

CORPORATE BUSINESS PLAN

2023-2027



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



Acknowledgement of our Traditional Custodians

The Shire of Carnarvon acknowledges and respects the Yinggarda (Carnarvon) and Baiyungu (Coral Bay) as the traditional custodians of the lands where we live and work. We pay our respects to Elders, past, present and emerging. The Shire of Carnarvon is committed to honouring the traditional custodians' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society. The Shire's commitment to reconciliation is embedded in our Reconciliation Action Plan available [here](#).



Foreword

Growing our Horizons

I am pleased to present the Shire of Carnarvon's Corporate Business Plan.

This plan is based on the Strategic Community Plan and represents the first four years of actions we will take to progress the needs and aspirations of our community.

We have built the actions in this Corporate Business Plan from the ground up by first ensuring that our team has a clear understanding of the Objectives the community has set us in the Community Plan. Staff were then able to critically examine what they were currently doing and either align their work or propose new actions for the next four years. These actions have been assessed for their impact (eg. financial and staff capacity) and also shared widely in our organisation to find synergies and improvements.

This process makes me confident that this Plan will help us work with and for the community to Grow Our Horizons.

Andrea Selvey, Chief Executive Officer



Our Departments

WHAT IS OUR ROLE, OUR CONTRIBUTION AND OUR PLACE?

COMMUNITY AND CULTURAL DEVELOPMENT

We support our community to flourish by creating, maintaining and activating spaces for the community. We deliver programs for our whole community from youth to seniors. We help enable good health and promote lifelong learning. We showcase our inclusive identity through our history and diversity. We believe this raises Carnarvon's reputation and appeal as a place to live, work, play and invest.

TOURISM AND ECONOMIC DEVELOPMENT

We support the Shire's commitment to growing the economy by leading a holistic approach to economic development that relies on building vibrancy and activation across the whole organisation. We encourage business at all stages of development and facilitate interactions with government and private industry. This reduces barriers for existing and start-up businesses to grow making Carnarvon a more attractive investment destination.

INFRASTRUCTURE

We create, maintain and improve infrastructure to Grow our Horizons. Our infrastructure boosts economic development and protects the human and natural environment. We use infrastructure to enhance our culture and heritage and create livable and beautiful places. We take care of our assets and plan for future opportunities.

PLANNING/REGULATORY

We use a planning perspective to maintain and manage orderly growth and development for a safe, healthy and sustainable community. We provide professional prompt, and predictable regulation and education to our internal partners and external customers.

ENVIRONMENTAL HEALTH

We assess and manage risks to public health, safety and well-being to promote a healthy environment for our community. We provide environmental health-related regulation and programs within the district including guidance and education, and we assist the Shire in its own activities that have relevance to environmental health.

EXECUTIVE

We encourage an environment of safe, high performing people who work in a strategic and holistic way in service to the residents of the Shire. We build and maintain good relationships internally and externally through modelling and living our values.

FINANCE

We facilitate smooth financial flows between the Shire, our customers and ratepayers. We ensure the Shire is soundly internally financially managed at a strategic and operational level.

PEOPLE CULTURE AND SYSTEMS

We support our employees to achieve excellence by providing systems and processes that enhance productivity and compliance across workplace health and safety, governance, information systems, and, people and culture services to support the Shire in achieving the Community's objectives.

Structure and use of this Plan



Structure

This Corporate Business Plan (CBP) is structured around the Vision created by the 6701 community in mid 2022.

Specifically:

- 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.



Use

This CBD will be used in numerous ways including:

- Budget setting.
- Assessing a new project or opportunity.
- Setting Council Agenda items.
- Generating job descriptions.
- Professional Development and Performance Reviews.
- Planning annual activities.
- Reporting to the community and Council and generally measuring success to ourselves and the community.

The Community Jury also created Objectives to achieve this Vision and each Department has listed both the current and new actions they will be taking over the next four years in service of the Objectives. The structure of these departments is shown on the final page of this document.



List of Community Objectives

These Community Objectives form the major sections of the plan, in addition to support roles that are provided by some departments.

1. 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. 01
2. Our economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grow our horizons. 06
3. Our sustainable livelihoods create a community that can flourish into the future. 14
4. Our holistic health care facilities provide services from the womb to the grave. 24
5. Our educational opportunities from early childhood to adulthood are tailored and relevant to the individual. 27
6. Our infrastructure, housing and amenities are high quality and accessible. 32
7. Our community acknowledges our history and celebrates our diverse cultures. 41
8. Our community is engaged, inclusive and supportive. 46

Community Objective 1

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.



Current Activity	How does this contribute to the Objective?	Who else can help?
After School Youth Hub - a centre for activities for school aged youth after school until early evening.	Lack of activities for school aged children after school hours can lead some youth to engage in antisocial activities (eg. vandalism, disruption etc). This decreases perceptions of safety and cohesion. Providing a space which is safe and has interesting alternatives to this until early evening can reduce such behaviour.	Community. Volunteers can provide time to assist in activities.
Actively provide, manage and maintain a diverse range of facilities for hire to support networking and collaboration opportunities between government agencies and community groups.	Enables coming together to work collaboratively towards positive outcomes. Offers a neutral, centrally-located space allowing for open and safe discussions.	Requires support agencies and groups to buy-in to get full participation.
Provide digital literacy support and tuition, including online learning (Be Connected Program), personal digital device tech help, promoting e-smart safe online practices.	Lack of support could lead to unsafe digital practices which expose community members to cyber risks as well as inappropriate digital behaviour. Engaging people with the tuition materials may lead to improved awareness and thus reducing these risks.	Community. Trained volunteers can provide support in these safe practices.
Offer a well-resourced safe space where people can come together to relax, learn and enjoy the library and art gallery services.	The library and art gallery enables access to an alternative 'third' space (as distinct from home or work) for community members for all walks of life and status to come and interact together or individually.	
Community Night Patrol - providing safe transport to a safe space for youth on the streets at night.	Reduces the opportunity for youth to engage in antisocial behaviour at night on Carnarvon streets. Also reduces the risk to those youth of being unsupervised at night on the streets.	Partner with other agencies that address antisocial behaviour.
Continue to inform and lobby State and Federal Government on issues affecting our community	Other levels of government have the power, resources and responsibility to help address the issues that affect Carnarvon.	State and Federal Government Departments and Ministers.



