated record keeping requirements have received role-specific refresher records training.	In progress. Role specific training is planned to be introduced in the coming year.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
1	Promote and adhere to our customer service charter to make sure our whole organisation responds to customer service requests in a timely and effective way that is in accordance with our	Customer service requests responded to in a timely and effective way that is in accordance with our CARECHIP values.	Meeting of level of service goals for customer requests in the customer Customer Charter.	For the 2022-23 year there were 815 total requests made to to Shire. In general, two thirds of these were made by residents with the balance being made up of businesses, visitors or state government agencies. The majority (80-90%) of all requests were direct to the Ranger or Infrastructure departments. Typically half of all requests are resolved within 3 days, three quarters within 2 weeks and it is extremely rare for requests to be unresolved after 1- 2 months.
			Customer satisfaction with process of requests to Shire.	In progress. No data available at this time.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
1	Promote and adhere to our customer service charter to make sure our whole organisation responds to customer service requests in a timely and effective way that is in accordance with our CARECHIP values.	Customer service requests responded to in a timely and effective way that is in accordance with our CARECHIP values.	Meeting of level of service goals for customer requests in the customer Customer Charter.	For the 2022-23 year there were 815 total requests made to to Shire. In general, two thirds of these were made by residents with the balance being made up of businesses, visitors or state government agencies. The majority (80-90%) of all requests were directed to the Ranger or Infrastructure departments. Typically half of all requests are resolved within 3 days, three quarters within 2 weeks and it is extremely rare for requests to be unresolved after 1- 2 months.
			Customer satisfaction with process of requests to Shire.	In progress. No data available at this time.
2	Support thoughtful and timely decision making through high quality agendas, transparency, information and professional development.	Thoughtful and timely decisionmaking based on high quality information and training.	Councillors are confident they have the knowledge base and skills to execute their roles.	In progress. Data to be gathered in the coming year.
			Councillors demonstrate they have the knowledge base and skills to execute their roles.	No breaches of compliance were recorded by the Department for any Councillor actions.
			Councillors find the experience of training rewarding and enjoyable.	In progress. Data to be gathered in the coming year.
			Agendas and other information prepared in compliance with policy.	All agendas and minutes were prepared promptly and in compliance with policy.
		Councillors feel that information and processes support thoughtful and timely decisionmaking.	In progress. Data to be gathered in the coming year.	
3	Build and maintain good community relationships through a range of activities from communication on print and digital platforms, seniors, pastoral and grower visits, to sponsoring community juries.	Better informed community members and more active citizens.	Positive community engagement with Shire communications. More accurate information present amongst residents	More than 200 press releases and social media posts informing the community were made during the year with over 3000 reactions. More engaging activities such as community juries, design consultations and surveys were conducted on a number of projects from the Strategic Community Plan, Skate Park and Beautiful Verges.
		All community members are given generous opportunities to be involved in the SCP and CBP to the level that they are interested in and are available for. Alignment of community expectations of participation in government with participation opportunities and methods.	Increase in level of participation in local government decisions to match community expectations.	The Strategic Community Plan was created by the Community Jury and presented to (and accepted by) the Council on the 6th June 2022. It was released for public comment in July and one submission was received. With permission from the Jury this submission was incorporated into the Plan and endorsed by Council in September 2022 . Following this the Corporate Business Plan was also presented to Jury members who adjusted and endorsed it as reflecting their intentions in early 2023. After being released for public comment with no submissions recieved it was finally endorsed by Council in April 2023.
		Alignment of community expectations of participation in government with participation opportunities and methods.	Increase in level of participation in local government decisions to match community expectations.	In progress. No data available at this time.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
		Good Community relationships as a result of a good SCP/CBP. Specifically Shire is seen as accessible and in interactions with the Shire are taken seriously and treated respectfully.	Growing community regard for Shire status and performance. Specifically in perceptions of process and accessibility.	In progress. No data available at this time.
4	Assist other organisations working for our community's benefit by providing resources and facilities to assist their operation.	Community objectives in particular areas are advanced beyond existing Shire ability (or are done more cost effectively).	Numbers of groups/aligned organisations supported.	The Shire assists multiple external organisations through financial and in-kind contributions. Examples include; grants from the Community Growth Fund and Small Business Participation Grant (Solar Eclipse); providing administrative support to the GDC; nominal leases for Ambulance services and the Senior Citizens Club; and waiving airport fees for the Carnarvon Race Club.
		Positive view of the cooperating organisations in the good intentions of the Shire in this area.	Absence of negative feedback about communication and ease of support with Shire.	In progress. Data to be gathered in the coming year.
5	Act as a positive role model internally and externally for how to create an effective and sustainable local organisation.	Staff, Councillors and other interactions see the CEO as a role model and shift their behaviour in a positive way.	Staff have positive view of CEO as a role model.	In progress. Data to be gathered in the coming year.
			Councillors have a positive view of the CEO as a role model.	In progress. Data to be gathered in the coming years.
			Absence of complaints from external parties about aspects of CEO behaviour as a role model (ie. CARECHIP	No complaints were received regarding the CEO's behaviour breaching organisational values
6	Showcase and support the positive aspects of the 6701 region and lifestyle.	6701 is regarded more widely as a positive region.	Numbers and effect of documents, events and promotions executed to promote region.	More than 200 press releases and social media posts informing the community were made during the year with over 3000 reactions to a general audience. Promotion to business audiences was more targeted with publications like the On our Horizons flyer.
			Perceptions of the 6701 are more positive amongst the Carnarvon public, general public, various market segments, organisations and government.	In progress. Data to be gathered in the coming years.
7	Network and connect with organisations whose decisions can impact our community.	The Shire works with organisations that impact the region in various ways to maximise the positive effect of their decisions on the region.	Numbers of networking and connection events with impactful organisations.	Connecting with impactful organisations occurred on a project focussed but also ongoing basis. Groups of influence that close ties have been forged with include the Gascoyne Development Commission, YAC and NTGAC, State Government agencies, disability and aged care providers, Carnarvon Growers Association, ABC, WA Police and Tourism WA.
			Degree of influence of connection events and instances with impactful organisations.	In progress. Data to be gathered in the coming years.

EXECUTIVE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
			Degree of influence of connection events and instances	In progress. Data to be gathered in the coming years.
8	Deliver and support corporate functions and events throughout the organisation and community.	Symbolic functions and events (eg. citizenship ceremonies, hosting visiting VIP's, key to the city/freeman ceremonies) create a sense of civic pride.	Number of events run and feedback on them.	In progress. Data to be gathered in the coming years.
9	Communicate and promote the Shire's image professionally and to a high standard through media channels, websites and social media.	Community is more engaged and supportive of the Shire and its actions.	Community awareness of SCP and CBP.	The Shire website underwent upgrades and improvements during the year to make it more user friendly and professional. More than 200 press releases and social media posts informing the community were made during the year with over 3000 reactions to a general audience. Promotions was also done professionally through Visitor Centre printed materials, the Shire our Horizons Partnerships brochure to encourage sponsorships and the On our Horizons flyer.
10	Lead high quality planning and follow through on all aspects of Integrated Planning and Reporting Framework (including Corporate Business Plan, Long Term Financial Plan, Workforce Plan and other informing strategies)	High quality planning is conducted that involves diverse, well informed input for plans that are in the community's interest.	Existence of planning docs and information to support the planning.	All aspects of the integrated Planning and Reporting framework were delivered within time and to a higher standard than the regulations oblige.
11	Support quality governance through maintenance of delegations, adherence to policy, primary and annual returns, publishing registers, live streaming of council meetings, preparation and publishing of minutes and other council documents.	High quality governance at Council level.	Educated and trained Elected Members to mandated level and beyond.	The following Councillors undertook training during the year: President Smith; Councillors Burke Maslen, Marco Ferreirinha, Alexander Fullarton, Adam Cottrell, Luke Vandeleur, Tom Langley, Luke Skender
			Maintained delegations	All delegations were maintained.
			No deviations from policy and primary and annual returns	There were no deviations from policy and primary and annual returns
			Published registers and minutes	All registers and minutes are published on the Shire website.
			Timely, accessible and correct agendas, registers, minutes and other council documents.	All agendas, registers, minutes and other council documents were timely, accessible and correct.
Consistently live streamed council meetings.	All Ordinary Council Meetings were livestreamed.			

CORPORATE INDICATORS

Shire of Carnarvon Corporate Business Plan 2022-2026

#	ACTIVITY for the next 4 years	OUTCOMES - What is the end state we are trying to create?	TARGET/INDICATOR - What target and indicator of success measures progress towards the outcome?	2022 -2023 Measurements
	Create and maintain procurement systems to ensure probity, fairness and value for money	The Shire procures goods and services in line with its values using processes that have integrity and produce value for money results.	Adherence to Purchasing and Procurement Policy (CF001), Regional Price Preference Policy (CF002) and Tender Selection Criteria Policy (CF003).	All procurement during the year was conducted in line with policy. Policies were reviewed in August 2022.
			Procurement is transparent and consistent, and results in best value outcomes considering life-cycle costing, quality, and safety.	No data currently exists to measure this. Data will potentially be gathered in coming years.
	Manage the invoicing and collection of rates.	Invoicing and collection of rates occurs promptly, accurately and in line with Shire values.	Rates notices are released on schedule.	All rates notices were released on schedule.
			90% of rates collected within 28 days of the closing date.	No data currently exists to measure this. Data will potentially be gathered in coming years.
			Rates are collected with regard to Financial Hardship Policy (CF006), Recovery of Rates Policy (CF011), Rates Charges Policy (CF012), Rates Exemptions for Charitable Purposes (CF019) and Rates Incentive Prize Policy (CF004).	All rates collection was conducted in line with policy. Policies were reviewed from August 2022 and the Rates Exemption Policy was endorsed in May 2023.
	Ensure prompt payment of creditors – particularly local businesses.	On-time payments by the Shire to local businesses.	Less than 10 formal complaints about late payment per year.	No data currently exists to measure this. Data will potentially be gathered in coming years.
		A process in place to handle disputes between the Shire and local business.	Presence of a process for dispute resolution and less than 3 disputes per year.	A process is currently implemented for disputes. No formal dispute resolution was required this year.
	Manage debtor accounts with the Shire.	Invoicing and collection of debits occurs promptly, accurately and in line with Shire values.	The majority of debtor accounts were promptly and accurately paid during the year.	The majority of debtor accounts were promptly and accurately paid during the year.
			90% of outstanding debtor accounts are collected within 28 days of the final invoice.	No data currently exists to measure this. Data will potentially be gathered in coming years.
	Maintain internal controls on financial flows within the Shire.	The financial management of the Shire is clear, transparent, consistent and complies with statutory obligations and requisite Australian Accounting Standards	Adherence to Significant Accounting Policy (CF013) and Related Parties Disclosures Policy (CF017).	Internal controls were maintained in line with policies. The policies were reviewed in August 2022.
	Make and manage investments of Shire funds in a safe and effective manner.	The Shire's surplus funds are invested with consideration of risk and the most favourable rate of interest available to it at the time, whilst ensuring that the Shire's liquidity requirements are being met.	Adherence to Investments Policy (CF014).	All investments were conducted in line with policy including the maintenance of the Investments Register and monthly reports to Council detailing the investment portfolio in terms of performance, percentage exposure of total portfolio and maturity date. The policy was reviewed in August 2022.
	Monitor and adjust the Long Term Financial Strategy.	Long Term Financial Strategy remains relevant in guiding the Shire to financial	Presence of adjustment actions to strategy.	The Shire Revenue Strategy was adopted at the beginning of the financial year and used to inform financial decisions and form the budget for the following year.
			Shire financial sustainability.	Inadequate data currently exists to measure this. Data will potentially be gathered in coming years.

SHIRE PROFILE

The following information is general information about the Shire of Carnarvon. All specific enquiries should be directed to the shire office during normal business hours.

Climate

Carnarvon has an average temperature of 26 degrees and the average yearly rainfall is 229mm. We are almost 10 degrees cooler than Exmouth in the summer months and 10 degrees warmer than Perth in the winter months.

Statistics

Distance from Perth	902kms
Area (sq km)	53,000
Length of Sealed Roads	239.21km
Length of Unsealed Roads	1,287.15km
Population	5,528
Number of Electors	2,989
Number of Dwellings	3,693

Temperature

Mean Max Temp	27.1°C (81°F)
Mean Min Temp	17.2°C (63°F)
Annual Rainfall	228.4mm (9 in)

Shire of Carnarvon Administration Centre

3 Francis Street
CARNARVON WA 6701

Shire of Carnarvon Works Depot

Robinson Street
CARNARVON WA 6701

Carnarvon Public Swimming Pool

Babbage Island Road
CARNARVON WA 6701

Shire of Carnarvon Regional Library and Art Gallery

18 Egan Street
CARNARVON WA 6701



LOCATION

Carnarvon's unique location, makes it a tropical oasis on the west coast. Carnarvon is commonly recognised for its banana plantations, tropical fruits, fine seafood and warm climate and situated in the heart of the Gascoyne Region on the doorstep of the Indian Ocean. It is the gateway to Australia's Ningaloo Coast, and very close proximity to the Ningaloo Reef and World Heritage areas. Equally, the vast Australian outback will beckon you and a visit to the majestic Kennedy Ranges is not to be missed. With an exceptional climate (average yearly temp of 26°C), and a vibrant and diverse community which offers exciting culinary delights, you need to come to Carnarvon and 'Catch a Taste of the Great Life'.

Carnarvon is located 902kms north of Perth, sitting approximately 4m above sea level and positioned right on the edge of WA's Coral Coast, in the centre of the Shark Bay and Ningaloo World Heritage areas. Carnarvon is the only town in Australia where the central desert reaches out to the sea. Carnarvon's population census is approximately 4,600. Carnarvon's tidal range is approximately 0.1m to +1.8m.



