

# ANNUAL REPORT 2024/2025

SHIRE OF SHARK BAY



# Table Of Contents

Table of Contents 1

President's Report 4

General Information. 6

Strategic Objectives. 8

Chief Executive Officer's Report 12

Finance and Administration Report 14

Works Report 19

Tourism, Community and Economic Development Report 21

Other Information. 33

Freedom Of Information. 33

National Competition Policy. 34

Elected Members and Officer Compliance Statistics. 35

Strategic Community Plan 2023- 2033. 40

Section Two

Financial Report 1-36

Independent Audit Report 1 -3



# MESSAGE FROM THE PRESIDENT

CR PIETR STUBBERFIELD

It is my pleasure to present the Shire of Shark Bay Annual Report for 2024/2025. Throughout the year, the Shire of Shark Bay staff continued to provide residents and visitors with well-maintained assets, infrastructure and services that enhance the liveability, safety and enjoyment of our community. Strong visitation levels and population dynamics have continued to place pressure on housing availability, highlighting the ongoing shortage of both short-term and long-term accommodation options in Denham.

In response, Council supported key initiatives to address accommodation needs, including the progression of the Essential Worker Accommodation Project, which delivered six dwellings for government employees and Shire staff within Denham Estate.

This project is anticipated to assist in alleviating pressure on the private rental market by relocating essential workers into dedicated housing. In addition, construction continued on twelve new independent living units to augment the existing Herald-Denham pensioner units, supporting the needs of our ageing community. Significant progress was also achieved across infrastructure and maintenance activities.

Our dedicated Works team delivered a range of upgrades and improvements, including regional and local road works, new dual-use paths and kerbing, foreshore infrastructure, and continued implementation of the Shire's strategic plant replacement program. These works play a critical role in maintaining safe, functional and resilient infrastructure across our remote region.

The Community Development Team once again demonstrated exceptional commitment, delivering a diverse range of community events and programs for residents of all ages, while also attracting visitors to the Bay. The team was successful in securing grant funding to support initiatives such as daycare worker accommodation, out-of-school activities, and capacity building for local sporting and community groups.

The Shark Bay World Heritage Discovery and Visitor Centre continued to play a vital role in promoting the region, welcoming strong visitor numbers throughout the year. The dedication and knowledge of the Visitor Centre staff ensure that Shark Bay's unique World Heritage values and local attractions are showcased to visitors from around Australia and beyond.

Council also continued to support local organisations through Community Assistance Grants, recognising the important contribution these groups make to the wellbeing, safety and vibrancy of our community. I extend a heartfelt thank you to the many volunteers who give their time, skills and energy to support essential services, events and activities across the Shire. Your contribution is invaluable and deeply appreciated.

I would like to acknowledge the Chief Executive Officer and all Shire staff for their professionalism, resilience and dedication in supporting Council and delivering services in a challenging remote operating environment. Finally, I would like to formally acknowledge and sincerely thank the outgoing Shire President, Cheryl Cowell for her leadership, dedication and service to the community. Her efforts helped guide the Council through a period of change and laid important foundations for this year's report.

Council looks ahead with confidence as we continue to work in partnership with our community, stakeholders and government agencies to build a resilient, sustainable and vibrant future for Shark Bay.

Cr Pietr Stubberfield.





# GENERAL INFORMATION

The Shire of Shark Bay is made up of two peninsulas on the westernmost point of Australia. It includes 1,500 km of coastline, together with some 25,000 square kilometres of hinterland. The Bay's main body of water covers an area of approximately 8,000 square kilometres with an average water depth of 10-15 metres and is divided by shallow banks and many peninsulas and islands.

The town of Denham, the main settlement within the Shire, is 833 km from Perth, 405 km from Geraldton, 330 km from Carnarvon and 129 km from the Overlander turnoff on the North West Coastal Highway. Shark Bay has a permanent population of 950 people, and it is estimated that this figure doubles during the tourist season April to October.

Shark Bay enjoys a mild climate all year round with an average temperature of 26.5 degrees Celsius. The average annual rainfall is 228 mm, most of which occurs between May and August.

Outside Denham, settlements also exist at Monkey Mia, Nanga, Overlander, Billabong (Wannoo) and Useless Loop. Useless Loop is a "closed" mining town located 250 km from Denham by road or 25 km across the bay. The region's landscapes and habitats range from rugged sea cliffs along the coast to tranquil bays and inlets fringed with wide beaches of sand and shells. Shark Bay has a strong community spirit with several sporting, recreational, educational, youth, special interest groups, clubs and committees. Many of these groups organise annual and weekly events for residents and visitors in the Shire of Shark Bay.



# VISION STATEMENT

Shark Bay

'is a proud unified community, respecting and sharing our pristine environment and great lifestyle'

Internationally recognised for its natural, cultural and heritage values as a UNESCO World Heritage Area.

Key attractions include the Shark Bay World Heritage Discovery and Visitor Centre, the World Heritage listing itself, Monkey Mia and its iconic wild dolphins, the ancient Stromatolites at Hamelin Pool, Shell Beach, and Steep Point.

*the westernmost point on mainland Australia.*



# STRATEGIC OBJECTIVES

To effectively meet its responsibilities to the community, the Shire of Shark Bay has established a set of strategic, operational and financial objectives.

These objectives are guided by the Shire's Vision Statement and are applied across each of the Shire's core activities and service areas. Together, they provide a clear framework to guide decision-making, resource allocation and the future direction of the Shire of Shark Bay.

Visitors are also drawn to world-class fishing experiences, rich Indigenous cultural heritage, Dirk Hartog Island National Park.