New Activity	How does this contribute to the Objective?	Who else can help?
Upgrade Skate Park and create Pump Track.	Interesting physical activity may reduce inclination and opportunity for antisocial behaviour.	Infrastructure
Introduce the Be Connected Youth Mentor: Intergenerational program between secondary school students and older community members.	Supports digital literacy development while facilitating valuable social interactions and a greater sense of community. Lack of support could lead to unsafe digital practices which expose community members to cyber risks as well as inappropriate digital behaviour. Engaging people with the tuition materials may lead to improved awareness and thus reducing these risks.	Community. Trained volunteers can provide support in these safe practices.
Renew funding for Community Night Patrol	This reduces the risk and opportunity for youth engaging in antisocial behaviour at night on Carnarvon streets.	Partner with other agencies that address antisocial behaviour.
Investigate value of complementary community safety initiatives such as Eyes on the Street and Neighborhood Watch.	Proven programs to involve the broader community in contributing to safety can be part of a unified and secure 6701.	Infrastructure.



Our community is safe and harmonious.



Current Activity	How does this contribute to the Objective?	Who else can help?
Maintain quality streetlighting.	Perceptions of safety are greater in well lit areas. People are less likely to engage in antisocial behaviour in well lit areas.	Horizon Power
Maintain CCTV in town.	CCTV contributes to perceptions of safety and allows follow up on crime and anti-social behaviour.	State Government.
Maintain Security Patrols in Town.	Private patrols can add extra surveillance resources to police resources. Visible patrols also increase perceptions of security.	

New Activity	How does this contribute to the Objective?	Who else can help?
Conduct survey and install more streetlighting (or brighter streetlighting) in darker areas of town.	Perceptions of safety are greater in well-lit areas. People are less likely to engage in antisocial behaviour in well-lit areas	Horizon Power
Review and prioritise CCTV requirements.	Increasing the amount of CCTV may provide good return on investment for increases in perceptions of safety and decrease in antisocial behaviour but this needs to be assessed.	State Government.
Review patrol requirements and action as needed.	Increasing security patrols may provide good return on investment for increases in perceptions of safety and decrease in antisocial behaviour but this needs to be assessed.	
Have greater community involvement in project planning.	Greater involvement is part of joint responsibility for creating a safe and unified region.	Community Members and stakeholders plus various departments depending on projects.



Current Activity	How does this contribute to the Objective?	Who else can help?
Ensure safety and amenity standards are upheld through Ranger Services	Provides on-ground support for safety and standards around cats, dogs, wildlife, camping, parking, illegal dumping and firebreaks.	State and Federal Government.

Current Activity	How does this contribute to the Objective?	Who else can help?
Create and advocate for the Intensive Family Intervention Strategy.	Offers solutions that have been developed locally by community leaders.	State and Federal Government.
Support a community emergency services manager to ensure we are prepared for and can respond to, and recover from, emergencies and natural disasters.	Coordinates a community wide response before, during and after emergencies that can threaten the safety of residents.	

New Activity	How does this contribute to the Objective?	Who else can help?
Develop and nurture community Emergency Services volunteerism through 38 hours of paid Voluntary Emergency Services leave for all Shire staff.	Encourages staff to lead by example in cooperative activities to increase community safety and disaster response.	Volunteer emergency services organisations (eg. marine rescue, bush fire brigade).



Community Objective 2

Our economy fosters investment and productivity in industries befitting Carnarvon's physical and natural environment and that grow our horizons.



Current Activity	How does this contribute to the Objective?	Who else can help?
Actively provide, manage and maintain a diverse range of facilities for hire to support networking and collaboration opportunities between businesses.	Enables coming together to work collaboratively towards positive outcomes. Offers neutral, centrally-located spaces allowing for open, safe discussions. Enables access to suitable premises for regional business service engagement and delivery.	Requires awareness and buy-in from businesses to be fully effective.
Provide Internet access via public computers, wi-fi, including print, photocopy, scanning and fax services	Enables business continuity and access to mobile office services for those travelling within the region. Support emerging business with access to business infrastructure.	
Activate the Civic Centre and Camel Lane Theatre to deliver appropriate programming and events.	Activation takes a space and populates it with engaging events and programs that boosts, tourism, the local economy and businesses.	Tourism and Economic Development

New Activity	How does this contribute to the Objective?	Who else can help?
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.	Keeping abreast of emerging developments will allow the Shire to offer economically beneficial services like a mobile office for those travelling within the region.	



Current Activity	How does this contribute to the Objective?	Who else can help?
Small Business Friendly Local Government Program participation	This program systematically supports local governments to enable the growth and flourishing of small business.	
Provide local knowledge and data about demand drivers for tourism development	Currently, tourism strategies and activities are partially driven by assumptions and data on what drives tourists to visit (or not) Carnarvon. Further and more recent data is required to check the effectiveness of Shire activities.	GDC, Tourism WA, Local Businesses
Provide potential investors with opportunities to develop a presence and network in the community	Investor confidence to support local projects is enhanced by developing relationships with relevant local organisations and individuals.	CCCI



New Activity	How does this contribute to the Objective?	Who else can help?
Trails development - as an implementation of tourist identity to connecting assets Carnarvon already has through design and signage.	This is an implementation of the Tourist Identity program - a unified path to areas that comprise Carnarvon's Tourist Identity to make it easy for tourists to visit the highlights of the area and reinforce that identity.	Private businesses located at Trail points. Infrastructure.
Encourage private investment into tourist accommodation and infrastructure	More investment into tourist infrastructure is generally positive but the Shire has limited resources to devote to this area. Leveraging private support for infrastructure that benefits the provider and the greater economy would boost total investment.	CCCI, GDC, JTSI, DPLH
Create economic development strategy which includes tourism and population considerations.	A clear and accountable strategy to improve economic development and the links between this and tourism and population will map out ways to improve the local economy.	
Register Coral Bay as an Astro Tourism Town providing opportunities to tap into the night time economy.	Including Coral Bay in this network will create greater opportunities to leverage its natural advantages.	Astrotourism WA, neighbouring Shire's
Take a place-based approach to activate the Carnarvon CBD.	Economic growth at the local level can be fostered efficiently by a program of creating vibrant, 'activated' existing spaces in the CBD.	Community and Cultural Development.
Actively seek out funding opportunities from 3rd parties. (eg. grant funding, partnerships etc.)	Leveraging partnerships and sponsorships with appropriate partners improves the cost efficiency of Shire operations and programs.	Executive.