HISTORY



His Excellency, the Governor, Major General Sir Douglas Anthony Kendrew, K.C.M.G., C.B., C.B.E., D.S.O., united the municipalities of the Town of Carnarvon and the Shire of Gascoyne - Minilya to form the Shire of Carnarvon. The Order of Council was published in the Government Gazette on 12th February 1965 and effective on the 1st March 1965. At the time of amalgamation Mr C W Tuckey was the President with Mr G G Craig as Deputy President until the first elections of the Council on the 22nd May 1965.

COUNCIL

A total of 12 Council Meetings are held in any one year, with 10 Council meetings being held on the fourth Tuesday of each month in the Council Chambers in Carnarvon commencing at 1.00pm. The other two meetings are convened on the fourth Tuesday at Bill's Tavern Function Room in Coral Bay at 10.30 am, usually being the months of May and November. All members of the public are welcome to attend.

There is also a total of 12 Agenda Forum Meeting which are held in the morning of the Council Meeting commencing at 8.30am. The purpose of these forums is to discuss the upcoming agenda and enables Councillors to be briefed on the agenda and to ask questions should the need arise. At no time at the forums are agenda items to be debated or decisions made.

All Council meetings include a provision for 'public question time' catered for at the beginning of the meeting.



YOUR ELECTED MEMBERS



President Eddie Smith
Term Expired 2027



Cr Burke Maslen
Gascoyne/Minilya Ward
Term Expired 2027



Cr Luke Skender
Town Ward
Term Expires 2025



Cr Alexander
Fullarton
Town Ward
Term Expired 2023



Cr Tom Langley
Town Ward
Term Expired 2023



Cr Marco Ferreirinha
Plantation Ward
Term Expires 2025



Cr Luke Vandeleur
Town Ward
Term Expires 2025



Cr Adam Cottrell
Coral Bay Ward
Term Expires 2025

YOUR ELECTED MEMBERS DEMOGRAPHICS

The Shire of Carnarvon consists of seven (7) Councillors elected from four (4) wards, plus the Shire President, elected by the community for four years. Councillor elections occur every two years, with the Shire President election every four years.



COUNTRY OF BIRTH

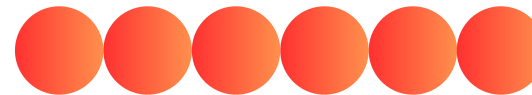


Australia (7)



Portuguese (1)

AGES



35 - 44



45 - 54

55 - 64



OVER 64

LANGUAGE SPOKEN AT HOME



Australian (7)



Portuguese (1)

ELECTED MEMBERS ATTENDANCE

MEMBER	MEETINGS HELD DURING OFFICE 2022/2023	ATTENDANCE		ATTENDANCE PERCENTAGE
		ATTENDED	LOA	
SMITH, EDDIE SHIRE PRESIDENT	15	14	1	93%
MASLEN, BURKE COUNCILLOR – GASCOYNE/MINILYA WARD DEPUTY SHIRE PRESIDENT	15	15	0	100%
FULLARTON, ALEXANDER COUNCILLOR – TOWN WARD	15	14	0	93%
VANDELEUR, LUKE COUNCILLOR – TOWN WARD	15	14	0	93%
LANGLEY, TOM COUNCILLOR – TOWN WARD	15	12	1	86%
SKENDER, LUKE COUNCILLOR – TOWN WARD	15	9	1	60%
COTTRELL, ADAM COUNCILLOR – CORAL BAY WARD	15	11	0	73%
FERREIRINHA, MARCO COUNCILLOR – PLANTATION WARD	15	14	0	93%

Provided is a summary of Elected Member attendance for Council Meetings for the reporting year 1 July 2022 to 30 June 2023



ELECTED MEMBER TRAINING

On 27 June 2019, changes to the *Local Government Act 1995* were passed by Parliament which require all council members to undertake training within the first 12 months of being elected. The changes have been introduced in recognition of the unique and challenging role that council members have. The training course, Council Member Essentials, has been developed to provide council members with the skills and knowledge to perform their role as leaders in their district.

For the period 1 July 2022 to 30 June 2023, the following training was conducted and completed by Councillors.

Councillor Name	Course	Completion Date	Location	Provider
Cr Fullarton	Leadership - The Councillors Role	22/05/2023	Council Chambers	Australian Institute of Company Directors
President Smith	Leadership - the Councillors Role	22/05/2023	Council Chambers	Australian Institute of Company Directors
Cr Maslen	Leadership - the Councillors Role	22/05/2023	Council Chambers	Australian Institute of Company Directors
Cr Vandeleur	Leadership - the Councillors Role	22/05/2023	Council Chambers	Australian Institute of Company Directors
Cr Ferreirinha	Understanding Financial Reports & Budgets	29/10/2022	On Line	WALGA
Cr Ferreirinha	Serving on Council	29/10/2022	On Line	WALGA
Cr Skender	Serving on Council	16/10/2022	On Line	WALGA
Cr.Skender	Meeting Procedures	14/10/2022	On Line	WALGA
Cr Ferreirinha	Conflicts of Interest	14/10/2022	On Line	WALGA
Cr Ferreirinha	Understanding Local Government	14/10/2022	On Line	WALGA
Cr Ferreirinha	Meeting Procedures	14/10/2022	On Line	WALGA
Cr.Skender	Understanding Financial Reports & Budgets	09/10/2022	On Line	WALGA
Cr.Skender	Understanding Local Government	02/10/2022	On Line	WALGA
Cr.Skender	Conflicts of Interest	19/09/2022	On Line	WALGA



SENIOR STAFF SALARY RANGE

Council has one designated senior employee position in accordance with section 5.37 of the *Local Government Act 1995*. For the year ended 30 June 2021 this is the Chief Executive Officer Mrs Andrea Selvey.

The Shire of Carnarvon also employs approximately 65 full time equivalent (FTE) staff. These include an array of multi-skilled staff for road maintenance and construction, maintenance town parks and gardens, finance, governance, statutory planning, statutory health and building services, ranger services, waste management, asset management, community development and youth services, airport operations, tourism and entertainment, administration, maintenance and cleaning of public buildings.

Regulation 19B of the Local Government (Administration) Regulations 1996 requires the annual report to contain the details of the number of employees of the local government entitled to an annual salary of \$100,000 or more in bands of \$10,000 for each such band over \$100,000.

\$100,000 - \$109,999	7
\$110,000 - \$119,999	2
\$120,000 - \$129,999	1
\$130,000 - \$139,999	3
\$140,000 - \$149,999	5
\$150,000 - \$159,999	2
\$160,000 - \$169,999	0
\$170,000 - \$179,999	0
\$180,000 - \$189,999	0
\$190,000 - \$199,999	0
\$200,000 - \$209,999	0
\$210,000 - \$219,999	0
\$220,000 - \$229,999	0
\$230,000 - \$239,999	1
\$240,000 - \$249,999	0
\$250,000 - \$259,999	0

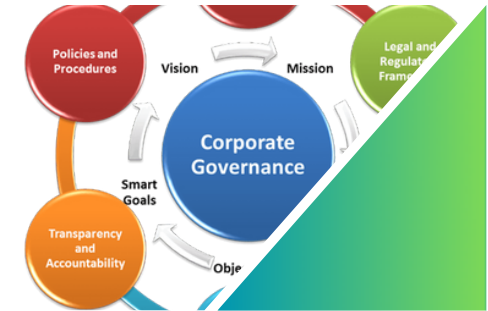
ORGANISATION STRUCTURE 2022/2023



(L-R) - David Nielsen, Executive Manager
Infrastructure Services;
Andrea Selvey, Chief Executive Officer
Alan Thornton, Deputy Chief Executive Officer

ANDREA SELVEY **CHIEF EXECUTIVE OFFICER**

Governance
Records
Customer Service
Communications
Human Resources
Development Regulatory
Community & Cultural
Economic Development



DAVID NIELSEN **EXECUTIVE MANAGER,** **INFRASTRUCTURE**

Fleet Management
Building Maintenance
Roads & Works
Parks & Gardens
Asset Management
Waste Management
Airport
Tenders
Contract Management



ALAN THORNTON **DEPUTY CHIEF EXECUTIVE OFFICER**

Finance
Rates
Emergency Management



INTEGRATED PLANNING UPDATE

It is critical that Council has sound planning in place to meet the future needs of the community. It is also a legislative requirement that a full review of the Strategic Community Plan is done every four years.

A full review was carried out by this Council in 2017/18; therefore, another full review is now due. The focus in this review will be integration of the Strategic Plan and Corporate Business Plan with the Long Term Financial Plan and Asset Management Plan.

We hope all members of the community will participate in the process so that these plans, that influence and inform Council decision-making truly reflects the aspirations of residents. We aim to make our engagement processes informative so that community input is based on awareness of the financial implications, prioritisation and trade-offs required to have a robust, affordable, and widely supported suite of plans that serve this community in the long term. For more information, please contact the Shire CEO, Andrea Selvey.





STATUTORY REPORTS



DISABILITY ACCESS & INCLUSION PLAN

DAIP Outcome	Actions Taken
<p>1. People with disability have the same opportunities as other people to access services and events.</p>	<ul style="list-style-type: none"> a. Events held by Shire of Carnarvon are inclusive and accessible to all. b. Events within Shire facilities such as the Civic Centre have disability access. c. Shire programs are designed to be include accessible to all. d. The Library has a selection of audio-books and access to State Library vision-impaired resources.
<p>2. People with disability have the same opportunities as other people to access buildings and other facilities.</p>	<ul style="list-style-type: none"> a. Access to Shire buildings, Civic Centre, Visitors Centre, Library and Gallery, Aquatic Centre as well as the Mayu Mia Youth Hub, are all accessible to all manner of pedestrian, suitable to ability vehicles and appliances, level kerb access to footpaths, with doors suitable for wheelchair and mobility appliance access. b. The Shire Offices have disability appropriate entrances. c. The admin office and library have disability access and low service desk access for people with disabilities. d. The Library and Art Gallery has an open community space for disability service groups to use. e. Civic Centre has ramps and access to viewing stations for patrons with wheelchairs. f. The Shire admin building and Visitor centre have double automatic opening doors at the entrance. g. Addition of shade shelters at skate park to improve accessibility. h. Disabled toilets in the woolshed and main street near Visitor Information Centre. i. New capital works are compliant with all relevant legislation.
<p>3. People with disability receive information in a format that will enable them to access information as readily as other people are able to access it.</p>	<ul style="list-style-type: none"> a. The Shire of Carnarvon provides information through a variety of formats, including website, social media, newsletter, print, email, and in-person. b. Shire website developed within World Wide Web Consortiums Web Accessibility Guidelines 1.0.



DISABILITY ACCESS & INCLUSION PLAN

<p>4. People with disability receive the same level and quality of service from staff as other people receive.</p>	<ul style="list-style-type: none"> a. All customers are served with respect, care and with individual needs taken into consideration, which goes above the standards implied in the Shire of Carnarvon Customer Service Charter. b. People with ability issues are offered seating options when required during their visit to the Shire office. c. Customer Service officers assist clients with literacy, vision impairment and language difficulties with understanding of completing forms and applications.
<p>5. People with disability have the same opportunities as other people to make complaints.</p>	<ul style="list-style-type: none"> a. The Shire has an active, recorded feedback, request and complaint system in place. All complaints, feedback and requests are addressed in a timely manner in accordance with the Shire of Carnarvon Customer Service Charter. b. The systems in place are accessible to all community members, visitors and staff with responses given where requested and recorded within the Synergy Customer Service Module. c. The Shire will assess and where applicable will action in accordance with the need, urgency, and budget to ensure compliance.
<p>6. People with disability have the same opportunities as other people to participate in any public consultation.</p>	<ul style="list-style-type: none"> a. Ensuring access and facilities are effectively signposted. b. The Shire of Carnarvon's Disability Access and Inclusion Plan (DAIP) is available to the public on the Shire website and at the Shire office. c. Community Consultations are advertised through a variety of formats, and held in accessible venues.
<p>7. People with disability have the same opportunities as other people to obtain and maintain employment with a public authority.</p>	<ul style="list-style-type: none"> a. There are strategies to implement facilities that make it more easily accessible for people with disabilities. Currently, there are disabled toilets at 3 of the 6 work sites. b. Working with the local schools to provide opportunities to students with disabilities to participate in work ready programs. This involves students that are not able to complete mainstream education paths and require alternative career paths to set them up for success. The shire offers work placements throughout the year.

STRUCTURE & FUNCTIONS OF COUNCIL ESTABLISHMENT

The Shire of Carnarvon is established under the *Local Government Act 1995* and has the responsibility for the administration of this legislation across the district. Other significant legislation which falls to the authority of Council to act upon, includes, but is not limited to the following -p

- *Building Act 2012*
- *Bush Fires Act 1954*
- *Caravan and Camping Grounds Act 1995*
- *Cemeteries Act 1986*
- *Dog Act 1976*
- *Cat Act 2011*
- *Environmental Protection Act 1995 (delegated responsibilities)*
- *Food Act 2008*
- *Freedom of Information Act 1992*
- *Health Act 1911*
- *Litter Act 1979*
- *Planning and Development Act 2005*

Council

The Governance level of the Shire comprises the elected Council. The Shire President has a range of statutory functions as the leader of the Council. The President chairs all Council meetings and is supported by a Deputy President. The Shire President together with seven other Councillors duly elected from, and by, the community. The Council as a whole:

- Governs the Shire's affairs
- Is responsible for the performance of the Shire's functions
- Oversees the allocation of the Shire's finances and resources
- Decides the Shire's policies

This includes:

- Applying good governance principles to Council decision-making
- Guiding the Shire organisation through the development of a comprehensive range of policies
- Determining type, range and scope of projects to be undertaken by the Shire
- Developing the Strategic Community Plan, Corporate Business Plan and Long Term Financial Plan along with a

Range of other plans to ensure a structured and carefully managed approach to the functions of the Council

In the making of these decisions, Ordinary Council Meetings are held on the fourth Tuesday of each month in the Council Chambers commencing at 1.00pm, other than the months of May and October each year where the Ordinary Council Meetings are conducted at Bill's Tavern Function Room in Coral Bay commencing at 10.30am.