Peron Peninsula within Francois Peron National Park, emerging aquaculture activities, and Cape Inscription, the site of the first documented European landing on Australian soil in 1616

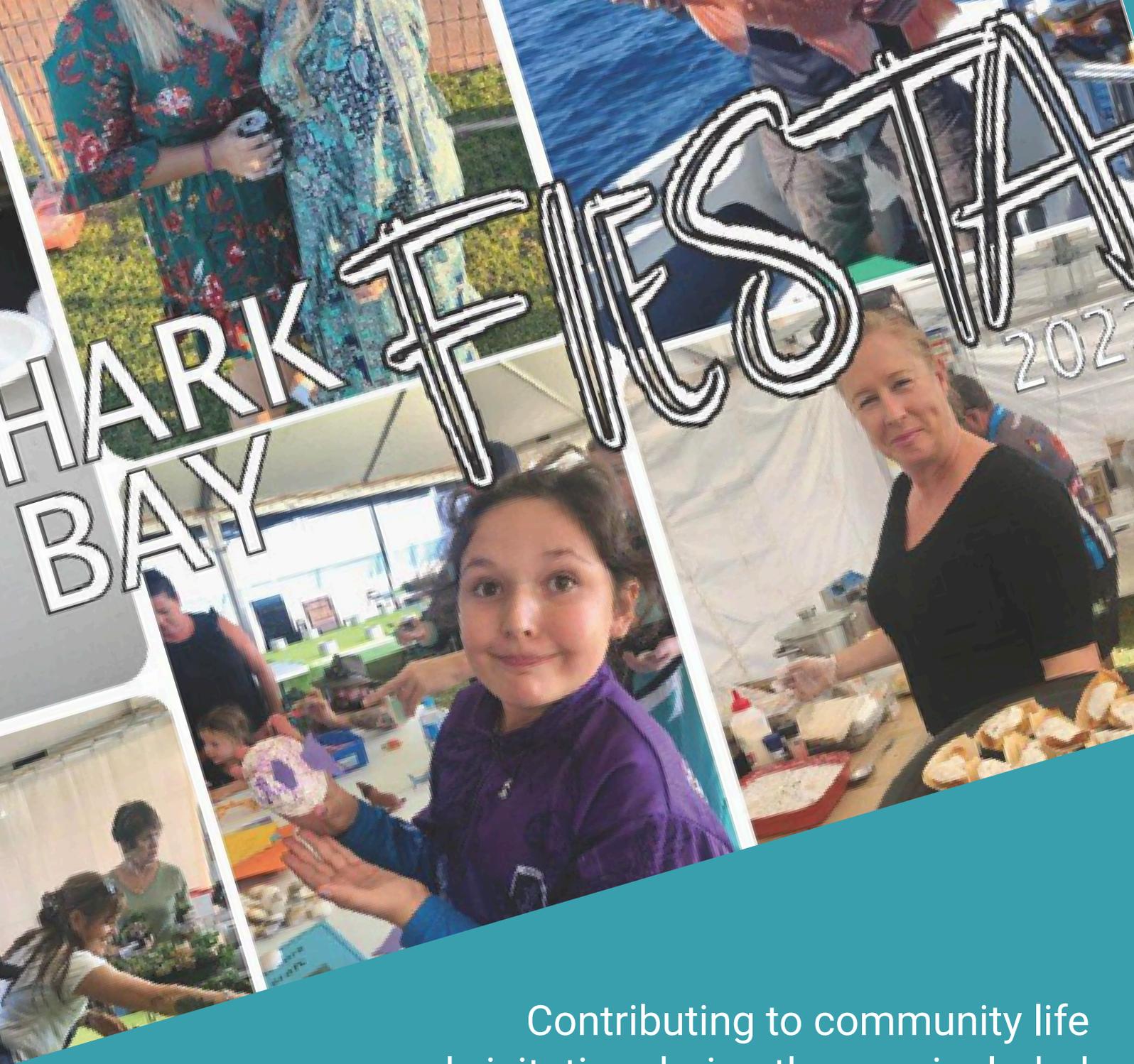




The Shire's economy is underpinned by a diverse mix of industries, including pastoral operations, tourism, commercial fishing, salt production, pearl culturing, aquaculture, and shell grit mining.

These industries play a vital role in employment, regional supply chains and the ongoing economic sustainability of the Shark Bay community.

**SHARK BAY**  
SINK YOUR  
TEETH IN



Contributing to community life and visitation during the year included the Far Western Speedway Championship, Bowling Club Anniversary Meeting, Denham Golf Open and the Fishing Fiesta.

## LOCAL EVENTS

# A WORD FROM OUR CEO



The 2024/2025 Annual Report reflects a year of delivery, consolidation and organisational stability following another busy year.

Throughout the year, the organisation remained focused on sound governance, prudent financial management, effective asset management and reliable service delivery in a complex and resource-constrained remote operating environment.

Key areas of focus included the maintenance and renewal of local roads and infrastructure, delivery of capital works, management of community facilities and reserves, regulatory and compliance services, and continued support for tourism and place-based initiatives aligned with Shark Bay's World Heritage values.

Significant progress was made across a number of priority capital and infrastructure projects. Construction of new independent living units continued during the year, expanding the Shire's capacity to support ageing residents and providing modern, accessible accommodation options within the community. These works represent an important investment in social infrastructure and long-term community wellbeing.

Coastal protection and accessibility improvements also remained a key focus. The construction of a new seawall and accessible ramp along the Denham foreshore enhanced public safety, improved universal access and strengthened resilience against coastal processes, while supporting continued community use of this important public space.

Investment in early childhood infrastructure continued, including upgrades to the local daycare facility, such as the installation of a new shade sail. These improvements support the safety and comfort of children, staff and families, and contribute to workforce participation by strengthening essential community services.

Significant effort was directed towards long-term asset planning and risk management to ensure infrastructure remains fit for purpose, resilient and sustainable over time. This included prioritising maintenance programs, progressing asset renewal works and aligning capital projects with Council's strategic planning framework and long-term financial objectives.

The Shire continued to actively pursue external funding opportunities and partnerships with State and Federal Government agencies, regional organisations and service providers. These partnerships were critical in progressing priority projects, including housing, community infrastructure and foreshore works, and in supporting community initiatives in a remote operating context.

Workforce capacity remains an ongoing challenge for remote local governments. During the year, the organisation focused on staff retention, cross-skilling and operational flexibility to maintain service continuity while meeting statutory, compliance and reporting obligations.

I acknowledge the professionalism, adaptability and commitment of Shire staff, who continue to deliver a broad range of services and projects for the community while supporting Council in its governance role.

Looking ahead, the organisation remains focused on continuous improvement, strengthening governance frameworks, managing organisational risk and supporting Council to deliver outcomes aligned with the Shire's Strategic Community Plan for the benefit of the Shark Bay community.