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Collaborate with internal units to produce an Economic Development Strategy that is informed by, and aligned with, planning perspectives.</p>	<p>Economic development is enhanced when aligned with the good, orderly planning to deliver certainty and economic benefits that accrue to the whole community.</p>	<p>Other Internal units (eg. Tourism and Economic Development)</p>
<p>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 and Miaboolya Beach.</p>	<p>Economic development and tourism are enhanced when camping areas (existing and future) are properly managed.</p>	<p>DPLH and DBCA and other internal units) eg. Tourism and Economic Development and Infrastructure)</p>
<p>Identify appropriately located underutilised Shire and State-owned land and facilitate release for residential development or aged care accommodation.</p>	<p>This will help ease the housing shortage and help boost development confidence in the town.</p>	<p>Tourism and Economic Development and the GDC.</p>
<p>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.</p>	<p>Onsite systems can reduce the costs of development related to sewerage systems.</p>	



Current Activity	How does this contribute to the Objective?	Who else can help?
Provide and maintain airports at Carnarvon and Coral Bay.	Regional airports provide an important economic enabler for tourism and general economy enhancing transport.	
Progress program to relocate existing Airport, including economic and logistic modelling, working groups and grant funding.	An improved and relocated airport would open 6701 to offshore primary producer sales, allow workforce deployment for green energy projects and frees up protected land for housing.	

New Activity	How does this contribute to the Objective?	Who else can help?
Target forward planning over the next 5 year work budget toward road maintenance that supports commercial growth.	Investment is more likely to occur in an economy if infrastructure like roads are of high quality and fit for commercial use.	
Target forward planning over the next 5 year work budget toward road <u>upgrades</u> that support commercial growth.	Investment is more likely to occur in an economy if infrastructure like roads are of high quality and fit for commercial use.	



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Support the tourist economy by upgrading existing facilities and infrastructure in Town Centre.</p>	<p>Improving features like:</p> <ul style="list-style-type: none"> • Entry Statements, • Long Vehicle parking, • Van Dongen Park, • The Fascine, • Town Beach Parking, • Carnarvon Road Tree Avenue, <p>have a disproportionate impact on impressions of Carnarvon. Attractive streetscapes and parks and quality parking are part of creating positive experiences for tourists.</p>	<p>Tourism and Economic Development.</p>
<p>Support the tourist economy by upgrading existing facilities and infrastructure in the Town surrounds.</p>	<p>Improving features like:</p> <ul style="list-style-type: none"> • Pelican Point parking, • Bush Bay, • Coastal shelters, • Miaboolya Beach signage, <p>have a disproportionate impact on impressions of Carnarvon. Attractive streetscapes and parks and quality parking are part of creating positive experiences for tourists.</p>	<p>Tourism and Economic Development.</p>
<p>Maintain and upgrade erosion control and dune/coastal protection at critical points across Shire (including Pelican Point, the Blowholes area and the Aquarium).</p>	<p>Protects the natural environment that is part of Carnarvon's identity.</p>	



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Implement policies that support local businesses such as 'Buying Local' - regional price preferences for Shire procurement and prompt creditor payment.</p>	<p>The way the Shire conducts its own purchasing can improve local business cashflows and income.</p>	

New Activity	How does this contribute to the Objective?	Who else can help?
<p>Support and facilitate land tenure arrangements for new and emerging businesses and industries that benefit the current and future generations of residents.</p>	<p>Development of appropriate industries in the Gascoyne region that plays to the economic strengths of the region.</p>	<p>State Government.</p>



Community Objective 3

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



Current Activity	How does this contribute to the Objective?	Who else can help?
Provide information and reference services which support individual needs in an increasingly digital society.	Lack of access to information can result in people being mis-informed and isolated which affects wellbeing and functionality. Staying in touch and with access to these services results in a more connected community.	
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.	Enables skill development which supports access to educational / employment opportunities. Without public access, individuals may not otherwise have the financial capacity to purchase equipment limiting ability to develop skillsets.	
Provide a study Hub for Geraldton Universities Centre	Enables access to supported university degree level study while living in Carnarvon.	Partner with Geraldton Universities Centre or TAFE to provide equipment or facilities.
Provide a Homework Hub for after school study	Enables access to a safe and focused study space which will support enhanced educational outcomes.	Community volunteers can be engaged to offer tuition support.



New Activity	How does this contribute to the Objective?	Who else can help?
<p>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).</p>	<p>Continually refreshes skill development which supports access to educational / employment opportunities. Without public access, individuals may not otherwise have the financial capacity to purchase equipment limiting ability to develop skillsets.</p>	
<p>Support the mapping of Carnarvon Key Service Providers to ascertain efficiencies and gaps in service delivery.</p>	<p>Currently, a number of programs, providers and organisations operate to assist different parts of the community with different issues that impact lives and livelihoods. There is no current way of understanding where gaps exist and what impact their efforts are having.</p>	<p>GDC and various Grant organisations and mapping specialists.</p>



Current Activity	How does this contribute to the Objective?	Who else can help?
Encourage private investment opportunities through early engagement, open conversation, advocacy and promotion of the region	Private investment is more likely to occur if investors are approached early in open conversations about the strengths of the region. Investors will see the region as a more attractive and trustworthy opportunity.	CCCI, Gwoonwardu Mia, YAC, NTGAC, GDC, JTSI, Tourism WA, NERA Energy Cluster
Support tourism development that complements our natural advantages such as beach side links to trails and signage	Shire and private investment in beach side developments enhance the tourism value of Carnarvon. This can be leveraged to contribute to the Tourist Identity and Trails project.	Private developers, DLGSC, Lock Hospital Group, YAC, NTGAC
Streamline Shire approval processes to encourage start-up enterprises and grow existing businesses	Starting up and growing local businesses can be difficult and there is some evidence that current approval processes are may be overcomplicated for its purpose.	
Supporting design concept development for Bibbawara Bore	There is currently considerable organic interest in the Bore as a tourism site. However it requires significant work to make it a safe and a high quality attraction that can add to the Tourism Identity and attractions of the Shire. Such an increase in attractions is likely to support livelihoods in this sector.	Friends of Bibbawarra Bore, Astro-Tourism WA, Tourism WA, YAC.
Support the CCCI to develop capacity and capability to service local business support requirements (eg. training)	Local businesses may have the motivation and intention to succeed but are prevented from doing so by a lack of capacity and capability.	GDC, RDA, CCCI, State and Federal Government agencies can supply funding and skills to support capability boosting.



Current Activity	How does this contribute to the Objective?	Who else can help?
Continue Astro-Tourism Towns Project, Visitor Centre promotional activities, and engagement with tourism providers	Supporting existing programs to encourage the tourist industry supports the continuance and growth of livelihoods associated with this sector.	Astro-tourism WA, Tourism WA, Gwoonwardu Mia
Improve town aesthetics and amenity to encourage community pride, action and investor confidence.	Having a pleasant and functional urban environment can support fulfilling livelihoods.	Private business, State Government Agencies, Third Party Funding Partners
Trails development planning - connecting tourism destinations, signage, improved walkability, cultural walking tour opportunities and education.	This is planning for the implementation of the Tourist Identity program - a unified path to areas that comprise Carnarvon's Tourist Identity to make it easy for tourists to visit the highlights of the area and reinforce that identity.	Private businesses located at Trail points.