Personal Involvement

Elected Members involvement often extends to representing Council on other regional or state bodies that includes:

- WALGA Gascoyne Country Zone (Regional)
- Gascoyne Regional Road Group
- Local Emergency Management Committee
- Gascoyne Joint Development Assessment Panel
- Aviation Community Consultation Group
- Gascoyne Development Commission Board

STRUCTURE & FUNCTIONS OF COUNCIL ESTABLISHMENT

Standing Committees

At present the Council has four specific Standing Committees, listed below:

- Audit & Risk Management Committee
- Management Review Committee
- Awards Committee
- Community Growth Fund Committee

Occasional Committees and Working Parties

Council utilises Occasional Committees and Working Groups as a tool to address specific issues or guide projects as required.

Agendas

Meeting agendas, largely consisting officer reports and recommendations, are prepared for Council and Committee meetings. These agendas are distributed one week prior to the meeting date. Copies of the meeting agenda is also made available to the public prior to the meeting date in accordance with the *Local Government Act 1995* and can be obtained on Council's website at www.carnarvon.wa.gov.au

Delegated Authority

In accordance with provisions of the *Local Government Act 1995* the Council may delegate many powers to a Committee or the Chief Executive Officer (CEO) of the Local Government, with ability for the Committee or CEO to then further delegate the duty or responsibility to an officer of the organisation. For accountability, delegations are recorded in a register reviewed by Council annually and available for viewing by members of the public.



(L-R) Cr Fullarton, Cr Langley, Cr Maslen, Cr Vandeleur, Mrs Andrea Selvey (CEO), President Smith, Cr Cottrell, Cr Ferreirinha, Cr Skender

SERVICES TO THE COMMUNITY

Council provides an extensive variety of services for the community under a wide range of legislation. Services provided include:

- Airport Services
- Youth Services
- Aquatic Centre and Water Park
- Community Events
- Club Development
- Ranger Services
- Bushfire Control
- Emergency Response and Recovery Coordination
- Entertainment (live shows and movies)
- Tourist Information
- Building Regulations
- Environmental Health Services
- Library Services
- Playground Equipment
- Street Sweeping
- Drainage Infrastructure
- Public Buildings for Hire
- Street Tree Planting and Maintenance



- Bush Fire Control
- Litter Bins
- Roads, Footpaths & Kerbs
- Cemeteries
- Nature Based Camping Areas
- Rubbish Collection & Landfill Disposal
- Citizenship Ceremonies
- Recreation Grounds, Parks & Other Reserves
- Land Use Planning & Development Controls
- Street Lighting
- Public Toilets
- Dog Control



OFFICIAL CONDUCT REPORT

The *Local Government Act 1995* requires the Shire to report on the number of official conduct complaints recorded under section 5.121 of the *Local Government Act 1995* during a financial year. The Shire of Carnarvon did not receive any complaints of this nature that resulted in action under section 5.110 (6)(b) or (c) during the 2022/2023 financial year.

FREEDOM OF INFORMATION STATEMENT

This information statement is published in accordance with section 96 of the Freedom of Information Act 1992.

Access to Council Documents

The following documents are available for inspection at the Shire Administration Office, free of charge-

- Minutes and Agendas of Council and Committee meetings
- General Policy Manual
- Annual Budget
- Annual Report
- Annual Financial Statements
- Monthly Financial Statements
- Council Local Laws
- Town Planning Schemes and Local Planning Strategy
- Electoral Roll
- Financial Interest Register
- Primary and Annual Returns and Declarations
- Tender Register
- Complaints Register
- Gifts Register

The table below illustrates all the FOI applications received by the Shire of Carnarvon in 2022/2023.

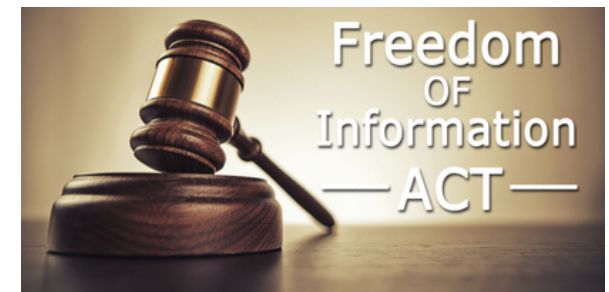
Most documents can also be accessed through the Shire of Carnarvon website at www.carnarvon.wa.gov.au . For further information you can also visit the Office of the Information Commissioner website at www.foi.wa.gov.au

Date Received	Applicant	Personal Information	Personal Information Amendment	Non Personal Information	Decision (Full/Edited)	Exemption	Internal Review Conducted	Fees Imposed
20 April 2023	Regional Alliance West	Nil	Nil	Yes	Full	Nil	No	\$30.00
5 September 2023	ACE Environmental	Nil	Nil	Yes	Full	Nil	No	\$30.00



**Office of the
Information Commissioner**

Freedom of information for Western Australia



NATIONAL COMPETITION POLICY STATEMENT

The State Government has a Competition Principles Agreement in place, which is binding on local government.

This agreement requires the Shire of Carnarvon to carry out a number of procedures and include a report on the matter in Annual Report.

The three areas that affect Local Government are:

1. Competitive Neutrality - To remove benefits (and costs) which accrue to Government business as a result of their public ownership.
2. Structural Reform - Local government is required to reform the structure of publicly owned monopoly businesses where it is proposed to introduce competition.
3. Legislation Review - To review legislation that restricts competition.

The full requirements of the package are contained in a statement issued by the Department of Local Government and Communities.

COMPETITIVE NEUTRALITY

There are ways in determining if there is a “significant business enterprise” undertaken by the Local Government, namely:

1. Is revenue received from external sources that exceeds \$200,000 per annum? (In determining this amount, Council has been advised to disregard grant income, internal charges, and statutory fees).
2. Would any benefits be realised from the implementation of competitive neutrality that exceeds costs?

From an examination of the revenue statement for the Shire of Carnarvon for the subject period there is no apparent activity that satisfies this first part of the test, and therefore the principles of competitive neutrality do not apply to any of Council activities during the 2022/2023 financial year.

STRUCTURAL REFORM

In this area, the Council has no monopoly activities. What is basic to the function of restructuring public monopolies is the splitting or division of the regulatory role from the service provision role.

To address the question of monopoly, the following test has been applied to each activity:

1. Definition: In regards to this service, does the Council have “exclusive or near exclusive control of the market supply of this service?”
2. Dual Function: Does the Council have both a regulatory and supply function in this area of activity?
3. Willing competitors: If the Council tendered for the supply of this service in the open market, is it likely that there would be a supplier willing to perform this service?

The Council does not have a dual function role in any of the following services:

- Airport operations
- Swimming pool
- Parks and gardens
- Roads
- Recreation services
- Cemetery

When reviewed, these functions appear to have substance to the sole provider argument.

However, there are two areas that may be considered competitive, being:

- Waste collection
- Nature Based Camp Areas

Arguably, although the waste collection and nature based camping does have willing local competitors, it is considered Council does not present as anti-competitive and a disadvantage for the private sector, but rather complementary to the private sector to meet public demand

STATE RECORDS ACT

The State Records Act, 2000 requires the keeping of records by Local Government, specifically, Section 19 requires SoC to have a Recordkeeping Plan (RKP) approved by the State Records Commission (SRC). The RKP provides an accurate reflection of the organisation's records, including information regarding the Shire's recordkeeping system(s), disposal arrangements, policies, practices, and processes. The Shire of Carnarvon's Recordkeeping Plan was reviewed & amended 7th April 2020, the State Records Commission approved the plan on 7th August 2020, the next review will become due in August 2025.

The Shire of Carnarvon's Recordkeeping conducts a regular training program for all staff and Elected Members, this includes Induction and refresher training. Induction is provided to all new staff within three months of commencement, at this time material is provided to staff to outline their Recordkeeping Responsibilities, face-to-face training is given on File Classification & procedures for the capture of records in the Records Management system (EDRMS). The Recordkeeping training program was reviewed in May 2021 and training material updated at this time The Senior Records Officer has completed Training & Assessment CERT VI to assist with the delivery of training and the assessment of work undertaken within the Record keeping systems.

In summary, the main objectives of the Shire of Carnarvon RKP are to ensure:

- Compliance with Section 19 of the State Records Act 2000;
- Recordkeeping within the Local Government in a compliant manner weighted against the State Records Commission Standards and Records Management Standard AS ISO 15489;
- Processes are established that ensure complete/accurate records of the Shire's Operations, business transactions and decisions;
- The retrieval for recorded information in a quick and accurate manner; and
- The Protection/preservation of the Local Government's records as required by legislation.

The Shire is required to comply with Section 17 of the Records Act. This includes participation from:

- Employees;
- Contractors;
- Elected Members; and
- Organisations performing outsourced services on behalf of the Shire.





FINANCIAL REPORTS



SHIRE OF CARNARVON
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

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Independent Auditor's Report	47

The Shire of Carnarvon conducts the operations of a local government with the following community vision:

Unity, Humanity, Nature

A connected community across leaders, cultures and generations

A future for every young person

A job-rich economy, built on local strengths

A still-natural environment, looked after and used

The Shire of Carnarvon acknowledges the Yingarrda people as the Traditional Custodians of this land which we work and live on. We pay our respects to their Elders past, present and emerging and extend this respect to all Aboriginal people and their ongoing connection to this Country.

Principal place of business:
3 Francis Street
Carnarvon WA 6701



**SHIRE OF CARNARVON
FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

*Local Government Act 1995
Local Government (Financial Management) Regulations 1996*

STATEMENT BY CEO

The attached draft financial report of the Shire of Carnarvon has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2023 and the financial position as at 30 June 2023.

At the date of signing this statement the particulars included in the financial report are not misleading or inaccurate.

Signed on the 18th day of December 2023



Chief Executive Officer

Andea Selvey

Name of Chief Executive Officer



William Buck Audit (WA) Pty Ltd

**SHIRE OF CARNARVON
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023**

	NOTE	2023 Actual	2023 Budget	2022 Actual
		\$	\$	\$
Revenue				
Rates	2(a),25	6,679,100	6,588,852	6,107,514
Grants, subsidies and contributions	2(a)	16,989,565	13,740,929	8,910,800
Fees and charges	2(a)	3,586,416	3,246,980	3,153,632
Interest revenue	2(a)	149,660	82,500	89,463
Other revenue	2(a)	498,560	281,750	527,795
		27,903,301	23,941,011	18,789,204
Expenses				
Employee costs	2(b)	(8,141,450)	(7,694,543)	(7,056,342)
Materials and contracts		(14,226,124)	(17,548,507)	(5,796,678)
Utility charges		(870,095)	(834,200)	(829,809)
Depreciation		(8,555,020)	(8,099,260)	(8,404,280)
Finance costs	2(b)	(56,272)	(25,986)	(25,565)
Insurance		(553,806)	(557,451)	(568,070)
Other expenditure	2(b)	(363,738)	(423,500)	(369,049)
		(32,766,505)	(35,183,447)	(23,049,793)
		(4,863,204)	(11,242,436)	(4,260,589)
Capital grants, subsidies and contributions	2(a)	3,988,473	7,005,789	4,525,809
Profit on asset disposals		16,426	0	0
Fair value adjustments to financial assets at fair value through profit or loss	4	6,451	0	6,994
		4,011,350	7,005,789	4,532,803
Net result for the period		(851,854)	(4,236,647)	272,214
Other comprehensive income for the period				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	9(a),16	(31,699,108)	0	0
Total other comprehensive income for the period	16	(31,699,108)	0	0
Total comprehensive income for the period		(32,550,962)	(4,236,647)	272,214

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



William Buck Audit (WA) Pty Ltd

**SHIRE OF CARNARVON
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023**

	NOTE	2023	2022
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	11,951,376	14,542,670
Trade and other receivables	5	2,311,438	1,532,176
Inventories	6	35,957	27,397
Other assets	7	824,435	0
TOTAL CURRENT ASSETS		15,123,206	16,102,243
NON-CURRENT ASSETS			
Trade and other receivables	5	126,999	78,044
Other financial assets	4	142,607	136,156
Property, plant and equipment	8(a)	32,323,846	32,039,246
Infrastructure	9(a)	274,284,942	307,567,265
Right-of-use assets	11(a)	516,684	558,889
TOTAL NON-CURRENT ASSETS		307,395,078	340,379,600
TOTAL ASSETS		322,518,284	356,481,843
CURRENT LIABILITIES			
Trade and other payables	12	1,413,625	3,003,834
Other liabilities	13	1,987,080	3,622,745
Lease liabilities	11(b)	351,698	303,867
Borrowings	14	283,785	46,208
Employee related provisions	15	998,516	778,494
TOTAL CURRENT LIABILITIES		5,034,704	7,755,148
NON-CURRENT LIABILITIES			
Lease liabilities	11(b)	194,510	293,755
Borrowings	14	1,595,677	173,201
Employee related provisions	15	77,006	92,390
TOTAL NON-CURRENT LIABILITIES		1,867,193	559,346
TOTAL LIABILITIES		6,901,897	8,314,494
NET ASSETS		315,616,387	348,167,349
EQUITY			
Retained surplus		59,027,588	60,893,021
Reserve accounts	28	3,898,149	2,884,570
Revaluation surplus	16	252,690,650	284,389,758
TOTAL EQUITY		315,616,387	348,167,349