Dale Chapman  
Chief Executive Officer



# FINANCE AND ADMINISTRATION REPORT

## OVERALL FINANCIAL POSITION

The financial position of the Shire of Shark Bay as at 30 June 2025 remained stable, notwithstanding a significant level of investment in community assets during the financial year. The Shire reported an operating surplus of \$2,871,106 at 30 June 2025.

An early payment of the 2025/2026 General Purpose Financial Assistance Grant in the amount of \$1,314,163 was recognised as revenue in the 2024/2025 financial year and contributed to the surplus position.

The deferral of a number of capital projects into the 2025/2026 financial year also contributed to the surplus outcome.



# OVERALL FINANCIAL POSITION 2024/2025

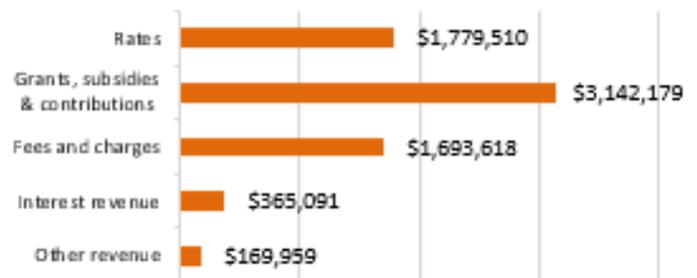
## Overall Financial Position 2024/2025

The financial position of the Shire of Shark Bay at 30 June 2025 remained stable despite a significant investment in community assets. The surplus as at the 30 June 2025 was \$2,871,106. An early payment of the 2025/2026 General-Purpose Financial Assistance Grant allocation of \$1,314,163, was recognised as revenue during 2024/2025 and contributed to this surplus. Deferral of capital projects to 2025/26 also contributed to the surplus

## Operating Revenue

Total operating revenue of \$7,150,357 was greater than the budgeted amount of \$5,936,684. The unbudgeted advance payment of the 2025/2026 Financial Assistance Grant allocation of \$1,314,163 was the primary reason for revenue being higher than budget. Interest revenue was \$177,596 higher than budget.

## 2024/25 Operating Revenue



## Rates



Total rate revenue for 2024/2025 was \$1,779,510 which was 11.27% higher than the 2023/2024 rates revenue (\$1,599,200). This has enabled the Shire to invest in community infrastructure.

## Operating Expenditure

Operating expenditure of \$11,874,864 was lower than budget of \$12,141,026. Employee costs and depreciation were under budget during 2024/2025, Materials and contracts, finance costs and other expenditure being marginally higher than originally budgeted.

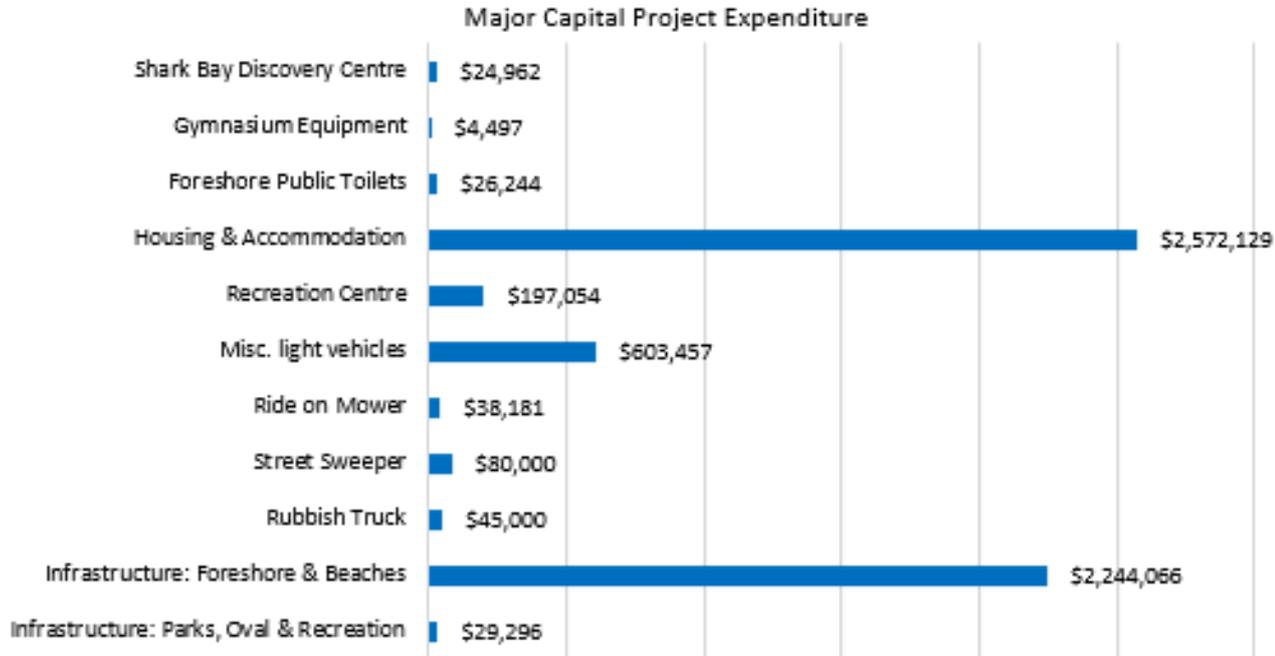
## 2024/25 Operating Expenditure



# OVERALL FINANCIAL POSITION

## 2024/2025

Major projects carried out during 2023/2024 included:

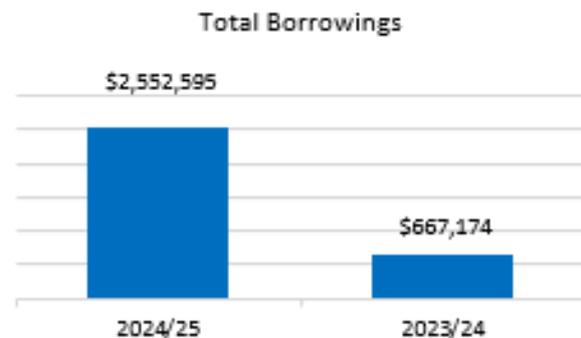


Capital expenditure of \$7,124,949 was less than the amended budgeted amount of \$8,781,637 due to delays in projects.