New Activity	How does this contribute to the Objective?	Who else can help?
Create a suite of shovel ready projects, including business case development, to access funding when an opportunity arises.	Enabling participation in grant funding opportunities as they arise will boost the Shire's economy.	Executive. Infrastructure.



New Activity	How does this contribute to the Objective?	Who else can help?
<p>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.</p>	<p>Intelligence on where demand and opportunities exist for land development within Carnarvon is currently limited. An audit will allow stronger encouragement of development that will support livelihoods.</p>	<p>Planning Department, GDC, DPIRD, DPLH, DoC</p>
<p>Advocate to State/Federal Government for infrastructure to support a growing population including housing, childcare, training facilities, logistics routes.</p>	<p>Infrastructure to support high quality jobs and livelihoods is often outside of the control of the Shire and requires advocacy to make external agencies aware of needs of the community in the present and future.</p>	<p>Various other government agencies have direct control.</p>
<p>Support local businesses to adopt environmentally sustainable practices including renewable energy and reusable containers.</p>	<p>As part of the general support to local businesses a specific attempt to enable changes to their practices to reduce their environmental impact will allow livelihoods to become more environmentally sustainable.</p>	<p>Business owners.</p>
<p>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.</p>	<p>Starting up and growing local businesses can be difficult and there is some evidence that current approval processes are may be intimidating for the inexperienced. This can make it harder for those trying to establish new businesses as a livelihood.</p>	



New Activity	How does this contribute to the Objective?	Who else can help?
Develop Bibbawara Bore, acknowledging its cultural and ecological significance.	There is currently considerable organic interest in the Bore as a tourism site. However, it requires significant work to make it a safe and a high-quality attraction that can add to the Tourism Identity and attractions of the Shire. Such an increase in attractions is likely to support livelihoods in this sector.	Friends of Bibbawarra Bore, Astro-Tourism WA, Tourism WA, YAC
Work with State and Federal Governments and private investors to resolve housing shortages and encourage people to live and work in the community.	Housing shortages impacts on community livelihoods by increasing personal cost or decreasing their willingness to work locally.	GDC, plus various other government agencies as well as private developers have direct control
Define Carnarvon's Townsite tourism identity and develop promotional materials for the domestic and international markets.	Tourism in Carnarvon currently has no distinct and vibrant identity in the mind of the tourist market (ie. vivid images and locations that are associated with Carnarvon like those associated with Broome). This makes the marketing of Carnarvon as a tourist destination less effective and results in reduced livelihood opportunities.	JTSI, Tourism WA, Astro-tourism WA, Friend's of Bibbawarra Bore, Gwoonwardu Mia, YAC, NTGAC.
Tourist Trails construction following development.	This is the implementation of the Tourist Identity program - a unified path to areas that comprise Carnarvon's Tourist Identity to make it easy for tourists to visit the highlights of the area and reinforce that identity.	DLGSC. Lock Hospital Working Group
Create economic development strategy which includes tourism and population considerations.	A clear and accountable strategy to improve economic development and the links between this and tourism and population will map out ways to improve the livelihood for all of Carnarvon.	YAC, NTGAC, JTSI, Tourism WA, GDC, private developers



Current Activity	How does this contribute to the Objective?	Who else can help?
Mosquito management.	Carnarvon can be subject to high numbers of mosquitoes. Mosquito numbers can be managed by understanding the local ecology, monitoring, timely treatment of breeding areas and by physical modification that decrease the reliance on pesticides and work with nature to maintain a balanced ecology. Street fogging is available as a backup if mosquitoes reach high numbers.	Department of Health medical entomology team provides specialist advice and the Mosquito Control Advisory Committee provides annual CLAG funding
Environmental health internal professional services - waste management.	Provide technical input to the operation and management of waste facilities including environmental reporting, advice and liaising with DWER	Department of Water and Environment Regulation
Environmental health internal professional services - recycled water.	Provide technical input to the operation and management of effluent ponds and recycled water irrigation scheme including statutory reporting, regular water quality testing, advice and liaising with relevant government departments.	Department of Health and DWER
Environmental health professional services - environmental waters.	Water quality testing to check the condition of the Fascine waters and Chinaman Pool	Department of Health



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Investigate opportunities to reduce, reuse, recycle and divert waste from landfill including (but not limited to) :</p> <ul style="list-style-type: none"> • scrap metal • tyres • cardboard • plastics • organics • greenwaste • glass 	<p>Reduction, reuse and recycling is more sustainable than disposal in landfill.</p>	
<p>Support domestic recycling opportunities through the "Containers For Change" Program.</p>	<p>Glass, plastic and aluminium container recycling is more sustainable than disposal in landfill.</p>	<p>Containers for Change as the providers of the program.</p>
<p>Introduce a public awareness campaign on illegal dumping, reuse and recycling.</p>	<p>Disposal, reuse and recycling of materials contribute to sustainable lifestyles.</p>	

Infrastructure



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>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.</p>	<p>Adhering to the Scheme provides stability that supports investment.</p>	

New Activity	How does this contribute to the Objective?	Who else can help?
<p>Prepare and deliver Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) by end of 2024.</p>	<p>CHRMAP will put in place a long-term plan that will identify what assets along the coast are to be protected and how we will manage our coast now and into the future.</p>	<p>Funding from State and Federal Governments.</p>



Community Objective 4

*Our holistic health care facilities
provide services from the womb to
the grave.*



Current Activity	How does this contribute to the Objective?	Who else can help?
Maintain Carnarvon cemetery.	Supports a respectful internment for community at the end of life.	

New Activity	How does this contribute to the Objective?	Who else can help?
Expansion of existing lawn cemetery and columbarium.	Supports a respectful internment for community at the end of life.	

Current Activity	How does this contribute to the Objective?	Who else can help?
Advocate for improvements to local health services.	Supports the provision of health services to the Carnarvon community at all levels.	State and Federal Governments.
Provide local ambulance service with land for their activities.	Supports the operation of local emergency health services.	St Johns Ambulance.
Support a space for active aging activities for seniors.	Having a space like the Carnarvon Community and Senior Citizens Club supported with a Tier 1 (not for profit) nominal lease removes some of the barriers to active aging.	
Continue to nurture community ambulance volunteerism through 38 hours of paid Voluntary Emergency Services leave for all Shire staff.	Encourages staff to lead by example in cooperative activities to increase community health response.	St Johns Ambulance.