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



William Buck Audit (WA) Pty Ltd

**SHIRE OF CARNARVON
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2023**

	NOTE	RETAINED SURPLUS \$	RESERVE ACCOUNTS \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2021		60,822,268	2,683,109	284,389,758	347,895,135
Comprehensive income for the period					
Net result for the period		272,214	0	0	272,214
Total comprehensive income for the period		272,214	0	0	272,214
Transfers from reserve accounts	28	0	0	0	0
Transfers to reserve accounts	28	(201,461)	201,461	0	0
Balance as at 30 June 2022		60,893,021	2,884,570	284,389,758	348,167,349
Comprehensive income for the period					
Net result for the period		(851,854)	0	0	(851,854)
Other comprehensive income for the period	16	0	0	(31,699,108)	(31,699,108)
Total comprehensive income for the period		(851,854)	0	(31,699,108)	(32,550,962)
Transfers from reserve accounts	28	2,320,459	(2,320,459)	0	0
Transfers to reserve accounts	28	(3,334,038)	3,334,038	0	0
Balance as at 30 June 2023		59,027,588	3,898,149	252,690,650	315,616,387

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



William Buck Audit (WA) Pty Ltd

**SHIRE OF CARNARVON
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023**

	NOTE	2023 Actual \$	2022 Actual \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates		6,491,701	6,153,943
Grants, subsidies and contributions		15,739,935	10,349,837
Fees and charges		3,550,899	3,208,331
Interest revenue		149,660	89,463
Goods and services tax received		612,788	631,765
Other revenue		498,560	527,795
		<u>27,043,543</u>	<u>20,961,134</u>
Payments			
Employee costs		(7,745,088)	(6,794,443)
Materials and contracts		(16,694,056)	(4,864,308)
Utility charges		(870,095)	(829,809)
Finance costs		(56,272)	(25,565)
Insurance paid		(553,806)	(568,070)
Goods and services tax paid		(753,189)	(630,081)
Other expenditure		(377,680)	(331,670)
		<u>(27,050,186)</u>	<u>(14,043,946)</u>
Net cash provided by (used in) operating activities	17(b)	(6,643)	6,917,188
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for purchase of property, plant & equipment	8(a)	(1,630,625)	(504,173)
Payments for construction of infrastructure	9(a)	(5,310,011)	(5,150,393)
Capital grants, subsidies and contributions		3,004,485	4,525,809
Proceeds from sale of property, plant & equipment		22,427	0
Net cash provided by (used in) investing activities		<u>(3,913,724)</u>	<u>(1,128,757)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of borrowings	27(a)	(161,000)	(44,830)
Payments for principal portion of lease liabilities	27(d)	(330,980)	(320,305)
Proceeds from new borrowings	27(a)	1,821,053	0
Net cash provided by (used in) financing activities		<u>1,329,073</u>	<u>(365,135)</u>
Net increase (decrease) in cash held		(2,591,294)	5,423,296
Cash at beginning of year		14,542,670	9,119,374
Cash and cash equivalents at the end of the year	17(a)	<u>11,951,376</u>	<u>14,542,670</u>

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



William Buck Audit (WA) Pty Ltd

SHIRE OF CARNARVON
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2023 Actual \$	2023 Budget \$	2022 Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates	25	6,389,423	6,312,079	5,844,826
Rates excluding general rates	25	289,677	276,773	262,688
Grants, subsidies and contributions		16,989,565	13,740,929	8,910,800
Fees and charges		3,586,416	3,246,980	3,153,632
Interest revenue		149,660	82,500	89,463
Other revenue		498,560	281,750	527,795
Profit on asset disposals		16,426	0	0
Fair value adjustments to financial assets at fair value through profit or loss	4	6,451	0	6,994
		<u>27,926,178</u>	<u>23,941,011</u>	<u>18,796,198</u>
Expenditure from operating activities				
Employee costs		(8,141,450)	(7,694,543)	(7,056,342)
Materials and contracts		(14,226,124)	(17,548,507)	(5,796,678)
Utility charges		(870,095)	(834,200)	(829,809)
Depreciation		(8,555,020)	(8,099,260)	(8,404,280)
Finance costs		(56,272)	(25,986)	(25,565)
Insurance		(553,806)	(557,451)	(568,070)
Other expenditure		(363,738)	(423,500)	(369,049)
		<u>(32,766,505)</u>	<u>(35,183,447)</u>	<u>(23,049,793)</u>
Non-cash amounts excluded from operating activities	26(a)	8,687,827	8,099,260	6,208,236
Amount attributable to operating activities		<u>3,847,500</u>	<u>(3,143,176)</u>	<u>1,954,641</u>
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions		3,988,473	7,005,789	4,525,809
Proceeds from disposal of assets		22,427	0	0
		<u>4,010,900</u>	<u>7,005,789</u>	<u>4,525,809</u>
Outflows from investing activities				
Purchase of property, plant and equipment	8(a)	(1,630,625)	(2,987,772)	(504,173)
Purchase and construction of infrastructure	9(a)	(5,310,011)	(8,977,311)	(5,150,393)
		<u>(6,940,636)</u>	<u>(11,965,083)</u>	<u>(5,654,566)</u>
Amount attributable to investing activities		<u>(2,929,736)</u>	<u>(4,959,294)</u>	<u>(1,128,757)</u>
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	27(a)	1,821,053	1,821,053	0
Transfers from reserve accounts	28	2,320,459	2,259,970	0
		<u>4,141,512</u>	<u>4,081,023</u>	<u>0</u>
Outflows from financing activities				
Repayment of borrowings	27(a)	(161,000)	(157,575)	(44,830)
Payments for principal portion of lease liabilities	27(d)	(330,980)	(310,181)	(320,305)
Transfers to reserve accounts	28	(3,334,038)	(2,504,723)	(201,461)
		<u>(3,826,018)</u>	<u>(2,972,479)</u>	<u>(566,596)</u>
Amount attributable to financing activities		<u>315,494</u>	<u>1,108,544</u>	<u>(566,596)</u>
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year	26(b)	6,591,094	6,993,926	6,331,806
Amount attributable to operating activities		3,847,500	(3,143,176)	1,954,641
Amount attributable to investing activities		(2,929,736)	(4,959,294)	(1,128,757)
Amount attributable to financing activities		315,494	1,108,544	(566,596)
Surplus or deficit after imposition of general rates	26(b)	<u>7,824,352</u>	<u>0</u>	<u>6,591,094</u>

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



**SHIRE OF CARNARVON
FOR THE YEAR ENDED 30 JUNE 2023
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SHIRE OF CARNARVON

NOTES TO AND FORMING PART OF THE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2023

1. BASIS OF PREPARATION

The financial report of the Shire of Carnarvon which is a Class 2 local government comprises general purpose financial statements which have 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.

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.

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. A separate statement of those monies appears at Note 29 of the financial report.

Judgements and estimates

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 that are 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.

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, and infrastructure.
- estimation uncertainties made in relation to lease accounting

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments
- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current – Deferral of Effective Date
- AASB 2021-7a Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [general editorials]
- AASB 2022-3 Amendments to Australian Accounting Standards - Illustrative Examples for Not-for-Profit Entities accompanying AASB 15

These amendments have no material impact on the current annual financial report

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current
- AASB 2021-2 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates
This standard will result in a terminology change for significant accounting policies
- AASB 2021-7c Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants
- AASB 2022-7 Editorial Corrections to Australian Accounting Standards and Repeal of Superseded and Redundant Standards
- AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

The amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

Except as described above these amendments are not expected to have any material impact on the financial report on initial application.

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

2. REVENUE AND EXPENSES

(a) Revenue

Contracts with customers

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Timing of revenue recognition
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions with no contract commitments	General appropriations and contributions with no reciprocal commitment	No obligations	Not applicable	Not applicable	When assets are controlled
Fees and Charges -Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled Refunds limited to exceptional circumstances - not usually provided	On payment
Fees and Charges - Memberships	Gym and pool membership	Over time	Payment in full in advance		On payment and issue of access card
Fees and charges for other goods and services	Cemetery services, library fees, rental income, reinstatements and private works	Single point in time	Payment in full in advance	None	Output method based on provision of service or completion of works
Fees and Charges -Sale of stock	Aviation fuel, Diesel fuel and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Output method based on goods
Other Revenue - Reimbursements	On- charge of expenses & Insurance claims	Single point in time	Payment in arrears for claimable event	None	When claim is agreed

Consideration from contracts with customers is included in the transaction price.

Revenue Recognition

Revenue recognised during the year under each basis of recognition by nature of goods or services is provided in the table below:

For the year ended 30 June 2023

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	6,679,100	0	6,679,100
Grants, subsidies and contributions	16,989,565	0	0	0	16,989,565
Fees and charges	3,586,416	0	0	0	3,586,416
Interest revenue	0	0	0	149,660	149,660
Other revenue	498,560	0	0	0	498,560
Capital grants, subsidies and contributions	0	3,988,473	0	0	3,988,473
Total	21,074,541	3,988,473	6,679,100	149,660	31,891,774

For the year ended 30 June 2022

Nature	Contracts with customers	Capital grant/contributions	Statutory Requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	6,107,514	0	6,107,514
Grants, subsidies and contributions	8,910,800	0	0	0	8,910,800
Fees and charges	3,153,632	0	0	0	3,153,632
Interest revenue	0	0	0	89,463	89,463
Other revenue	527,795	0	0	0	527,795
Capital grants, subsidies and contributions	0	4,525,809	0	0	4,525,809
Total	12,592,227	4,525,809	6,107,514	89,463	23,315,013

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

2. REVENUE AND EXPENSES (Continued)

(a) Revenue (Continued)

Note	2023 Actual \$	2022 Actual \$
Interest revenue		
Interest on reserve account funds	25,138	662
Other interest revenue	124,522	88,801
	149,660	89,463

The 2023 original budget estimate in relation to:
Trade and other receivables overdue interest was \$0.

Fees and charges relating to rates receivable

Charges on instalment plan	7,392	6,864
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The 2023 original budget estimate in relation to:
Charges on instalment plan was \$6,000.

(b) Expenses

Auditors remuneration

- Audit of the Annual Financial Report	40,700	50,000
- Other services – grant acquittals	5,850	6,000
	46,550	56,000

Employee Costs

Employee benefit costs	7,917,314	6,848,362
Other employee costs	224,136	207,980
	8,141,450	7,056,342

Finance costs

Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	27(a)(d) 56,272	25,565
Impairment losses on rates and statutory receivables	12,766	50,673
Impairment losses on trade receivables	13,942	1,684
Donations - Community growth fund	81,502	72,883
Councillor Allowances	20(a) 199,388	200,285
Sundry expenses	56,140	43,524
	363,738	369,049

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

3. CASH AND CASH EQUIVALENTS

Note	2023	2022
	\$	\$
Cash at bank and on hand	11,951,376	14,542,670
Total cash and cash equivalents	11,951,376	14,542,670
Held as		
- Unrestricted cash and cash equivalents	6,093,109	8,097,834
- Restricted cash and cash equivalents	5,858,267	6,444,836
	11,951,376	14,542,670

SIGNIFICANT ACCOUNTING POLICIES

Cash and cash equivalents

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 financial position.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

4. OTHER FINANCIAL ASSETS

	2023	2022
	\$	\$
Non-current assets		
Financial assets at fair value through profit or loss	142,607	136,156
	142,607	136,156
Financial assets at fair value through profit or loss		
Units in Local Government House Trust - opening balance	136,156	129,162
Movement attributable to fair value increment	6,451	6,994
Units in Local Government House Trust - closing balance	142,607	136,156

Fair value of financial assets at fair value through profit or loss is determined from the net asset value of the units held in the Trust at balance date as compiled by WALGA.

SIGNIFICANT ACCOUNTING POLICIES

Other financial assets at amortised cost

The Shire 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.

Fair values of financial assets at amortised cost are not materially different to their carrying amounts, since the interest receivable on those assets is either close to current market rates or the assets are of a short term nature. Non-current financial assets at amortised cost fair values are based on discounted cash flows using a current market rates. They are classified as level 2 fair values in the fair value hierarchy (see Note 23 (i)) due to the observable market rates).

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

Financial assets at fair value through profit or loss

The Shire has elected to classify the following financial assets at fair value through profit or loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has elected to recognise as fair value gains and losses through profit or loss.

Impairment and risk

Information regarding impairment and exposure to risk can be found at Note 21.

**SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

5. TRADE AND OTHER RECEIVABLES

Note	2023	2022
	\$	\$
Current		
Rates and statutory receivables	1,087,750	890,343
Trade receivables	991,775	367,072
Other receivables	28,787	26,617
GST receivable	212,558	243,635
Receivables for employee related provisions	15 11,377	11,377
Allowance for credit losses of trade receivables	21(b) (20,809)	(6,868)
	2,311,438	1,532,176
Non-current		
Rates and statutory receivables	92,518	78,044
LSL Receivable	34,481	0
	126,999	78,044

Disclosure of opening and closing balances related to contracts with customers

Information about receivables from contracts with customers along with financial assets and associated liabilities arising from transfers to enable the acquisition or construction of recognisable non financial assets is:

Note	30 June 2023 Actual	30 June 2022 Actual	1 July 2021 Actual
	\$	\$	\$
Trade and other receivables from contracts with customers	963,643	350,905	307,574
Contract assets	7 824,435	0	0
Allowance for credit losses of trade receivables	5 (20,809)	(6,868)	(5,184)
Total trade and other receivables from contracts with customers	1,767,269	344,037	302,390

SIGNIFICANT ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

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.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

Impairment and risk exposure

Information about the impairment of trade receivables and their exposure to credit risk and interest rate risk can be found in Note 21.

**SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

6. INVENTORIES

Note	2023	2022
	\$	\$
Current		
Fuel and materials	2,193	0
Visitor centre stock	33,764	27,397
	<u>35,957</u>	<u>27,397</u>
The following movements in inventories occurred during the year:		
Balance at beginning of year	27,397	63,092
Inventories expensed during the year	(58,611)	(35,695)
Additions to inventory	67,171	0
Balance at end of year	<u>35,957</u>	<u>27,397</u>

SIGNIFICANT ACCOUNTING POLICIES

General

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.

**SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

7. OTHER ASSETS

	2023	2022
	\$	\$
Other assets - current		
Contract assets	824,435	0
	824,435	0

SIGNIFICANT ACCOUNTING POLICIES

Contract assets

Contract assets primarily relate to the Shire's right to consideration for work completed but not billed at the end of the period.

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

8. PROPERTY, PLANT AND EQUIPMENT

(a) Movements in Balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Land	Buildings - specialised	Buildings - non-specialised	Total land and buildings	Furniture and equipment	Plant and equipment	Total property, plant and equipment
	\$	\$	\$		\$	\$	\$
Balance at 1 July 2021	5,343,500	7,896,909	17,576,979	30,817,388	258,554	1,764,593	32,840,535
Additions	0	60,506	0	60,506	71,250	372,417	504,173
Depreciation	0	(939,479)	(29,522)	(969,001)	(56,418)	(280,043)	(1,305,462)
Transfers	0	16,095,266	(16,095,266)	0	0	0	0
Balance at 30 June 2022	5,343,500	23,113,202	1,452,191	29,908,893	273,386	1,856,967	32,039,246
Comprises:							
Gross balance amount at 30 June 2022	5,343,500	24,979,044	1,511,235	31,833,779	433,387	2,652,126	34,919,292
Accumulated depreciation at 30 June 2022	0	(1,865,842)	(59,044)	(1,924,886)	(160,001)	(795,159)	(2,880,046)
Balance at 30 June 2022	5,343,500	23,113,202	1,452,191	29,908,893	273,386	1,856,967	32,039,246
Additions	0	774,501	90,065	864,566	44,919	721,140	1,630,625
Disposals	0	0	0	0	0	(6,002)	(6,002)
Depreciation	0	(944,074)	(29,760)	(973,834)	(48,290)	(317,899)	(1,340,023)
Balance at 30 June 2023	5,343,500	22,943,629	1,512,496	29,799,625	270,015	2,254,206	32,323,846
Comprises:							
Gross balance amount at 30 June 2023	5,343,500	25,753,546	1,601,300	32,698,346	478,306	3,360,266	36,536,918
Accumulated depreciation at 30 June 2023	0	(2,809,917)	(88,804)	(2,898,721)	(208,291)	(1,106,060)	(4,213,072)
Balance at 30 June 2023	5,343,500	22,943,629	1,512,496	29,799,625	270,015	2,254,206	32,323,846

**SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

8. PROPERTY, PLANT AND EQUIPMENT (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value					
Land and buildings					
Land	2	Market approach using recent observable or estimated market data for similar properties.	Independent Valuation	June 2020	Price per hectare/market borrowing rate
Buildings - specialised	3	Cost approach using current replacement cost.	Independent Valuation	June 2020	Construction costs and current conditions (level 2), residual values and remaining useful life assessments (level 3) inputs
Buildings - non- specialised	2	Market approach using recent observable or estimated market data for similar properties.	Independent Valuation	June 2020	Observable or estimated open market values / price per square metre
Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.					
During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs.					
(ii) Cost					
Furniture and equipment	N/A	Cost	Not Applicable		Not Applicable
Plant and equipment	N/A	Cost	Not Applicable		Not Applicable

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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9. INFRASTRUCTURE

(a) Movements in Balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Infrastructure - roads	Other infrastructure drainage	Other infrastructure bridges	Other infrastructure footpaths	Other infrastructure parks and ovals	Other infrastructure carparks	Other infrastructure	Other infrastructure airport	Other infrastructure - works in progress	Other infrastructure levee system	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance at 1 July 2021	226,091,412	22,364,152	7,161,676	9,576,050	13,778,933	394,997	10,997,872	10,579,191	0	8,244,450	309,188,733
Additions	3,607,155	52,143	0	38,090	36,597	252,044	376,547	787,817	0	0	5,150,393
Depreciation	(4,876,975)	(308,060)	(152,000)	(203,555)	(297,004)	(20,227)	(249,791)	(622,399)	0	(41,850)	(6,771,861)
Balance at 30 June 2022	224,821,592	22,108,235	7,009,676	9,410,585	13,518,526	626,814	11,124,628	10,744,609	0	8,202,600	307,567,265
Comprises:											
Gross balance at 30 June 2022	244,660,368	23,329,466	7,617,676	10,219,487	14,660,497	707,722	12,057,735	13,209,575	0	8,370,000	334,832,526
Accumulated depreciation at 30 June 2022	(19,838,776)	(1,221,231)	(608,000)	(808,902)	(1,141,971)	(80,908)	(933,107)	(2,464,966)	0	(167,400)	(27,265,261)
Balance at 30 June 2022	224,821,592	22,108,235	7,009,676	9,410,585	13,518,526	626,814	11,124,628	10,744,609	0	8,202,600	307,567,265
Additions	2,995,573	264,069	0	0	613,585	233,276	656,055	506,624	40,829	0	5,310,011
Revaluation increments / (decrements) transferred to revaluation surplus	(62,521,054)	17,777,547	2,177,582	(4,434,120)	0	(155,564)	(1,321,306)	2,875,284	0	13,902,523	(31,699,108)
Depreciation	(4,949,657)	(313,274)	(152,000)	(204,319)	(297,737)	(20,227)	(258,540)	(655,622)	0	(41,850)	(6,893,226)
Transfers	132,191	0	(1,097,676)	0	(13,834,374)	(132,191)	14,835,351	(2,968,005)	96,699	2,968,005	0
Balance at 30 June 2023	160,478,645	39,836,577	7,937,582	4,772,146	0	552,108	25,036,188	10,502,890	137,528	25,031,278	274,284,942
Comprises:											
Gross balance at 30 June 2023	237,562,816	77,092,721	10,242,042	11,177,600	0	803,250	42,324,783	16,705,680	137,528	49,681,203	445,727,623
Accumulated depreciation at 30 June 2023	(77,084,171)	(37,256,144)	(2,304,460)	(6,405,454)	0	(251,142)	(17,288,595)	(6,202,790)	0	(24,649,925)	(171,442,681)
Balance at 30 June 2023	160,478,645	39,836,577	7,937,582	4,772,146	0	552,108	25,036,188	10,502,890	137,528	25,031,278	274,284,942

The revaluation movements in 2022-23 reflect movements to unit rates of assets since the last valuation was performed in 2018 and revised assessments of assets' useful lives by the independent valuer. In addition, there is an impact of the differences in the valuation methodologies used in the 2018 and 2023 valuations as these were performed by different valuers.

**SHIRE OF CARNARVON
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9. INFRASTRUCTURE (Continued)

(b) Carrying Value Measurements

Asset Class	Fair Value Hierarchy	Valuation Technique	Basis of Valuation	Date of Last Valuation	Inputs Used
(i) Fair Value					
Infrastructure - roads	3	Cost approach using current replacement cost (Gross revaluation method)	Management Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure drainage	3	Cost approach using current replacement cost (Gross revaluation method)	Management Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure bridges	3	Cost approach using current replacement cost (Gross revaluation method)	Management Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure footpaths	3	Cost approach using current replacement cost (Gross revaluation method)	Management Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure parks and ovals	3	Cost approach using current replacement cost (Gross revaluation method)	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure carparks	3	Cost approach using current replacement cost (Gross revaluation method)	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure	3	Cost approach using current replacement cost (Gross revaluation method)	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure airport	3	Cost approach using current replacement cost (Gross revaluation method)	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs
Other infrastructure levee system	3	Cost approach using current replacement cost (Gross revaluation method)	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments inputs

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used to determine the fair value of infrastructure using level 3 inputs.

**SHIRE OF CARNARVON
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FOR THE YEAR ENDED 30 JUNE 2023**

10. FIXED ASSETS

(a) Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	10 to 80 years
Furniture and equipment	1 to 15 years
Plant and equipment	1 to 25 years
Sealed roads and streets	
- formation	Not depreciated
- pavement	50 years
Seal	
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
- formation	Not depreciated
- pavement	50 years
- gravel sheet	12 years
Formed roads	
- clearing and earthworks	Not depreciated
- construction/roadbase	50 years
Infrastructure - Footpaths	50 to 90 years
Infrastructure - Drainage	20 to 75 years
Infrastructure - Parks & Ovals	10 to 50 years
Infrastructure - Other Infrastructure	Various
Infrastructure - Bridges	50 years
Infrastructure - Levee System	200 years
Infrastructure - Airport	25 to 75 years
Right of use assets - plant and equipment	Based on remaining term of lease
Right of use assets - furniture and equipment	Based on remaining term of lease

(b) Temporarily Idle or retired from use assets

	2023	2022
	\$	\$
Plant and equipment	76,601	0

(c) Fully Depreciated Assets in Use

	2023	2022
	\$	\$
The gross carrying value of assets held by the Shire which are currently in use yet fully depreciated are shown in the table below.		
Buildings - specialised	15,587	2,077
Furniture and equipment	54,382	0

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FOR THE YEAR ENDED 30 JUNE 2023**

10. FIXED ASSETS (Continued)

SIGNIFICANT ACCOUNTING POLICIES

Fixed assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement for assets held at cost

Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognised at fair value. Assets held at cost are depreciated and assessed for indicators of impairment annually.

Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

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 *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.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of 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.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluation at the next revaluation date in accordance with the mandatory measurement framework.

Revaluation

The fair value of land, buildings and infrastructure is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the Shire.

Revaluation (continued)

At the end of each period the carrying amount for each asset class is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. For example, the gross carrying amount may be restated by reference to observable market data or it may be restated proportionately to the change in the carrying amount. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

SHIRE OF CARNARVON
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11. LEASES

(a) Right-of-Use Assets

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.	Note	Right-of-use assets - furniture and equipment	Right-of-use assets - plant and equipment	Right-of-use assets Total
		\$	\$	\$
Balance at 1 July 2021		2,311	699,660	701,971
Additions		16,855	167,020	183,875
Depreciation		(4,769)	(322,188)	(326,957)
Balance at 30 June 2022		14,397	544,492	558,889
Gross balance amount at 30 June 2022		16,855	1,535,927	1,552,782
Accumulated depreciation at 30 June 2022		(2,458)	(991,435)	(993,893)
Balance at 30 June 2022		14,397	544,492	558,889
Additions		210,548	69,018	279,566
Depreciation		(10,062)	(311,709)	(321,771)
Balance at 30 June 2023		214,883	301,801	516,684
Gross balance amount at 30 June 2023		227,403	1,604,945	1,832,348
Accumulated depreciation at 30 June 2023		(12,520)	(1,303,144)	(1,315,664)
Balance at 30 June 2023		214,883	301,801	516,684

The following amounts were recognised in the statement of comprehensive income during the period in respect of leases where the entity is the lessee:

	2023 Actual	2022 Actual
	\$	\$
Depreciation on right-of-use assets	(321,771)	(326,957)
Finance charge on lease liabilities	(12,887)	(17,992)
Total amount recognised in the statement of comprehensive income	(334,658)	(344,949)
Total cash outflow from leases	(343,867)	(338,297)
(b) Lease Liabilities		
Current	351,698	303,867
Non-current	194,510	293,755
	27(d) 546,208	597,622

Secured liabilities and assets pledged as security

Lease liabilities are effectively secured, as the rights to the leased assets recognised in the financial statements revert to the lessor in the event of default.

SIGNIFICANT ACCOUNTING POLICIES

Leases

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 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 that are classified as short-term leases (i.e. a lease with a 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.

Details of individual lease liabilities required by regulations are provided at Note 27(d).

Right-of-use assets - measurement

Right-of-use assets are measured at cost. All right-of-use assets (other than vested improvements) under zero cost concessionary leases are measured at zero cost (i.e. not recognised in the Statement of Financial Position). The exception is vested improvements on concessionary land leases such as roads, buildings or other infrastructure which are reported at fair value.

Refer to Note 10 under revaluation for details on the significant accounting policies applying to vested improvements.

Right-of-use assets - depreciation

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shorter. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Shire anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

**SHIRE OF CARNARVON
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12. TRADE AND OTHER PAYABLES

Current

Sundry creditors
Prepaid rates
Accrued payroll liabilities
Bonds and deposits held
Other payables - Accrued Expenses

	2023	2022
	\$	\$
	763,611	2,354,038
	93,372	68,890
	374,930	354,684
	100,151	100,447
	81,561	125,775
	1,413,625	3,003,834

SIGNIFICANT ACCOUNTING POLICIES

Financial liabilities

Financial liabilities are initially recognised at fair value when the Shire becomes a party to the contractual provisions of the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and any consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year 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 usually 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.

Prepaid rates

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises income for the prepaid rates that have not been refunded.