During 2024/2025 \$479,600 was received in capital grants which was not expended and is recognised at 30 June 2025 as a capital grant liability. These funds already received will fund their related capital projects during 2025/2026.

### Total Debt

The Shire's total loan liability as of 30 June 2025 was \$2,552,595 increase due to new debenture for Essential Worker Accommodation.



### Reserve Accounts

The Shire's cash backed reserves increased over the year by \$155,192 resulting in higher than budgeted balance at 30 June 2025. Balances, as well as the purpose for each reserve account established, are reflected in Note 26 of the Annual Financial Report.

### Audit Report

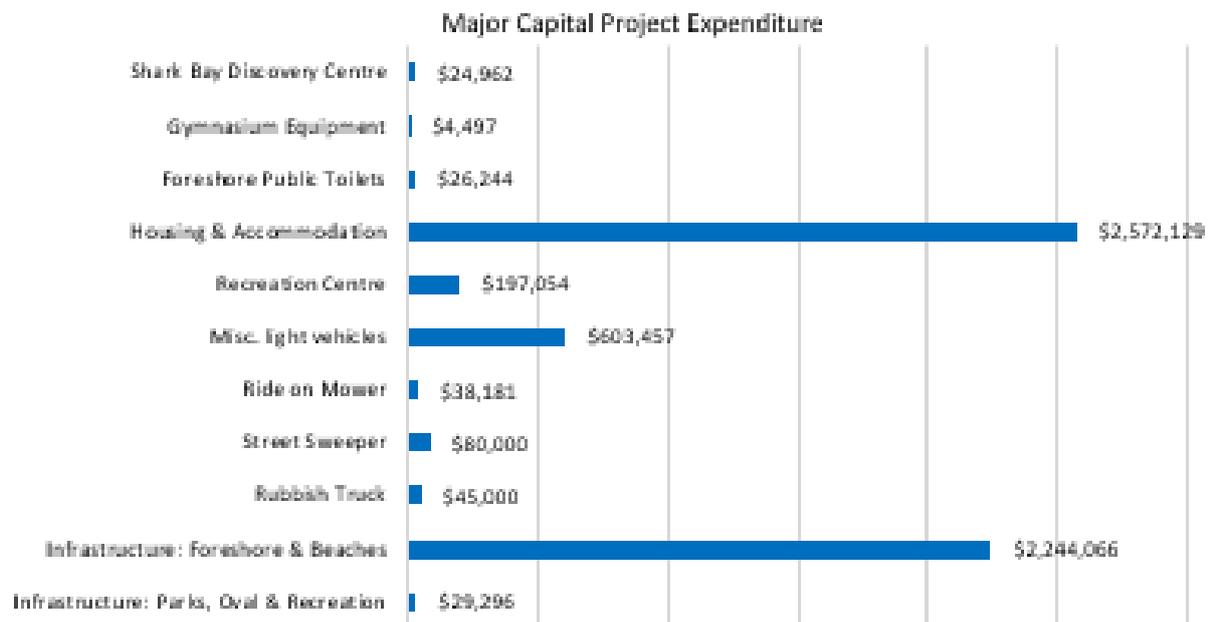
The audit report dated 13 December 2024 is an unqualified audit report with no significant matters raised.

# CAPITAL PROJECTS



## Capital Projects

Major projects carried out during 2023/2024 included:

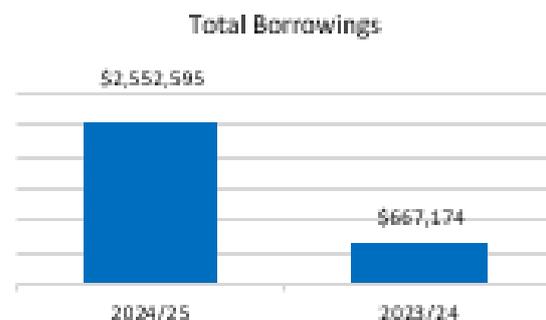


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## Reserve Accounts

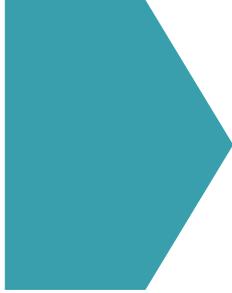
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# WORKS

## A YEAR OF PROGRESS



### MAINTENANCE

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Council continued to deliver essential maintenance and operational services across the townsite. This included the ongoing upkeep of the town oval, foreshore parks, and playgrounds, ensuring safe and accessible recreational spaces for the community.

The Shark Bay Recreation Centre continued to be actively managed to support community wellbeing and recreation. Core services such as refuse collection, recycling, and regular grading and maintenance of local roads were maintained to ensure reliable and efficient service delivery.



### INFRASTRUCTURE

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Council delivered a range of infrastructure upgrades across the Shire to improve safety, accessibility, and community amenity.

Works along Durlacher Street, between Talbot Street and Dampier Road, included the construction of new dual-use footpaths, kerb replacements, and an asphalt reseal. The Westend carpark was resurfaced with asphalt and enhanced through improved dual-use footpaths and kerbing.

Airport Road was resealed, including shoulder grading and ongoing maintenance works to improve road condition and longevity. Along the Denham foreshore, a new seawall and accessible ramp were constructed to enhance coastal protection and improve public access.

Upgrades at Sappi Park included limestone wall replacement and the installation of a new gazebo. New Independent Living units were constructed to support housing needs, and a new shade sail was installed at the Daycare facility to improve outdoor usability.

Further community improvements included toilet upgrades at George Wear Park, air conditioning upgrades at the Shark Bay Recreation Centre, along with improved footpath access, and the purchase of a new generator for the Evacuation Centre to strengthen emergency preparedness.

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# WORKS

YEAR 2024/2025

## A YEAR OF PROGRESS AND COMMUNITY ENHANCEMENT

The 2024/2025 financial year was marked by continued progress in infrastructure and community enhancement.

The Shire of Shark Bay's Works team, together with contractors and supporting staff, delivered a range of projects that have strengthened our town's assets and improved community facilities.