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Offer programs in partnership with other support services that promote health and wellbeing.</p>	<p>Enables access to health information/support which individuals may not normally seek out. Enables networking opportunities between participants for information sharing and wellbeing support.</p>	<p>Various Partners for co-delivery of program.</p>



Our health and learning opportunities serve our community.



Community Objective 5

Our educational opportunities from early childhood to adulthood are tailored and relevant to the individual.



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>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.</p>	<p>Lack of free access to age/cultural/linguistically appropriate materials means that individuals may not be able to fully participate in society, including accessing further education or entering the workforces</p>	
<p>Offering reference services which support community needs in accessing information in order to fulfil daily tasks, including education and employment.</p>	<p>Offers everyone free access to suitable materials and support in finding information, including skill sharing. It prevents community members from missing out on opportunities due to lack of information access.</p>	
<p>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.</p>	<p>Lack of programming for all ages may result in limited opportunities for certain individuals.</p>	
<p>Offer Home Library Service for community members who are unable to attend the facility due to mobility and/or health restrictions.</p>	<p>Without Home Library Delivery, individuals may not have access to materials/information which may restrict their educational opportunities and wellbeing.</p>	
<p>Offer a diverse calendar of art gallery exhibitions (supporting local, Gascoyne and touring art), with accompanying learning and engagement opportunities.</p>	<p>Providing a mix of local/Gascoyne artwork and touring exhibitions may attract different audiences within the community. Provides greater connection with local and Gascoyne artists in supporting their practices.</p>	
<p>School holiday and after school support programs to assist educational achievement and life skills.</p>	<p>Enhances existing and alternative avenues of education mentoring and modelling positive behaviours.</p>	



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Offer supplementary Shire digital collection to supplement and meet heavy demand (long waiting periods) for state-funded e-Resource materials access.</p>	<p>Lack of free access to age/cultural/linguistically appropriate materials means that individuals may not be informed nor have the capacity to fully participate in society, including accessing further education or entering the workforces.</p>	
<p>Support education through access to free online learning software.</p>	<p>Offers everyone free access to suitable materials and support in finding information, including skill sharing. In offering these services, it prevents community members from missing out on opportunities due to lack of information access.</p>	
<p>Review/assess the current literacy development, learning and development programs through community consultation and revised according to interest and need.</p>	<p>Lack of programming for all ages may result in limited opportunities for certain individuals;</p>	
<p>Develop a broader connection with local/Gascoyne artists/groups to ascertain interest in the exhibition space, support their development and enhance the programming.</p>	<p>Providing a mix of local/Gascoyne artwork and touring exhibitions aims to present a variety of artwork which may attract different audiences within the community with something of interest for all. Provides greater connection with local and Gascoyne artists in supporting their practices.</p>	



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Support community knowledge through incorporation of educational components to infrastructure projects using mediums such as signage.</p>	<p>Supports ongoing learning for all walks of life in the context of their everyday use and physical interaction with infrastructure.</p>	

New Activity	How does this contribute to the Objective?	Who else can help?
<p>Support community knowledge through incorporation of educational components to infrastructure projects using mediums such as QR codes/technology.</p>	<p>Supports ongoing learning for all walks of life in the context of their everyday use and physical interaction with infrastructure with contemporary technology.</p>	



Our health and learning opportunities serve our community.



New Activity	How does this contribute to the Objective?	Who else can help?
<p>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.</p>	<p>Having the appropriate sites reserved for education opportunities can facilitate those opportunities being realised.</p>	

New Activity	How does this contribute to the Objective?	Who else can help?
<p>Promote and support work experience, cadetships and traineeships in a variety of Shire departments.</p>	<p>Provide opportunities for local young job seekers more career path options in Carnarvon.</p>	



Community Objective 6

Our infrastructure, housing and amenities are high quality and accessible.



Current Activity	How does this contribute to the Objective?	Who else can help?
Maintain regular Library opening hours of five days (Tuesday to Saturday) with a total of 34 hours per week open.	The current days/times are in response to a 2020 survey and can be supported by the current staffing model.	
Offer a well-resourced community hub where people can come together to relax, learn and enjoy the library and art gallery services and spaces.	Requires appropriate community-led programming, suitable equipment and furniture; this will be determined by budget available for staffing, service delivery and capital purchasing.	
Offer a diverse calendar of art gallery exhibitions (supporting local, Gascoyne and touring art), with accompanying learning and engagement opportunities.	Enhances the art gallery profile, promotes the calendar of events and entices tourists to stay longer and visit the various venues, including the exhibitions.	
Offer an array of culturally appropriate, quality events which are appealing to a wide range of audiences.	Leveraging our planned and existing places and spaces for high quality events will boost amenity.	
Provide an array of after-school programs for children and youth, supporting literacy, cultural and educational development.	Leveraging our planned and existing places and spaces for after school events will boost amenity for youth.	
Upgrade and revitalise skate park and develop pump track.	High quality youth infrastructure improves multiple objectives in the strategic community plan.	Infrastructure.



New Activity	How does this contribute to the Objective?	Who else can help?
Improve Cinema Projection Room and Gold Class seating.	Improving Cinema infrastructure will boost town amenity for residents.	Infrastructure.
Survey the community regarding library/gallery opening hours to ascertain if the days, times are serving their needs and/or meeting minimum standards.	The current days/times are in response to a 2020 survey and can be supported by the current staffing model.	
Assess ways to meet community demands for fit-for-purpose facilities for sport, recreation and culture, including the Jim Richards Building and Town Oval.	Having a clear idea of the needs of existing and potential users for the Shire facilities will allow options to be assessed (eg. new facilities, existing facilities, revamped facilities etc) along with associated costs and benefits.	Infrastructure. Tourism and Economic Development.
Develop a marketing strategy which will effectively bring greater awareness to the art gallery calendar of exhibitions.	Enhances the art gallery profile, promotes the calendar of events and entices tourists to stay longer and visit the various venues, including the exhibitions.	
Assess feasibility of revitalising the entire recreational precinct (eg. Aquatic park, skate park and basketball space).	High quality youth infrastructure improves multiple objectives in the strategic community plan.	Infrastructure.



Current Activity	How does this contribute to the Objective?	Who else can help?
General administration of environmental health related laws and standards.	Environmental health related laws cover various aspects of the built environment that may affect health and wellbeing.	The State Government.
Environmental health regulatory services - licenses/ registrations/ approvals.	Activities or premises such as Food Businesses, Public Buildings, Lodging houses, Caravan Parks and installation of onsite wastewater treatment systems require statutory approvals to be assessed in a timely manner and good decisions made for maximum amenity.	The State Government.
Environmental health regulatory services - inspections.	Periodic environmental health inspection of licensed or registered premises to assess minimum standards of health and hygiene/safety produces safer infrastructure.	The State Government.
Timely and appropriate response to environmental health related complaints.	Where appropriate a local government should mediate and intervene in complaints according to environmental health related legislation and local laws.	The State Government.