SHIRE OF CARNARVON
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13. OTHER LIABILITIES

Current

Contract liabilities	1,113,113	1,729,273
Capital grant/contributions liabilities	847,005	1,830,993
Other Liabilities - Visitor Centre deposits	26,962	62,479
	<u>1,987,080</u>	<u>3,622,745</u>

Reconciliation of changes in contract liabilities

Opening balance	1,729,273	144,512
Additions	1,113,113	1,694,800
Revenue from contracts with customers included as a contract liability at the start of the period	(1,729,273)	(110,039)
	<u>1,113,113</u>	<u>1,729,273</u>

The Shire expects to satisfy the performance obligations, from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

Reconciliation of changes in capital grant/contribution liabilities

Opening balance	1,830,993	2,134,548
Additions	847,005	173,319
Revenue from capital grant/contributions held as a liability at the start of the period	(1,830,993)	(476,874)
	<u>847,005</u>	<u>1,830,993</u>

Performance obligations in relation to capital grant/contribution liabilities are satisfied as project milestones are met or completion of construction or acquisition of the asset.

SIGNIFICANT ACCOUNTING POLICIES

Contract liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

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FOR THE YEAR ENDED 30 JUNE 2023**

14. BORROWINGS

	Note	2023			2022		
		Current	Non-current	Total	Current	Non-current	Total
Secured		\$	\$	\$	\$	\$	\$
Bank loans		283,785	1,595,677	1,879,462	46,208	173,201	219,409
Total secured borrowings	27(a)	283,785	1,595,677	1,879,462	46,208	173,201	219,409

Secured liabilities and assets pledged as security

Debentures, bank overdrafts and bank loans are secured by a floating charge over the general funds of the Shire of Carnarvon. Other loans relate to transferred receivables. Refer to Note 5.

The Shire of Carnarvon has complied with the financial covenants of its borrowing facilities during the 2023 and 2022 years.

SIGNIFICANT ACCOUNTING POLICIES

Borrowing costs

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.

Borrowings fair values are based on discounted cash flows using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 23(i)) due to the unobservable inputs, including own credit risk.

Risk

Details of individual borrowings required by regulations are provided at Note 27(a).

Information regarding exposure to risk can be found at Note 21.

**SHIRE OF CARNARVON
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15. EMPLOYEE RELATED PROVISIONS

Employee Related Provisions

	2023	2022
	\$	\$
Current provisions		
Employee benefit provisions		
Annual leave	485,749	381,164
Long service leave	398,630	397,330
	884,379	778,494
Employee related other provisions		
Employment on-costs	114,137	0
	114,137	0
Total current employee related provisions	998,516	778,494
Non-current provisions		
Employee benefit provisions		
Long service leave	69,552	92,390
Employment on-costs	7,454	0
	77,006	92,390
Total non-current employee related provisions	77,006	92,390
Total employee related provisions	1,075,522	870,884

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave and associated on costs for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period. Assessments indicate that actual settlement of the liabilities is expected to occur as follows:

	Note	2023	2022
		\$	\$
Amounts are expected to be settled on the following basis:			
Less than 12 months after the reporting date		1,013,793	473,554
More than 12 months from reporting date		15,870	385,953
Expected reimbursements from other WA local governments		45,859	11,377
		1,075,522	870,884

SIGNIFICANT ACCOUNTING POLICIES

Employee benefits

The Shire's obligations for employees' annual leave, long service leave and other employee leave entitlements are recognised as employee related provisions in the Statement of Financial Position.

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 statement of financial position.

Other long-term employee benefits

Long-term employee benefits provisions 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.

**SHIRE OF CARNARVON
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16. REVALUATION SURPLUS

	2023 Opening Balance	Total Movement on Revaluation	2023 Closing Balance	2022 Opening Balance	Total Movement on Revaluation	2022 Closing Balance
	\$	\$	\$	\$	\$	\$
Revaluation surplus - Land - freehold land	13,702,208	0	13,702,208	13,702,208	0	13,702,208
Revaluation surplus - Buildings - non- specialised	3,119,068	0	3,119,068	3,119,068	0	3,119,068
Revaluation surplus - Furniture and equipment	246,839	0	246,839	246,839	0	246,839
Revaluation surplus - Plant and equipment	1,436,222	0	1,436,222	1,436,222	0	1,436,222
Revaluation surplus - Infrastructure - roads	220,207,362	(62,521,054)	157,686,308	220,207,362	0	220,207,362
Revaluation surplus - Other infrastructure drainage	22,147,677	17,777,547	39,925,224	22,147,677	0	22,147,677
Revaluation surplus - Other infrastructure bridges	1,975,480	2,177,582	4,153,062	1,975,480	0	1,975,480
Revaluation surplus - Other infrastructure footpaths	8,599,294	(4,434,120)	4,165,174	8,599,294	0	8,599,294
Revaluation surplus - Other infrastructure carparks	271,768	(155,564)	116,204	271,768	0	271,768
Revaluation surplus - Other infrastructure	2,224,090	(1,321,306)	902,784	2,224,090	0	2,224,090
Revaluation surplus - Other infrastructure airport	7,343,124	2,875,284	10,218,408	7,343,124	0	7,343,124
Revaluation surplus - Other infrastructure levee system	3,116,626	13,902,523	17,019,149	3,116,626	0	3,116,626
	284,389,758	(31,699,108)	252,690,650	284,389,758	0	284,389,758

SHIRE OF CARNARVON
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17. NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	Note	2023 Actual \$	2022 Actual \$
Cash and cash equivalents	3	11,951,376	14,542,670
Restrictions			
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	5,858,267	6,444,836
		5,858,267	6,444,836
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts		3,173,149	2,884,570
Unspent loans (held in reserves)	27(c)	725,000	0
Total restricted reserve accounts	28	3,898,149	2,884,570
Contract liabilities	13	1,113,113	1,729,273
Capital grant liabilities	13	847,005	1,830,993
Total restricted financial assets		5,858,267	6,444,836

(b) Reconciliation of Net Result to Net Cash Provided By Operating Activities

Net result		(851,854)	272,214
Non-cash items:			
Adjustments to fair value of financial assets at fair value through profit or loss		(6,451)	(6,994)
Depreciation/amortisation		8,555,020	8,404,280
(Profit)/loss on sale of asset		(16,426)	0
Changes in assets and liabilities:			
(Increase)/decrease in trade and other receivables		(828,217)	268,272
(Increase)/decrease in other assets		(824,435)	0
(Increase)/decrease in inventories		(8,560)	35,695
Increase/(decrease) in trade and other payables		(1,590,208)	1,176,366
Increase/(decrease) in employee related provisions		204,638	56,415
Increase/(decrease) in other liabilities		(1,635,665)	1,236,749
Capital grants, subsidies and contributions		(3,004,485)	(4,525,809)
Net cash provided by/(used in) operating activities		(6,643)	6,917,188

(c) Undrawn Borrowing Facilities

Credit Standby Arrangements

Bank overdraft limit		200,000	200,000
Bank overdraft at balance date		0	0
Credit card limit		13,000	13,000
Credit card balance at balance date		(1,530)	(3,822)
Total amount of credit unused		211,470	209,178

Loan facilities

Loan facilities - current		283,785	46,208
Loan facilities - non-current		1,595,677	173,201
Total facilities in use at balance date		1,879,462	219,409

Unused loan facilities at balance date		725,000	0
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**SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023**

18. CONTINGENT LIABILITIES

In compliance with the Contaminated Sites Act 2003 Section 11, the Shire of Carnarvon has one registered contamination site and two other sites with possible sources of contamination.

The Shire of Carnarvon Airport is a registered contamination site, with the classification "contaminated - restricted use". The current use of the site as an airport fits within this classification and is deemed a suitable use. Remediation works were conducted in 2012 removed the primary sources of contamination, and remaining hydrocarbon concentration levels are decreasing over time through biodegradation and are expected to continue to reduce naturally.

Possible sites of contamination are:

- Shire of Carnarvon Coral Bay Landfill Site
- Shire of Carnarvon Brown Range Landfill Site

The Shire has a licence to operate the Coral Bay Landfill site that expires in 2036, it will however be at capacity in 2024 when the Shire will assess potential remediation strategies and costs.

The Shire has a licence to operate the Brown Range Landfill site that expires in 2034 however the Shire projects the capacity of the facility will not be reached for approximately 50 years. The Shire will apply to extend the licence at the appropriate time.

While the licences do not have a specific requirement to rehabilitate the sites at the end of their useful lives the Shire has been progressively capping active cells at both sites therefore remediation on decommissioning of either site is unlikely to be extensive. It is likely that the sites will become registered contaminated sites on decommissioning with use restrictions applicable.

Until the Shire conducts these investigations to determine the presence and scope of contamination, assess the risk, and agree with the Department of Environment Regulation on the need and criteria for remediation of a risk based approach, the Shire is unable to estimate the potential costs associated with remediation of these sites. This approach is consistent with the Department of Environment Regulation Guidelines.

19. CAPITAL COMMITMENTS

	2023	2022
	\$	\$
Contracted for:		
- capital expenditure projects	1,533,303	1,585,310
- plant & equipment purchases	737,769	686,415
	2,271,072	2,271,725
Payable:		
- not later than one year	2,271,072	2,271,725
The capital expenditure projects relate to:		
Blowholes Development	148,340	131,028
Coral Bay Airstrip	-	77,030
Fascine Projects	63,514	47,300
Bicycle Network	-	17,810
Robinson St Reconstruction	887,770	-
Youth Precinct Revitalisation Project	433,679	-
Various Roadworks	-	1,312,142
	1,533,303	1,585,310

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

20. RELATED PARTY TRANSACTIONS

(a) Elected Member Remuneration

Fees, expenses and allowances to be paid or reimbursed to elected council members.

Note	2023 Actual	2023 Budget	2022 Actual
	\$	\$	\$
President's annual allowance	46,896	47,000	46,896
President's meeting attendance fees	17,484	18,750	17,484
	64,380	65,750	64,380
Deputy President's annual allowance	11,724	11,500	13,181
Deputy President's meeting attendance fees	17,484	18,750	17,484
	29,208	30,250	30,665
All other council member's meeting attendance fees	105,016	112,500	104,904
All other council member's travel and accommodation expenses	784	25,000	0
All other council member's annual allowance for travel and accommodation expenses	0	0	336
	105,800	137,500	105,240
20(b)	199,388	233,500	200,285

(b) Key Management Personnel (KMP) Compensation

The total of compensation paid to KMP of the Shire during the year are as follows:

Note	2023 Actual	2022 Actual
	\$	\$
Short-term employee benefits	545,161	1,266,905
Post-employment benefits	57,994	113,291
Employee - other long-term benefits	48,964	66,260
Council member costs	199,388	200,285
20(a)	851,507	1,646,741

Short-term employee benefits

These amounts include all salary and fringe benefits awarded to KMP except for details in respect to fees and benefits paid to council members which may be separately found in the table above.

Post-employment benefits

These amounts are the current-year's cost of the Shire's superannuation contributions made during the year.

Other long-term benefits

These amounts represent annual leave and long service leave entitlements accruing during the year.

Council member costs

These amounts represent payments of member fees, expenses, allowances and reimbursements during the year.

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

20. RELATED PARTY TRANSACTIONS

Transactions with related parties

Transactions between related parties and the Shire are on normal commercial terms and conditions, no more favourable than those available to other parties, unless otherwise stated.

No outstanding balances or provisions for doubtful debts or guarantees exist in relation to related parties at year end.

In addition to KMP compensation above the following transactions occurred with related parties:

	2023 Actual	2022 Actual
	\$	\$
Sale of goods and services	0	782
Materials and contracts (road works)	512,206	2,190,619
Short term employee benefits - other related parties	121,674	102,094

Related Parties

The Shire's main related parties are as follows:

i. Key management personnel

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any council member, are considered key management personnel.

ii. Other Related Parties

An associate person of KMP employed by the Shire under normal employment terms and conditions.

Any entity that is controlled by or over which KMP, or close family members of KMP, have authority and responsibility for planning, directing and controlling the activity of the entity, directly or indirectly, are considered related parties in relation to the Shire.

Outside of normal citizen type transactions with the Shire, there were no other related party transactions involving key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

iii. Entities subject to significant influence by the Shire

There were no such entities requiring disclosure during the current or previous year.

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

21. FINANCIAL RISK MANAGEMENT

This note explains the Shire's exposure to financial risks and how these risks could affect the Shire's future financial performance.

Risk	Exposure arising from	Measurement	Management
Market risk - interest rates	Long term borrowings at variable rates	Sensitivity analysis	Utilise fixed interest rate borrowings
Credit risk	Cash and cash equivalents, trade receivables, financial assets and debt investments	Aging analysis Credit analysis	Diversification of bank deposits, credit limits. Investment policy
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

The Shire does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance department under policies approved by the council. The finance department identifies, evaluates and manages financial risks in close co-operation with the operating divisions. Council have approved the overall risk management policy and provide policies on specific areas such as investment policy.

(a) Interest rate risk

Cash and cash equivalents

The Shire's main interest rate risk arises from cash and cash equivalents with variable interest rates, which exposes the Shire to cash flow interest rate risk. Short term overdraft facilities also have variable interest rates however these are repaid within 12 months, reducing the risk level to minimal.

Excess cash and cash equivalents are invested in fixed interest rate term deposits which do not expose the Shire to cash flow interest rate risk. Cash and cash equivalents required for working capital are held in variable interest rate accounts and non-interest bearing accounts. Carrying amounts of cash and cash equivalents at the 30 June and the weighted average interest rate across all cash and cash equivalents, term deposits, and Treasury bonds held disclosed as financial assets at amortised cost are reflected in the table below.