### Key Projects and Achievements

#### Infrastructure Upgrades:

- o Durlacher Street – upgrades between Talbot and Dampier Road, including new dual-use footpaths, kerb replacements, and an asphalt reseal.
- o Asphalt resurfacing of the Westend carpark with improved dual-use footpaths and kerbing.
- o Airport Road resealed, including shoulder grading and maintenance.
- o Construction of a new seawall and accessible ramp along the Denham foreshore.
- o Sappi Park upgrades, including limestone wall replacement and new gazebo installation.
- o New Independent Living units constructed.
- o Installation of new Daycare shade sail.
- o George Wear Park toilet upgrades.
- o Shark Bay Recreational Centre air conditioning upgrades with improved footpath access.
- o Purchase of a new Generator for the Evacuation Centre.

#### Ongoing Maintenance and Operations:

- o Maintained the town oval, foreshore parks, and playgrounds.
- o Management of the Shark Bay Recreational Centre.
- o Continued delivery of refuse collection and recycling services.
- o Regular grading and maintenance of local roads.

#### Recycling and Environmental Sustainability:

- o Continued the successful operation of the Shark Bay Recycling Centre.
- o Continued participation in the container deposit scheme to reduce waste.
- o Exploration of sustainable markets for recyclable materials.

#### Fleet Management:

- o Implemented a strategic plant replacement program to ensure operational efficiency and safety.
- o Ongoing assessments to improve equipment procurement and utilisation.

I would like to extend my sincere appreciation to our dedicated staff for their hard work and commitment throughout the year. Despite limited resources, the team's efforts have delivered strong outcomes for our community. As we move into the 2025/2026 financial year, we look forward to building on these achievements and continuing to deliver quality outcomes for the Shire of Shark Bay.

Brain Galvin  
Works Manager

# Tourism, Community and Economic Development Report

# Tourism, Community and Economic Development Report

## 2024/25

The 2024/25 financial year was a strong year for community connection, service delivery and destination development across the Shire of Shark Bay. Despite the challenges of operating in a remote region, the Shire continued to deliver meaningful outcomes through proactive community engagement, well-utilised facilities, successful events, and continued investment in projects that strengthen liveability, inclusion and the local economy.

The Shire's work in tourism, community and economic development supports both residents and visitors by enhancing community wellbeing, maintaining vital local services, and promoting Shark Bay's unique World Heritage values. Through the Shark Bay World Heritage Discovery and Visitor Centre, partnerships with community organisations, and the delivery of funded infrastructure and programs, the Shire continued to build momentum toward a more resilient, connected and sustainable community.

### COMMUNITY ENGAGEMENT

The Shire of Shark Bay continues to deliver clear and timely communication through a coordinated multi-channel approach, ensuring residents and visitors remain informed about services, projects, community safety and local events. The Shire's SMS notification system remains a highly effective tool, reaching approximately 450 subscribers in a single distribution. During the year, the system was reviewed and improved to streamline internal processes and achieve greater cost efficiency.

Social media remains an important channel for community engagement and destination promotion. The Shark Bay World Heritage Discovery & Visitor Centre's Facebook page has grown to more than 4,800 followers, while its Instagram account now exceeds 9,300 followers, strengthening digital engagement across local, regional and visitor audiences. The Shire's Facebook page has increased to 2,200 followers, representing a 10 per cent growth compared to the previous financial year. Through the coordinated sharing of key messages across community-managed Facebook groups, the Shire's overall local social media communications now have the potential to reach more than 33,100 followers, up from 31,300 last year.

The Shire's official website remains an important source of public information and is updated regularly with the latest news, notices and community updates. This is supported by physical noticeboards located at key community anchor points, including the Community Resource Centre, IGA, Shark Bay Supermarket, Newsagency, Recreation Centre and Gym. The Shire also continues to utilise the Inscription Post newsletter to promote events, projects and programs, strengthening community awareness and participation across the year.

### COMMUNITY FACILITIES

The Shark Bay Recreation Centre continues to be managed by the Shark Bay Community Resource Centre (CRC). The Recreation Centre is utilised for open court sessions, allowing locals and visitors to use the space for a range of activities and sports that the space and resources can support, such as Basketball, Indoor Soccer, Volleyball or Badminton. There are also scheduled sports running every Tuesday and Wednesday night (Volleyball, Basketball and Soccer). The space also facilitates school holiday programs (such as extended open court sessions or specific sporting sessions) as well as Kindy Gym (a combination of day care and physical exercise).

Attendance fluctuates throughout the year, with numbers largely dependent on holiday periods and tourists. There was a total of 6,255 participants for the 24/25 financial year (1.74% higher than the previous financial year).

The busiest month was July 2024, with a total of 1144 attendees, up 22% from the previous financial year's busiest month (also July). This reflects the influx of tourists, particularly Australian tourists holidaying in state or in country rather than overseas or interstate (such as in extended Christmas breaks) as well as more locals choosing to stay in the bay rather than travel – such as in the December holidays. The quietest month was December 2024 – also consistent with the previous year's quietest month – with 169 attendees (10 attendees higher than the previous December).

The Shark Bay Community Gym also experienced continued growth, with 217 memberships recorded during the year (a 15% increase on 2022/23). Of these, 140 members were active, representing an 18.6% increase on 2022/23. A significant portion of memberships were purchased as one-month subscriptions (70), including 25 members with permanent addresses outside of Shark Bay, demonstrating strong demand from visitors and seasonal workers. The Shire Administration Office receives an average of 6–8 gym enquiries per week, including approximately two enquiries per week for visitor access. Many visitors elect to purchase a one-month membership, as the \$40 monthly fee is comparable to a weekly membership cost in the Perth metropolitan area.

The Shark Bay Public Library continues to provide a valued service for residents and visitors of all ages. Library members access a broad range of physical resources including books and DVDs, complemented by expanding digital services. During the year, the Shire worked with the State Library of Western Australia to support access to eResources for all library members, including digital newspapers and magazines, eBooks and audiobooks.

The Denham Town Hall continues to support community events and functions, while remaining as a hub for local community groups, with regular programs delivered by the Denham Crafters and Shukokai Karate. The venue is also used by visiting practitioners and organisations.

### **Shark Bay Recycling Centre**

The Shark Bay Recycling Centre continues to serve as a donation point for eligible containers through our ongoing partnership with the ABC Foundation under the Containers for Change program. Funds raised via the program are reinvested into sustainable practices and community projects. In the 2024/25 financial year, 18,194 containers were diverted from landfill. This brings the total collected through the partnership to 56,923 containers, surpassing the half-ton milestone and ensuring these materials are returned to the circular economy rather than disposed of as waste.