Our places nurture our past, present and future.



Current Activity	How does this contribute to the Objective?	Who else can help?
Provide planning services so that the infrastructure and housing within the Shire is orderly, high quality and sustainable.	Services that ensure quality development include; clear and reliable advice on planning, timely assessment of development proposals according to legislation and community aspirations, creating strategic planning projects, forming policy and guidelines, and adjusting/administering the Local Planning Scheme.	Relevant codes, standards and legislation or delegated government organisations.
Provide regulation services so that the construction of infrastructure and housing within the Shire is orderly, high quality and sustainable.	Building regulatory work within Shire that makes for high quality development includes; clear and reliable advice on statutory building matters and the timely issuing building consents/permits for all new developments, garages, swimming pools and other property alterations to ensure legal compliance.	Relevant codes, standards and legislation or delegated government organisations.

New Activity	How does this contribute to the Objective?	Who else can help?
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.	A current collaborative structure plan will guide the growth and amenity of Coral Bay township.	Tourism and Economic Development. State Government (funding).
Amend and update local planning strategy for the 6701 region.	A inclusive and well thought out planning strategy will guide the growth and amenity of the development of the whole region for the next decade.	State Government (funding).



Current Activity	How does this contribute to the Objective?	Who else can help?
Maintain and make provision for upkeep of the Carnarvon Fascine.	Maintenance of this valuable waterway infrastructure allows access to the strengths of Carnarvon.	
Provide kerbside waste collection and landfill disposal in Carnarvon and landfill disposal in Coral Bay.	Safe and sustainable disposal of residential waste requires reliable infrastructure.	
Develop a Road Policy/Strategy to maintain and manage local government roads and bridges according to their need and use.	Safe roads and bridges are an important part of the Shire infrastructure.	
Maintain and manage local government buildings and their equipment according to their need and use. (eg. library, library shelves cinema building, cinema furniture etc).	Libraries and other civic buildings, as well as the associated equipment are an important part of the Shire infrastructure.	Community and Cultural Development
Maintain street cleanliness, parking, signage and lighting.	Cleanliness and order can create a sense of security and pride in Carnarvon.	
Develop and implement an Asset Management plan that gives priority to a 10-year Plant and Equipment replacement program.	Delivers Plant & Equipment that provides an agreed level of service in the most cost-effective manner.	Executive



Current Activity	How does this contribute to the Objective?	Who else can help?
Upgrade and revitalise skate park and develop pump track.	High quality youth infrastructure improves multiple objectives in the strategic community plan.	Community and Cultural Development.
Review possibilities of improved street numbering for Town.	Street numbering could improve the sense of pride, amenity and attractiveness of the Town.	Community and Cultural Development. Executive.
Review streetscape and verge policies and programs to improve amenity of Town.	Verges and Streetscapes improve the sense of pride, amenity and attractiveness of the Town.	Community and Cultural Development. Executive.
Maintain and provide quality swimming pool and water features for community use.	A safe and enjoyable space for swimming is a key amenity for Australian local governments.	



New Activity	How does this contribute to the Objective?	Who else can help?
Create a suite of shovel ready projects, including business case development, to access funding when an opportunity arises.	Enabling participation in grant funding opportunities as they arise will boost the quality of the Shire's infrastructure.	Executive, Tourism and Economic Development.
Develop a business case for funding for the realignment/upgrade of coastal road between the Blowholes and Coral Bay as a 2WD sealed tourist drive.	This commonly used road holds great amenity for parts of the community.	
Develop a road network improvement strategy that is linked to Shire economic development plan.	A targeted strategy for network improvement will provide a multiplier effect when linked to economic development.	
Assess feasibility of revitalising the entire recreational precinct (eg. Aquatic park, skate park and basketball space).	High quality youth infrastructure improves multiple objectives in the strategic community plan.	Community and Cultural Development
Implement new landfill at Coral Bay.	Safe and sustainable disposal of residential waste requires reliable infrastructure.	
Implement the Road Policy/Strategy.	Safe roads and bridges are an important part of the Shire infrastructure.	
Restore degraded sand dunes.	Intact sand dunes an important part of the Shire's appeal and protection against the elements.	



Current Activity	How does this contribute to the Objective?	Who else can help?
Support GDC in progressing business case for a Multi-user facility in Coral Bay.	A multiuser facility will support the under serviced township.	
Develop and implement Asset Management plan that gives priority to a 10-year Plant and Equipment replacement program.	Delivers Plant & Equipment that provides an agreed level of service in the most cost-effective manner.	Executive

New Activity	How does this contribute to the Objective?	Who else can help?
Create a sustainable verge policy in partnership with community.	The maintenance and improvement of streetscapes and verges can create a sense of pride of place and attractiveness for visitors.	Infrastructure
Create a suite of shovel ready projects, including business case development, to access funding when an opportunity arises.	Enables participation in grant funding opportunities as they arise.	Infrastructure, Tourism and Economic Development.



Community Objective 7

Our community acknowledges our history and celebrates our diverse cultures.



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>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.</p>	<p>Enables cross-cultural community awareness, presenting opportunities for acknowledgement of the past, a chance to embrace the present and focus on a shared future.</p>	
<p>Build and promote a local history collection (physical and digital) which represents the rich heritage of our people, region and communities.</p>	<p>Enables access to the past for future generations, ensuring that the regional history is preserved. Acknowledges the diversity of our community, acknowledges truth telling and embraces inclusivity and acceptance. The process of carrying out these tasks is extremely time-consuming and resource-challenging. There are significant limits on what can be achieved.</p>	
<p>Digital literacy support and tuition in accessing local history content online, including available e-resources</p>	<p>Enables access to community relevant materials through accessing digital resources.</p>	
<p>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.</p>	<p>The RAP comprehensively lays out a path to learn, promote and celebrate one of the world's oldest cultures.</p>	



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Offer local programming, delivered by local artists which engages with the wider community for skill-sharing, cultural acknowledgement and celebration.</p>	<p>Enables cross-cultural community awareness, presenting opportunities for acknowledgement of the past, chance to embrace the present and focus on a shared future.</p>	
<p>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.</p>	<p>Enables access to the past for future generations, ensuring that the regional history is preserved. Acknowledges the diversity of our community, acknowledges truth telling and embraces inclusivity and acceptance. The process of carrying out these tasks is extremely time-consuming and resource-challenging. There are significant limits on what can be achieved.</p>	



Our places nurture our past, present and future.