	Weighted Average Interest Rate	Carrying Amounts	Fixed Interest Rate	Variable Interest Rate	Non Interest Bearing
	%	\$	\$	\$	\$
2023					
Cash and cash equivalents	0.51%	11,951,376	0	4,931,977	7,019,399
2022					
Cash and cash equivalents	0.05%	14,542,670	0	4,408,993	10,133,677

Sensitivity

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents as a result of changes in interest rates.

	2023	2022
	\$	\$
Impact of a 1% movement in interest rates on profit or loss and equity*	49,320	44,090

* Holding all other variables constant

Borrowings

Borrowings are subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs.

The Shire manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation. The Shire does not consider there to be any interest rate risk in relation to borrowings.

Details of interest rates applicable to each borrowing may be found at Note 27(a).

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

21. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

Trade and Other Receivables

The Shire's major trade and other receivables comprise contractual non-statutory user fees and charges, grants, contributions and reimbursements. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. The Shire manages this risk by monitoring outstanding debt and employing debt recovery policies.

The level of outstanding receivables is reported to council monthly and benchmarks are set and monitored for acceptable collection performance.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade and other receivables. To measure the expected credit losses, receivables from grants, contributions and reimbursements are separated from other trade receivables due to the difference in payment terms and security.

The expected loss rates are based on the payment profiles of trade and other receivables over a period of 36 months before 1 July 2022 or 1 July 2023 respectively and the corresponding historical losses experienced within this period. Historical credit loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors such as the ability of users to settle the receivables.

The loss allowance as at 30 June 2023 and 30 June 2022 was determined as follows for trade receivables.

	Current	More than 30 days past due	More than 60 days past due	More than 90 days past due	Total
30 June 2023					
Trade receivables					
Expected credit loss	0%	0%	0%	66%	
Gross carrying amount	952,097	7,782	337	31,559	991,775
Loss allowance	0	0	0	20,809	20,809
30 June 2022					
Trade receivables					
Expected credit loss	0.00%	0.00%	0.0405%	0.1856%	
Gross carrying amount	322,538	1,480	7,728	35,326	367,072
Loss allowance	0	0	313	6,555	6,868

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

21. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk

The loss allowances for trade, other receivables and contract assets as at 30 June reconcile to the opening loss allowances as follows:

	Trade receivables		Rates receivables		Contract Assets	
	2023 Actual	2022 Actual	2023 Actual	2022 Actual	2023 Actual	2022 Actual
Opening loss allowance as at 1 July	\$ 6,868	\$ 5,184	\$ 0	\$ 0	\$ 0	\$ 0
Increase in loss allowance recognised in profit or loss during the year	13,938	1,684	0	0	0	0
Receivables written off during the year as uncollectible			12,766	50,673		
Unused amount reversed	3	0	(12,766)	(50,673)	0	0
Closing loss allowance at 30 June	20,809	6,868	0	0	0	0

Trade, other receivables and contract assets are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Shire, and a failure to make contractual payments for a period of greater than 120 days past due.

Impairment losses on rates and statutory receivables, trade, other receivables and contract assets are presented as net impairment losses within other expenditure. Subsequent recoveries of amounts previously written off are credited against the same line item.

Contract Assets

The Shire's contract assets represent work completed, which have not been invoiced at year end. This is due to the Shire not having met all the performance obligations in the contract which give an unconditional right to receive consideration. The Shire applies the simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all contract assets. To measure the expected credit losses, contract assets have been grouped based on shared credit risk characteristics and the days past due. Contract assets have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Shire has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

**SHIRE OF CARNARVON
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21. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

Payables and borrowings

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. The Shire manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required and disclosed in Note 17(c).

The contractual undiscounted cash flows of the Shire's payables and borrowings are set out in the liquidity table below. Balances due within 12 months equal their carrying balances, as the impact of discounting is not significant.

	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractual cash flows	Carrying values
	\$	\$	\$	\$	\$
<u>2023</u>					
Trade and other payables	1,413,625	0	0	1,413,625	1,413,625
Borrowings	351,211	1,326,017	447,990	2,125,218	1,879,462
Lease liabilities	351,698	194,510	0	546,208	546,208
	<u>2,116,534</u>	<u>1,520,527</u>	<u>447,990</u>	<u>4,085,051</u>	<u>3,839,295</u>
<u>2022</u>					
Trade and other payables	3,066,313	0	0	3,066,313	3,003,834
Borrowings	52,550	183,927	0	236,477	219,409
Lease liabilities	316,440	298,764	0	615,204	597,622
	<u>3,435,303</u>	<u>482,691</u>	<u>0</u>	<u>3,917,994</u>	<u>3,820,865</u>

**SHIRE OF CARNARVON
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FOR THE YEAR ENDED 30 JUNE 2023**

22. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD

There have been no material events after the reporting period which would affect the financial report of the Shire for the year ended 30th June 2023 or which would require a separate disclosure.

**SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
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23. OTHER SIGNIFICANT ACCOUNTING POLICIES

a) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) Statement of Financial Position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards the Shire's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

**SHIRE OF CARNARVON
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24. FUNCTION AND ACTIVITY

(a) Service objectives and descriptions

Shire operations as disclosed in this financial report encompass the following service orientated functions and activities.

Objective	Description
<p>Governance To provide a decision making process for the efficient allocation of scarce resources.</p>	<p>Administration and operations of facilities and services to members of Council. Other costs which relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services.</p>
<p>General purpose funding To collect general revenue to allow for the provision of services.</p>	<p>Rates activity, general purpose grants, banking costs and interest revenue.</p>
<p>Law, order, public safety To provide services to help ensure a safer community.</p>	<p>Supervision of various local laws, fire prevention, emergency services, CBD security, administration of the Crime Prevention Plan.</p>
<p>Health To provide an operational framework for good community health.</p>	<p>Food quality and pest control, inspections and infant health. This function also provides for the implementation of the Healthy Lifestyles model.</p>
<p>Education and welfare community in these areas.</p>	<p>Support pre-school facilities and assistance of seniors and retirement villages. This function also provides for Youth Strategy and the accounting of the Carnarvon Youth Co-Ordinating Networks finance as part of the agreement.</p>
<p>Housing To meet the needs of the Shire of Carnarvon Staff.</p>	<p>Staff Housing.</p>
<p>Community amenities To provide sanitary and essential services required by the community. To provide land development strategies and to process land development activities. Environmental sustainability.</p>	<p>Refuse collection services, operation of refuse site, administration of town planning scheme, cemetery services and maintenance, environmental protection services and land development services.</p>
<p>Recreation and culture To establish and manage efficiently infrastructure and resources which will help the social well being of the community.</p>	<p>Operations of the Civic Centre (Camel Lane), aquatic centre and beach areas, regional library service, cultural and heritage services and facilities, reserves, parks and gardens.</p>
<p>Transport To provide effective and efficient transport services to the community.</p>	<p>Maintenance of streets, roads, footpaths, street lighting, airport.</p>
<p>Economic services To help promote and market the Shire of Carnarvon to the world and improve the economic well being. To ensure building development regulations are adhered to.</p>	<p>Noxious weed control, tourism and area promotion, building control and services.</p>
<p>Other property and services To ensure works programs are operating efficiently.</p>	<p>Private works operations, public works operations and plant operations.</p>

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

24. FUNCTION AND ACTIVITY (Continued)

(b) Income and expenses

	2023	2022
	Actual	Actual
	\$	\$
Income excluding grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	11,507	90,266
General purpose funding	6,615,340	6,002,587
Law, order, public safety	103,860	36,780
Education And Welfare	28,285	50,465
Health	54,386	39,879
Housing	2,471	535
Community amenities	2,316,116	2,165,685
Recreation and culture	123,706	277,975
Transport	1,034,700	856,718
Economic services	428,653	332,820
Other property and services	217,589	31,688
	10,936,613	9,885,398
Grants, subsidies and contributions and capital grants, subsidies and contributions		
Governance	10,000	72,000
General purpose funding	7,745,378	6,384,000
Law, order, public safety	198,266	540,123
Education And Welfare	340,419	398,546
Health	22,490	4,617
Community amenities	160,114	110,000
Recreation and culture	951,703	681,098
Transport	10,341,692	5,120,829
Economic services	1,207,976	125,396
	20,978,038	13,436,609
Total Income	31,914,651	23,322,007
Expenses		
Governance	(1,563,743)	(1,395,711)
General purpose funding	(209,017)	(347,676)
Law, order, public safety	(1,455,411)	(1,215,081)
Education And Welfare	(896,797)	(774,826)
Health	(476,657)	(643,126)
Housing	(121,472)	(14,599)
Community amenities	(2,477,000)	(2,150,858)
Recreation and culture	(4,693,038)	(4,153,095)
Transport	(17,502,665)	(10,203,013)
Economic services	(2,060,137)	(1,075,124)
Other property and services	(1,310,568)	(1,076,684)
Total expenses	(32,766,505)	(23,049,793)
Net result for the period	(851,854)	272,214
(c) Total Assets		
Governance	3,679,834	261,943
General purpose funding	9,825,313	16,916,651
Law, order, public safety	2,190,578	1,456,304
Health	130,856	410,758
Education and welfare	1,816,772	1,883,472
Housing	646,369	579,579
Community amenities	28,534,551	11,572,034
Recreation and culture	36,611,576	39,859,441
Transport	226,486,695	276,211,349
Economic services	282,798	450,543
Other property and services	1,997,239	2,818,550
Unallocated	10,315,703	4,061,219
	322,518,284	356,481,843

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25. RATING INFORMATION

(a) General Rates

RATE TYPE Rate Description	Basis of valuation	Rate in \$	Number of Properties	2022/23 Actual Rateable Value \$	2022/23 Actual Rate Revenue \$	2022/23 Actual Interim Rates \$	2022/23 Actual Total Revenue \$	2022/23 Budget Rate Revenue \$	2022/23 Budget Interim Rate \$	2022/23 Budget Total Revenue \$	2021/22 Actual Total Revenue \$
Residential	Gross rental valuation	0.117872	1,287	22,297,569	2,626,390	5,687	2,632,077	2,626,390	(10,000)	2,616,390	2,469,056
Commercial/Industrial	Gross rental valuation	0.109181	273	15,578,600	1,700,887	33,378	1,734,265	1,700,887	0	1,700,887	1,604,587
Special Use/Rural	Gross rental valuation	0.117872	57	1,763,232	207,187	9,184	216,371	207,187	0	207,187	195,485
Mining	Unimproved valuation	0.259827	49	833,944	216,694	15,391	232,085	216,694	0	216,694	173,195
Pastoral	Unimproved valuation	0.118312	31	3,131,820	370,532	(4,327)	366,205	370,532	0	370,532	266,894
Intensive Horticultural	Unimproved valuation	0.027126	170	20,882,500	566,459	8,031	574,490	566,459	0	566,459	535,617
Total general rates			1,867	64,487,665	5,688,149	67,344	5,755,493	5,688,149	(10,000)	5,678,149	5,244,834
Minimum payment											
		\$									
Residential	Gross rental valuation	1,228	395	3,300,646	485,060	0	485,060	485,060	0	485,060	457,639
Commercial/Industrial	Gross rental valuation	1,228	59	773,528	72,452	0	72,452	72,452	0	72,452	68,356
Special Use/Rural	Gross rental valuation	1,228	47	440,783	57,716	0	57,716	57,716	0	57,716	54,453
Mining	Unimproved valuation	450	17	81,943	7,650	0	7,650	7,650	0	7,650	6,800
Pastoral	Unimproved valuation	1,228	9	8,700	11,052	0	11,052	11,052	0	11,052	10,427
Intensive Horticultural	Unimproved valuation	1,228	0	129,000	0	0	0	0	0	0	2,317
Total minimum payments			527	4,734,600	633,930	0	633,930	633,930	0	633,930	599,992
Total general rates and minimum payments			2,394	69,222,265	6,322,079	67,344	6,389,423	6,322,079	(10,000)	6,312,079	5,844,826
Specified Area Rates											
		\$									
Coral Bay	Gross rental valuation	0.0724		3,797,846	275,078	0	275,078	264,001	0	264,001	249,058
Ex-gratia Rates											
Dampier Bunbury Pipeline					14,599	0	14,599	14,000	0	14,000	13,630
Total amount raised from rates (excluding general rates)				3,797,846	289,677	0	289,677	278,001	0	278,001	262,688
Concessions							0			(1,228)	0
Total Rates							6,679,100			6,588,852	6,107,514
Rate instalment interest							22,092			18,500	18,605
Rate overdue interest							80,880			62,000	69,236

The rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

26. DETERMINATION OF SURPLUS OR DEFICIT

		2022/23	2022/23	2021/22
	Note	2022/23 (30 June 2023 Carried Forward)	Budget (30 June 2023 Carried Forward)	(30 June 2022 Carried Forward)
		\$	\$	\$
(a) Non-cash amounts excluded from operating activities				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .				
Adjustments to operating activities				
Less: Profit on asset disposals		(16,426)	0	0
Less: Fair value adjustments to financial assets at fair value through profit or loss		(6,451)		(6,994)
Add: Depreciation	10(a)	8,555,020	8,099,260	8,404,280
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		(14,474)	0	33,596
Employee benefit provisions		170,158	0	56,414
Contract liabilities		0	0	(2,279,060)
Non-cash amounts excluded from operating activities		8,687,827	8,099,260	6,208,236
(b) Surplus or deficit after imposition of general rates				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
Adjustments to net current assets				
Less: Reserve accounts	28	(3,898,149)	(3,128,662)	(2,884,570)
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	14	283,785	39,390	46,208
- Current portion of lease liabilities	11(b)	351,698	1,228	303,867
- Employee benefit provisions	15	998,516	579,587	778,494
Total adjustments to net current assets		(2,264,150)	(2,508,457)	(1,756,001)
Net current assets used in the Statement of Financial Activity				
Total current assets		15,123,206	5,823,522	16,102,243
Less: Total current liabilities		(5,034,704)	(3,315,065)	(7,755,148)
Less: Total adjustments to net current assets		(2,264,150)	(2,508,457)	(1,756,001)
Surplus or deficit after imposition of general rates		7,824,352	0	6,591,094

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

27. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual							Budget			
		Principal at 1 July 2021	New Loans During 2021-22	Principal Repayments During 2021-22	Principal at 30 June 2022	New Loans During 2022-23	Principal Repayments During 2022-23	Principal at 30 June 2023	Principal at 1 July 2022	New Loans During 2022-23	Principal Repayments During 2022-23	Principal at 30 June 2023
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Airport Corrective Works		264,239	0	(44,830)	219,409	0	(46,208)	173,201	174,578	0	(47,110)	127,468
Plant and Equipment		0	0		0	1,821,053	(114,792)	1,706,261	0	1,821,053	(110,465)	1,710,588
Total Borrowings	14	264,239	0	(44,830)	219,409	1,821,053	(161,000)	1,879,462	174,578	1,821,053	(157,575)	1,838,056

All loan repayments were financed by general purpose revenue.