The Shire also established a partnership with Coburn Mineral Sands Mine to support cardboard recycling. Trucks delivering freight to site backload cardboard for transport to Perth for processing. To date, approximately 80–90 bales of cardboard (around 300 kilograms each) have been recycled through this initiative. Following changes in administrative arrangements of Strandline Resources, efforts to renew the partnership with the receiving company Doral Mineral Sands have progressed, and it is anticipated the program will resume in the 2025/26 financial year.



### **Additional Social Housing Units – Herald Denham Centre**

In 2022/23, the Shire successfully secured \$4,116,200 in grant funding through the State Government’s Social Housing Economic Recovery Package to deliver twelve new independent living units at the Herald Denham Centre on Hughes Street. This investment enabled the expansion of the existing 13-unit facility, increasing the availability of appropriate, affordable housing options for seniors within our community.

Construction commenced in April 2024 and was completed by 30 June 2025, with handover occurring in early July. The project delivers tangible social outcomes by supporting older residents to age in place, maintaining independence while remaining connected to local services, support networks and community life. Increasing the supply of quality independent living units also helps to ease pressure on the broader housing market by creating greater movement and availability within the local housing system.

### **Denham Foreshore – Seawall Revetment**

The Shire secured \$2,148,649 in funding under the Coastal and Estuarine Risk Management Program, administered by the Department of Fire and Emergency Services, to deliver priority coastal protection works along the Denham Foreshore. Procurement was undertaken during 2024, with construction commencing in early 2025.

The project focuses on two key sections of the foreshore identified as vulnerable to shoreline erosion. The construction of a rock revetment (rock seawall) will provide increased resilience against coastal processes and storm events, protecting public infrastructure, community assets and valued recreational spaces. These works represent a proactive investment in climate adaptation and long-term risk mitigation for the township. Completion is anticipated in late 2025 to early 2026.

# COMMUNITY EVENTS

## **Beats in the Bay (September 2024)**

On Saturday 7 September 2024, the Shire of Shark Bay successfully hosted Beats in the Bay, marking the third year of this much-anticipated community event. Beats in the Bay continues to provide a unique opportunity for the Shark Bay community to experience a live music festival locally, while supporting cultural engagement and entertainment in a remote region.

This year's event introduced the Under 18's Musician Discovery initiative, supported by Festivals Australia, designed to nurture emerging talent. Local musician Tobi Williams (15) was selected to perform on stage and was supported through mentorship and a production package, providing a positive pathway for young performers in the region.

The event attracted strong media interest, including an interview aired during prime time on ABC Radio, increasing the profile of Beats in the Bay and supporting future funding opportunities.

In total, the event secured \$66,575 (plus GST) in external funding, along with approximately \$6,000 in cost reductions achieved through partnerships including reduced airfares through REX and sponsorship reductions from 65Thirty Events.

## **Shark Bay Winter Festival Markets**

On Sunday, 22 September 2024, the Shire of Shark Bay delivered the Spring Markets, rescheduled following the cancellation of the Winter Markets due to rainfall during the July school holidays. While several original stallholders were unable to attend the revised date, new applications were received, maintaining a strong and diverse stallholder presence.

Held on the first weekend of the September school holidays, the event successfully attracted both local residents and visitors, resulting in strong community participation and increased activation of the town centre. Feedback from attendees was overwhelmingly positive, particularly in relation to the quality and diversity of market stalls and the range of children's activities provided, reinforcing the event's role in supporting local enterprise, tourism visitation and community connection.

## **Mental Health Week (October 2024)**

Mental Health Week was held from 5 to 12 October 2024. The Shire worked collaboratively with the Shark Bay Community Resource Centre to deliver a program of activities designed to promote wellbeing, connection and awareness of positive mental health practices. Activities included a Cultural Walk and Campfire delivered in partnership with Wula Gura Nyinda, followed by creative wellbeing workshops including jewellery making with Summer Gypsy and art therapy sessions delivered by Janeen Cameron (Art 4 Success). Attendance was strong across the week, with broad participation from individuals, families and community members of all ages.

### **Children's Week (October 2024)**

In partnership with the Shark Bay Community Resource Centre, the Shire supported two community activities for Children's Week, providing inclusive opportunities for both younger children and teenagers. Activities included creative workshops and hands-on sessions such as craft, lip balm and soap making, supporting positive engagement and family participation.

### **Thank A Volunteer Day (December 2024)**

On Thursday 5th December 2024 the Shire hosted Thank a Volunteer Day. All volunteers in the Shark Bay Community were invited to attend a Sundowner event to recognise and thank them for their contributions to our community. Surrounded by the beautiful artwork in the Rose de Freycinet Gallery at the Shark Bay World Heritage Discovery Centre, the volunteers enjoyed a selection of food and drinks, as well as a small gift provided by the Shire. There was a strong attendance with representation from 14 community groups and emergency service organisations with more than 40 people attending the event. Hosting this event also helps us to collect important data, including understanding that there were over 260 volunteer positions throughout the Shark Bay Community, with nominations being received for 180 members of our community (or 24% of the Denham population) who filled these positions, with an average of 1.4 positions for each volunteer.

### **Seniors Christmas Lunch (December 2024)**

The annual Seniors Christmas lunch was held on Thursday 12th December 2024 at the Denham Town Hall with approximately 40 of our local senior citizens attending. Volunteers and Shire staff spent the day prior decorating the hall and doing food preparation. A delicious three course meal was served to our guests by volunteers from the Shark Bay community (including Cr Ridgley), who all did a tremendous job at making our seniors feel valued. Each person was presented with a gift bag containing a tin of biscuits, lollies and a 2025 calendar produced by the Shark Bay Community Resource Centre.

### **Australia Day Breakfast & Shark Bay Citizen of the Year (January 2025)**

On Sunday 26th January 2025, the Shire hosted the Shark Bay Citizen of the Year Awards. There was a fantastic turn out at the Shark Bay Bowling, Sport & Rec Club, with approximately 120 people attending to support the nominees and recipients of the Awards. Everyone enjoyed a delicious breakfast cooked by the Shark Bay SES.