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Preserve the Shire's heritage sites via various planning and development controls.</p>	<p>Visible reminders of the Shire's history can be retained by preserving heritage buildings and places of interest through effective planning controls and regularly updating and maintaining the Heritage Register.</p>	
<p>Collaborate with Heritage Committee to facilitate the protection of heritage sites (eg. One Mile Jetty).</p>	<p>Local knowledge and passion can help maintain heritage sites and spread awareness in the community.</p>	<p>Heritage Committee</p>
<p>Educate relevant property owners about the protection and management of their heritage assets.</p>	<p>Parts of Carnarvon's heritage assets are under, or could come under, private control and these assets can be preserved or enhanced through education of owners or potential owners about their responsibilities and opportunities.</p>	<p>Property Owners but with planning constraints determined by legislation</p>



Our places nurture our past, present and future.



Current Activity	How does this contribute to the Objective?	Who else can help?
Maintain War Memorials and enhance surroundings (e.g. plantings).	Commemorating the sacrifices of our war dead is intrinsic to Carnarvon's history.	
Maintain signage for Shire-owned heritage buildings and places of interest.	Improving the communication of the heritage of commonly used facilities boosts the shared history Carnarvon has.	

New Activity	How does this contribute to the Objective?	Who else can help?
Support and protect the Heritage significance of Tramway Walk.	Improving the communication of the heritage of commonly used facilities boosts the shared history Carnarvon has.	Tourism and Economic Development.

Current Activity	How does this contribute to the Objective?	Who else can help?
An annual calendar of events that optimise inclusion from the wider community, including NAIDOC Week, Australia Day, Christmas Street Party.	Routine celebrations and commemorations for all members of the community create a place where history and cultures are valued.	Tourism and Economic Development.
Work with Traditional Owners to ensure that any proposed projects are developed with due respect to cultural heritage considerations.	Leveraging the way that current projects are implemented imbeds culture and history in the everyday experience of the Shire and Community.	All other business units



Community Objective 8

*Our community is engaged, inclusive
and supportive.*



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>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).</p>	<p>Small changes to existing events can be leveraged to boost engagement and inclusion.</p>	<p>Community groups and not-for-profits that run events.</p>
<p>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.</p>	<p>Learning and engagement offer individuals opportunities to come together and participate with the wider community thus enhancing inclusivity and social interactions.</p>	
<p>Outreach library lending services for Shire of Carnarvon residents living on remote stations/properties.</p>	<p>Outreach to residents that are in outlying areas will increase inclusion.</p>	
<p>Support community participation in progressing the Reconciliation Action Plan via the RAP Implementation Committee.</p>	<p>Carrying out the RAP will be more effective and have greater buy-in with community involvement.</p>	<p>Community members, YAC, NTGAC.</p>
<p>Develop and review Disability Access and Inclusion Plan.</p>	<p>The DAI plan creates a more inclusive environment for those with disabilities.</p>	



Current Activity	How does this contribute to the Objective?	Who else can help?
Support existing childcare through applying for and auspicing funding.	Attraction and retention packages to entice suitably qualified staff to enable the centre to operate at full capacity.	
Place-based approach to activate community-led programs and spaces informed by the Open Space Strategy.	Enables capacity to engage youth to participate towards positive outcomes e.g. murals produced by disengaged youth at sites of anti-social behaviour.	
Community-led consultation to facilitate delivery of appropriate programming indicative of community needs.	The community is best placed to determine what is appropriate for their needs.	
Through a collaborative approach, create a collective voice to connect and support Carnarvon sports clubs.	Sporting clubs could improve their coordination and advocacy which would help advance their role in creating an engaged and supportive community.	
Support community groups and organisations through the Community Growth Fund.	Community focused groups are a positive contribution to an engaged and supportive community.	



Our community is engaged, inclusive and supportive.



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Assist community groups to develop sustainable funding models, negating the need for ongoing Shire funding support post-inaugural seed funding.</p>	<p>Allowing funding to be freed up from ongoing support will allow more seed funding and start-up activities to be funded by the Shire.</p>	<p>The community groups that make sufficient funds to continue independently.</p>
<p>Apply for funding to create an alternative pathway for youth at risk or offenders to be referred into positive engagement programs.</p>	<p>The current judicial system gives provision for offenders to be redirected to positive engagement programs although such an option is not available locally.</p>	
<p>Establish a Youth Advisory Council within the governance that considers the views and opinions of diverse youth.</p>	<p>Youth are currently disengaged from decisions that affect them and their community. A YAC can bring their views and opinions to prominence in council decisions and operations.</p>	



Our community is engaged, inclusive and supportive.



New Activity	How does this contribute to the Objective?	Who else can help?
<p>Endorse public open space strategy that identifies areas of land that are potentially underutilised and that could be established to better meet needs of the community into the future.</p>	<p>Public open space provides key venues for community engaging in the outdoors and with each other.</p>	<p>Tourism and Economic Development.</p>
<p>Investigate the Shire's response to the Aboriginal Cultural Heritage Act and implement a corporate wide approach to enable capacity to meet its intentions.</p>	<p>Building the ability of Shire staff and departments conduct their operations with Aboriginal heritage considerations embedded is critical to engagement and inclusion.</p>	<p>All other business units.</p>

New Activity	How does this contribute to the Objective?	Who else can help?
<p>Follow up and extend the community driven Strategic Community Plan and Corporate Business Plan.</p>	<p>Community inclusion in the defining document for the next 4 years of Council planning should create an engaged and supportive community.</p>	<p>All other business units.</p>



Our community is engaged, inclusive and supportive.



Supporting Functions



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Promote and adhere to our customer service charter to make sure our 'front facing' staff at reception, visitors centre and library (as well as the whole organisation) responds to customer service requests in a timely and effective way.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>All other business units.</p>
<p>Support thoughtful and timely decision making through high quality and agendas, transparency, informing and professional development.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>Councillors.</p>
<p>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.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>All other business units.</p>
<p>Assist other organisations working for our community's benefit by providing resources and facilities to assist their operation.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>Other bodies.</p>



Current Activity	How does this contribute to the Objective?	Who else can help?
Act as a positive role model internally and externally for how to create and effective and sustainable local organisation.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	
Showcase and support the positive aspects of the 6701 region and lifestyle.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units.
Network and connect with organisations whose decisions can impact our community.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units.
Deliver and support corporate functions and events throughout the organisation and community.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units.
Communicate and promote the Shire's image professionally and to a high standard through media channels, websites and social media.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units.