Borrowing Finance Cost Payments

Purpose	Note	Loan Number	Institution	Interest Rate	Date final payment is due	Actual for year ending 30 June 2023	Budget for year ending 30 June 2023	Actual for year ending 30 June 2022
Airport Corrective Works		216	WATC	3.05%	24/11/2026	(8,847)	(6,343)	(7,572)
Plant and Equipment		217	WATC	3.79%	12/12/2029	(34,538)	(9,000)	0
Total Finance Cost Payments						(43,385)	(15,343)	(7,572)

* WA Treasury Corporation

SHIRE OF CARNARVON
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FOR THE YEAR ENDED 30 JUNE 2023

27. BORROWING AND LEASE LIABILITIES (Continued)

(b) New Borrowings - 2022/23

Particulars/Purpose	Institution	Loan Type	Term Years	Interest Rate	Amount Borrowed		Amount (Used)		Total Interest & Charges	Actual Balance Unspent
					2023 Actual	2023 Budget	2023 Actual	2023 Budget		
Plant and Equipment	WATC	Debenture	7	3.79%	\$ 1,821,053	\$ 1,821,053	\$ (1,096,053)	\$ (1,821,053)	\$ 65,200	\$ 725,000
					\$ 1,821,053	\$ 1,821,053	\$ (1,096,053)	\$ (1,821,053)	\$ 65,200	\$ 725,000

* WA Treasury Corporation

(c) Unspent Borrowings

Particulars	Institution	Date Borrowed	Unspent Balance 1 July 2022	Borrowed During Year	Expended During Year	Unspent Balance 30 June 2023
Plant and Equipment	WATC	12/12/2022	\$ 0	\$ 1,821,053	\$ (1,096,053)	\$ 725,000
			\$ 0	\$ 1,821,053	\$ (1,096,053)	\$ 725,000

* WA Treasury Corporation

(d) Lease Liabilities

Purpose	Note	Actual				Budget						
		Principal at 1 July 2021	New Leases During 2021-22	Repayments During 2021-22	Principal at 30 June 2022	New Leases During 2022-23	Repayments During 2022-23	Principal at 30 June 2023	Principal at 1 July 2022	New Leases During 2022-23	Repayments During 2022-23	Principal at 30 June 2023
Plant and equipment		734,052	167,020	(317,971)	583,101	69,018	(321,327)	330,792	587,002	0	(310,181)	276,821
Furniture and equipment		0	16,855	(2,334)	14,521	0	(4,098)	10,423	1,614	0	0	1,614
IT Equipment		0	0	0	0	210,548	(5,555)	204,993	0	0	0	0
Total Lease Liabilities	11(b)	734,052	183,875	(320,305)	597,622	279,566	(330,980)	546,208	588,616	0	(310,181)	278,435

Lease Finance Cost Payments

Purpose	Note	Lease Number	Institution	Interest Rate	Date final payment is due	Actual for year ending 30 June 2023	Budget for year ending 30 June 2023	Actual for year ending 30 June 2022	Lease Term
Photocopier			Richo	2.6%	30/11/2025	\$ (378)	\$ 0	\$ 0	4 years
IT Equipment			Integrated ITC		30/05/2026	(614)	0	0	3 years
Vehicles and Plant			Easifleet/SGFleet	Various	Various	(11,895)	(10,643)	(17,992)	Various
Total Finance Cost Payments						(12,887)	(10,643)	(17,992)	

SHIRE OF CARNARVON
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2023

28. RESERVE ACCOUNTS

	2023 Actual Opening Balance	2023 Actual Transfer to	2023 Actual Transfer (from)	2023 Actual Closing Balance	2023 Budget Opening Balance	2023 Budget Transfer to	2023 Budget Transfer (from)	2023 Budget Closing Balance	2022 Actual Opening Balance	2022 Actual Transfer to	2022 Actual Transfer (from)	2022 Actual Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by legislation/agreement												
(a) Sar Coral Bay Waste Reserve Equity	71,876	601		72,477	71,860	0	0	71,860	21,860	50,016	0	71,876
	71,876	601	0	72,477	71,860	0	0	71,860	21,860	50,016	0	71,876
Restricted by council												
(b) Leave Reserve	330,201	23,187	0	353,388	330,125	22,791	0	352,916	230,125	100,076	0	330,201
* (c) Plant Reserve	192,501	748,028	0	940,529	192,457	22,791	0	215,248	192,457	44		192,501
(d) Waste Disposal Reserve	153,359	178	0	153,537	153,324	0	0	153,324	103,324	50,035	0	153,359
(e) Mosquito Management Reserve	6,174	4,066	0	10,240	6,173	800	0	6,973	5,373	801	0	6,174
(f) Asset Upgrades and Renewal Reserve	0	755,314	(190,000)	565,314	0	527,623	0	527,623	0	0	0	0
(g) Emergency Management Reserve	0	289,013	0	289,013	0	288,683	0	288,683	0	0	0	0
(h) Fascine Upgrade and Renewal Reserve	0	395,030	0	395,030	0	394,579	0	394,579	0	0	0	0
(i) Strategic Projects Reserve	0	926,460	0	926,460	0	925,404	0	925,404	0	0	0	0
(j) Blowholes Reserve Management Funds	0	132,829	0	132,829	0	132,750	0	132,750	0	0	0	0
(k) Airport Renewal and Upgrade Reserve	0	59,332	0	59,332	0	59,302	0	59,302	0	0	0	0
(l) Staff Housing Reserve	700,701	0	(700,701)	0	700,540	0	(700,540)	0	700,540	161	0	700,701
(m) Civic Centre Reserve	60,529	0	(60,529)	0	60,515	0	(60,515)	0	60,515	14	0	60,529
(n) Information Technology Reserve	107,090	0	(107,090)	0	107,065	0	(107,065)	0	107,065	25	0	107,090
(o) Airport Reserve	59,316	0	(59,316)	0	59,302	0	(59,302)	0	59,302	14	0	59,316
(p) Surge/Fascine Wall Reserve	414,537	0	(414,537)	0	414,442	0	(414,442)	0	414,442	95	0	414,537
(q) Town Planning Reserve	1,451	0	(1,451)	0	1,451	0	(1,451)	0	1,451	0	0	1,451
(r) Fascine Dredging Reserve	84,712	0	(84,712)	0	84,693	0	(84,693)	0	84,693	19	0	84,712
(s) Flood Mitigation Reserve	11,889	0	(11,889)	0	11,886	0	(11,886)	0	11,886	3	0	11,889
(t) Otc/Nasa Reserve	21,373	0	(21,373)	0	21,368	0	(21,368)	0	21,368	5	0	21,373
(u) Blowholes Reserve	2,751	0	(2,751)	0	2,750	130,000	(132,750)	0	2,750	1	0	2,751
(v) Land & Infrastructure Development Reserve	224,916	0	(224,916)	0	224,864	0	(224,864)	0	224,864	52	0	224,916
(w) Asset Management Reserve	38,905	0	(38,905)	0	38,896	0	(38,896)	0	38,896	9	0	38,905
(x) Emergency Response Reserve	265,463	0	(265,463)	0	265,402	0	(265,402)	0	265,402	61	0	265,463
(y) Country Roads Grading Reserve	135,062	0	(135,062)	0	135,032	0	(135,032)	0	135,032	30	0	135,062
(z) Property Infrastructure Reserve	1,764	0	(1,764)	0	1,764	0	(1,764)	0	1,764	0	0	1,764
	2,812,694	3,333,437	(2,320,459)	3,825,672	2,812,049	2,504,723	(2,259,970)	3,056,802	2,661,249	151,445	0	2,812,694
	2,884,570	3,334,038	(2,320,459)	3,898,149	2,883,909	2,504,723	(2,259,970)	3,128,662	2,683,109	201,461	0	2,884,570

* Includes \$725,000 of loan funds not expected to be utilised until 30/6/2024.

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

**SHIRE OF CARNARVON
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28. RESERVE ACCOUNTS (Continued)

Name of reserve account	Purpose of the reserve account
Restricted by legislation/agreement	
(a) Sar Coral Bay Waste Reserve Equity	To be used for maintenance and capital costs associated with Coral Bay refuse site.
Restricted by council	
(b) Leave Reserve	To fund the current annual and long service leave requirements.
(c) Plant Reserve	To fund the acquisition of new plant as per the Plant Replacement program.
(d) Waste Disposal Reserve	To be used for maintenance or capital expenditure at Brown Range Refuse Site. Annual transfer being revenue as raised by waste charge, less actual expenditure (excluding depreciation) on Carnarvon waste management facilities and service.
(e) Mosquito Management Reserve	To be used for the purpose of delivering services to assist in mosquito management within the Shire of Carnarvon, which includes funding from the Department of Health.
(f) Asset Upgrades and Renewal Reserve	To fund the upgrade and renewal of existing assets.
(g) Emergency Management Reserve	To be used in the preparation for and providing immediate assistance, relief and recovery to the community in response to an emergency within the Shire of Carnarvon.
(h) Fascine Upgrade and Renewal Reserve	To fund the upgrades and renewal of Fascine Infrastructure.
(i) Strategic Projects Reserve	To fund development of strategic projects and new infrastructure.
(j) Blowholes Reserve Management Funds	To fund the implementation of the Blowholes Reserve management plan
(k) Airport Renewal and Upgrade Reserve	To fund upgrades and renewal at the Carnarvon Airport.
(l) Staff Housing Reserve	To be used for major maintenance and capital purchases with respect to staff housing.
(m) Civic Centre Reserve	To be used for major building and equipment upgrades to Carnarvon Civic Centre.
(n) Information Technology Reserve	To be used to fund the Shire of Carnarvon Information Technology Strategy.
(o) Airport Reserve	To be used to contribute to capital costs in relation to the Carnarvon Airport.
(p) Surge/Fascine Wall Reserve	To be used for capital upgrade costs associated with the Fascine Wall.
(q) Town Planning Reserve	To be used to contribute to funding town planning scheme reviews, new scheme & relevant town planning purposes.
(r) Fascine Dredging Reserve	To be used for capital upgrade costs associated with the Fascine Wall.
(s) Flood Mitigation Reserve	To be used to finance Council's obligations with respect to the Flood Mitigation Strategy.
(t) Otc/Nasa Reserve	To be used for the development & conservation of the OTC site.
(u) Blowholes Reserve	To be used to assist with the removal of shack debris and post demolition rehabilitation of shack area.
(v) Land & Infrastructure Development Reserve	To be used for the purchase of land and development of infrastructure within the Shire of Carnarvon.
(w) Asset Management Reserve	To be used for the replacement and improvement of specified assets within the Shire of Carnarvon in accordance with the Shire's Asset Management Plan.
(x) Emergency Response Reserve	To be used in the preparation for and providing immediate assistance, relief and recovery to the community in response to an Emergency within the Shire of Carnarvon.
(y) Country Roads Grading Reserve	To be used for the country roads grading program in seasons when the climatic conditions are suitable.

**SHIRE OF CARNARVON
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FOR THE YEAR ENDED 30 JUNE 2023**

29. TRUST FUNDS

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

	1 July 2022	Amounts Received	Amounts Paid	30 June 2023
	\$	\$	\$	\$
Public Open Space Deposits	140,374	0	0	140,374
Private Works	138,110	0	(76)	138,034
Security Deposits	0	100,000	0	100,000
	<u>278,484</u>	<u>100,000</u>	<u>(76)</u>	<u>378,408</u>



Auditor General

INDEPENDENT AUDITOR'S REPORT 2023 Shire of Carnarvon

To the Council of the Shire of Carnarvon

Opinion

I have audited the financial report of the Shire of Carnarvon (Shire) which comprises:

- the Statement of Financial Position as at 30 June 2023, and the Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Activity for the year then ended
- Notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the financial report is:

- based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2023 and its financial position as at the end of that period
- in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section below.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2023, but not the financial report and my auditor's report.

My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report, or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to the CEO and Council and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Responsibilities of the Chief Executive Officer and Council for the financial report

The Chief Executive Officer (CEO) of the Shire is responsible for:

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the CEO is responsible for:

- assessing the Shire's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the State Government has made decisions affecting the continued existence of the Shire.

The Council is responsible for overseeing the Shire's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial report. The objectives of my audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf.

My independence and quality management relating to the report on the financial report

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Matters relating to the electronic publication of the audited financial report

This auditor's report relates to the financial report of the Shire of Carnarvon for the year ended 30 June 2023 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.



Grant Robinson
Assistant Auditor General Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
19 December 2023