### **Clean Up Australia Day (March 2025)**

The Shire hosted its annual Clean Up Australia Day event on Sunday 16 March 2025. A total of 22 volunteers registered, comprising mostly local community members with a small number of visitors also participating. Volunteers collected rubbish across multiple locations including Netta's Beach, Denham Foreshore, Denham Lookout, Denham Oval, Little Lagoon, Monkey Mia Road and surrounding streets.

A full ute load of rubbish was collected, and volunteers were thanked with a sausage sizzle. Special acknowledgement is extended to Karen Gidley and Roger Hewitt who commenced their clean-up a day early, demonstrating an outstanding commitment to community pride.

### **Youth Week (April 2025)**

The Shire provided financial support to the Shark Bay Community Resource Centre to assist in delivering Youth Week activities for the community.

### **ANZAC Day (April 2025)**

On Friday 25 April 2025, the Shire supported the Shark Bay RSL with financial and in-kind assistance to deliver ANZAC Day commemorations in Denham. The day included a 6:00am Dawn Service at Pioneer Park, followed by a march along Knight Terrace, an 11:00am memorial service, and a community light lunch at the Bowling Club.

### **Shark Bay Fiesta (May 2025)**

The Shark Bay Community Resource Centre hosted the 30th annual Shark Bay Fiesta commencing Friday 16 May 2025. In addition to the Shire's Community Grant and in-kind support, the Shire hosted the Fiesta Markets on Saturday 17 May 2025. The Shire supported stallholder coordination through permit approvals, site maps and early morning set-up assistance.

The Shire also assisted with the screening of the film IF, which was well received by both children and adults.

### **Community Event Support**

During the 2024/25 financial year, the Shire provided financial and in-kind support to a number of community organisations to assist with event delivery, including:

- Shark Bay Bowling, Sport & Recreation Club - \$2,000 contributed towards Australia Day Breakfast
- Shark Bay RSL – \$500 contributed towards Remembrance Day commemorations (November 2024) and \$1,000 contributed toward ANZAC Day commemorations (April 2025)
- Shark Bay Community Resource Centre – \$1,000 contribution toward Youth Week (April 2025)
- Shark Bay Fishing Fiesta – \$6,000 in-kind support (Community Assistance Grant information below)

# EMERGENCY MANAGEMENT

The Shire maintains an active focus on emergency management planning and preparedness to support community resilience.

The Shire's Local Recovery Plan is available via the Shire website and outlines recovery roles, responsibilities and processes following an emergency event.

## ACCESS & INCLUSION

The Shire of Shark Bay continued to improve access and inclusion outcomes across key community spaces during 2024/25.

New footpaths and wheelchair/pram ramps were completed along Durlacher Street, improving connectivity between key community facilities and enhancing safe pedestrian movement. The Shire completed twelve (12) new independent living units designed to Silver level compliance under the Liveable Housing Design Guidelines. The Silver Standard includes wider doorways, step-free entry, reinforced bathroom walls for grab rails, and accessible internal layouts. This proactive approach supports long-term housing security and improves quality of life for tenants.

The Shire also installed a new accessibility bridge linking Francis Street to the Shark Bay Recreation Centre, improving inclusive access to this important community facility. The bridge was designed beyond minimum standards, incorporating a wider path, gentle gradients and strategically spaced bollards to support mobility scooter and wheelchair access while reducing bicycle speed.

The Shire's Disability Access and Inclusion Plan is currently under review, with community consultation underway to support development of an updated plan for 2025–2030.

# ECONOMIC DEVELOPMENT

## Community Assistance Grants

Council allocated \$50,000 to the Shire's Community Assistance Grants program during the 2024/25 financial year. The program supports community-led initiatives that strengthen participation, wellbeing and local capacity.

A total of \$27,130 was distributed to community groups across the year.

Round 1 – Community Projects (\$2,000 to \$5,000)

Three (3) groups were funded in Round 1, with a total commitment of \$12,200, supporting the following projects:

- Boolbardi Country Club – \$5,000 for equipment replacement to support facility upkeep
- Shark Bay Pistol Club – \$5,000 for infrastructure upgrades including roof sheeting and water tanks
- Yadgalah Aboriginal Corporation – \$2,200 to support delivery of a six-month seniors program

## Round 2 – Small Equipment Grants (up to \$1,000)

Three (3) groups were funded in Round 2, with a total commitment of \$2,800, supporting the following:

- Boolbardie Country Club – \$1,000 for catering support for the 2025 Denham Open Golf Championship and the Club’s 60th Anniversary
- Shark Bay Arts Council – a \$1,000 contribution was requested for the replacement of the cooling system in the Arts Workshop. Council considered the social benefits of this community group and the need for a cool comfortable environment and used their discretion to cover the entire cost of the air conditioning upgrade valued at \$3,330.
- Shark Bay Pistol Club – \$800 for equipment to support roof sheeting replacement

## Significant Event Sponsorship

One (1) community group received funding under the Significant Event Sponsorship category:

- Shark Bay Community Resource Centre – \$10,000 toward the 2025 Shark Bay Fiesta, which included \$2,000 over the requested amount to provide additional entertainment for the Shark Bay community.

## FUNDED PROJECTS

2024/2025 was a busy year for grants, while substantial funding was made available to all local governments through the Local Roads and Community Infrastructure program, many other grants were secured through competitive grant application processes, highlighting the grant writing skills of the Shire Administrative staff.

- Local Roads and Community Infrastructure Funding (Phase 4)
  - o Accessible pathways into the Recreation Centre Precinct.
  - o Contribution towards the building of the new finger jetty at the western end of Knight Terrace.
  - o Upgrades to the interior of the Discovery Centre.
  - o Upgrading the toilet block at George Wear Park.
  - o Contributions towards road and carpark upgrades.

### · Funding for Day Care Worker Accommodation

o For the second consecutive year, the Shire was able to secure \$25,000 from the Department of Communities through the Attraction and Retention of Child Care Workers in Remote Areas funding. This funding subsidises the cost of accommodation for the Denham Day Care worker.