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Lead high quality strategic and operational planning and follow through on all aspects of Integrated Planning Framework (including Corporate Business Plan, Long Term Financial Plan, Workforce Plan and other informing strategies).</p>	<p>This item contributes to activating the Community Strategic Plan and meets Department requirements.</p>	<p>All other business units.</p>
<p>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.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>All other business units.</p>



Current Activity	How does this contribute to the Objective?	Who else can help?
Create and maintain procurement systems to ensure probity, fairness and value for money.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	All other business units.
Manage the invoicing and collection of rates.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	
Ensure prompt payment of creditors - particularly local businesses.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	
Manage debtor accounts with the Shire.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	
Maintain internal controls on financial flows within the Shire.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	
Make and manage investments of Shire funds in a safe and effective manner.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	Council. Executive.
Monitor and adjust the Long Term Financial Strategy.	This item contributes to overall achievement of multiple Objectives by effective and competent operations in the community's interest.	Executive. All other business units.



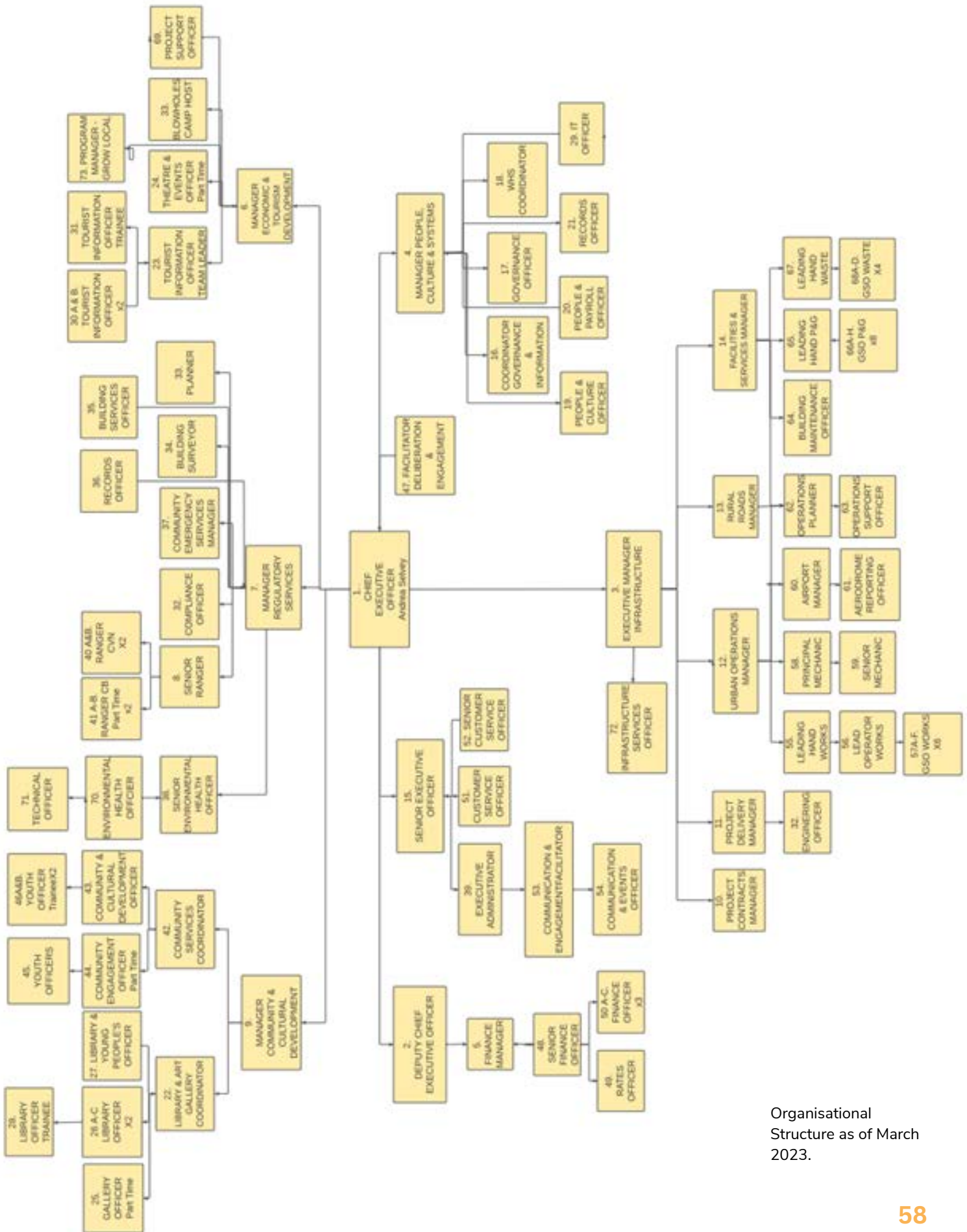
Current Activity	How does this contribute to the Objective?	Who else can help?
Manage and upgrade ITC equipment and systems to support Shire operations across the whole organisations.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	Whole Organisation
Manage the execution of Grants, MOU's and short and long term leases.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units
Provide staff and Councillors with quality training and equipment to undertake their role and advance their career and personal development.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units
Maintain a high standard of occupational safety and health through activities such as audits and training.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units
Support Shire traineeship and graduate program.	This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.	All other business units



Current Activity	How does this contribute to the Objective?	Who else can help?
<p>Manage the Shire's recruitment process in a transparent and inclusive manner to provide high quality staff to implement the Strategic Community Plan.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>All other business units</p>
<p>Support the Shire's human resources through managing recruitment, payroll and performance management.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>All other business units</p>
<p>Support organisation wide best practice in record keeping, policy making, governance and compliance.</p>	<p>This item contributes to overall achievement of multiple Objectives in the Community Strategic Plan through the building of trust by effective and competent Shire operations in the community's interest.</p>	<p>All other business units</p>



Our Structure



Organisational Structure as of March 2023.

Index of Abbreviations

6701	The entire Carnarvon region within the postcode 6701.
YAC	Yamatji Aboriginal Corporation.
NTGAC	Nganhurra Thanardi Garrbu Aboriginal Corporation
CBP	Corporate Business Plan.
SCP	Strategic Community Plan.
CCCI	Carnarvon Chamber of Commerce and Industry.
GDC	Gascoyne Development Commission.
JTSI	Department of Jobs, Tourism, Science and Innovation
DPLH	Department of Planning, Lands and Heritage
DBCA	Department of Biodiversity, Conservation and Attractions
DPIRD	Department of Primary Industries and Regional Development.
DWER	Department of Water and Environmental Regulation.
CLAG	Contiguous Local Authorities Group.
DLGSC	Department of Local Government, Sport and Cultural Industries.