#### • **Funding for community programs**

- The Shire received \$60,000 through the Department of Local Government, Sport and Cultural Industries to run out of school activities. These are being planned and run in conjunction with the school and the Community Resource Centre.
- The WA Youth Engagement Grant Program through the Department of Communities for \$10,000 for the Shark Bay Youth Life Skills Program.
- Regional Arts Venues grant of \$165,720 through the Department of Local Government, Sport and Cultural Industries to run a series of events and activities in the Discovery Centre.
- Work continues on the \$21,600 through the Department of Local Government, Sport and Cultural Industries for a Shark Bay Club Development Program to be run over 3 years (2023 -2025).
- The Shire was also successful in receiving multiple funding streams for the 2024 Beats in the Bay Festival. This included:
  - Horizon Power
  - Lotterywest
  - Festivals Australia

#### • **Funding for infrastructure maintenance and development**

- \$250,000 through a Regional Economic Development grant to be applied toward the costs of essential worker accommodation project.
- \$187,500 through the Department of Planning Lands and Heritage's Infrastructure Development Fund grant towards the cost of service connection for the essential worker accommodation project.
- \$500,000 from the Department of Fire and Emergency Services' Cyclone Seroja Local Government Resilience Funding to upgrade the Recreation Centre as an evacuation and recovery facility.

#### • **Funding for feasibility studies**

- \$130,000 from the Department of Planning, Lands and Heritage through its Regional North Government Assistance Program to enable the Shire to revise its Local Planning Strategy. This project continued throughout the 2024/2025 financial year.

#### • **Bushfire Mitigation**

- A Bushfire Mitigation Activity Fund Grant (MAF) for \$52,800 through the Department of Fire and Emergency Services (DFES). This grant was provided as part of the DFES MAF Grants Program to support building the fire management capacity and overall resilience of communities. Funds were for on-ground works to mitigate extreme, very high and high risks on land that is State owned and managed by the Local Government.

# TOURISM

Through the Shark Bay World Heritage Discovery and Visitor Centre, the Shire of Shark Bay continues to provide strategic leadership in tourism development, local heritage interpretation and the creative arts. These sectors remain central to building a progressive and resilient local economy, supported through ongoing advocacy and strong partnerships with local businesses.

## **Shark Bay World Heritage Discovery and Visitor Centre**

Throughout 2024–2025, the Shark Bay World Heritage Discovery and Visitor Centre consistently promoted the Shark Bay region through social media, the Centre’s website, stakeholder engagement, events, and daily visitor interactions.

The dedicated Centre team engaged with more than 64,000 people in person, in addition to many more through email, the website, and telephone enquiries. Visitors were connected with over 31 accommodation options and 55 tour, self-drive, historic, and natural attractions within the Shire of Shark Bay, as well as a range of additional experiences across the broader region, including Carnarvon, Exmouth, Kalbarri, Geraldton, and beyond.

During the 2024–2025 financial year, 63,046 visitors viewed the exhibitions in the Rose de Freycinet Gallery and the Fire of Water: HMAS Sydney 3D film. The highest single-day attendance of 604 was recorded on 11 July 2024, during the July school holidays

The Centre reported strong sales in merchandise, tour and accommodation booking commissions, and museum entry fees during 2024–2025. The team continues to prioritise merchandise that reflects the cultural and natural significance of the Shark Bay region, including items produced by local artists and businesses.

## **Rose de Freycinet Gallery**

The Rose de Freycinet Gallery delivered a strong and diverse exhibition program throughout 2024–2025, including two Artists-in-Residence initiatives and the launch of a major new triennial program. The inaugural Shark Bay Artist-in-Residence Program, delivered in partnership with ART ON THE MOVE, commenced in March 2024. Selected artists included Tania Spencer, Rebecca McCauley and Aaron Claringbold. While Ms Spencer’s residency concluded in 2023–2024, McCauley and Claringbold continued through to October 2025, spending six weeks living and working in Shark Bay. Their residency culminated in the photographic exhibition What Can I Say Without Touching the Earth with My Hands (12 September – 19 October 2025).

The 2024–2025 year also marked the successful launch of the triennial art program By the Bay, showcasing six artists with strong connections to Shark Bay. The program celebrated the region’s unique landscapes, stories and creative identity, and was widely acclaimed by both residents and visitors. Funding of \$56,000 per year for three years was secured through the Department of Local Government, Sport and Cultural Industries and the Department of Primary Industries and Regional Development.

The program supported the engagement of professional artist, mentor and curator Andrew Nicholl, whose guidance strengthened the quality and impact of the participating artists’ work. Participating artists included Joey York, Sophie Seyah, Claire Cooper, Jake Mason, Lauren Greatorex and Christine von Schill, all of whom are expected to act as ambassadors and mentors for the next cohort in the 2025–2026 By the Bay program.

Additional exhibitions presented during 2024–2025 included Jila Kujarra: Two Snakes Dreaming (February – April 2024), a cross-cultural collaboration between Warnman artist Desmond Taylor and Boorloo-based textile artist Mariaan Pugh, commissioned by Fremantle Arts Centre in partnership with Martumili Artists. This exhibition was well received by both residents and visitors.

## OTHER INFORMATION

### **Report on Complaints made against Councillor's**

Section 5.53(2)(hb) of the Local Government Act requires disclosure of entries made in the register of complaints against Councillor's for the year.

For 2024/2025 there were no complaints lodged of any Breaches of the Local Government Act 1995.

### **Record Keeping Plan**

The Shire's Record Keeping Plan outlines the control, retention and disposal policies and procedures for all shire records. The Shire's Record Keeping Plan was formally approved by the State Records Commission on the 7 September 2023 in accordance with Section 28 of the State Records Act 2000. The Shire's Record Keeping Plan will need to be reviewed again before the 29 August 2028.

Shire staff are trained in the use of the Shire's electronic recordkeeping system on a regular basis. New employees are inducted with the Shire's policy and procedures manual covering records management and are given extensive training in how to utilize the Shire's electronic recordkeeping system.

### **Freedom Of Information**

Access to information / documents may be granted to members of the community under the Freedom of Information Act 1992. The Shire of Shark Bay complies with the Freedom of Information Act 1992. An Information Statement is available along with application forms on the Council's website. The statement is a guide on the Freedom of Information process and also lists the types of documents available outside of Freedom of Information. The Chief Executive Officer is the Shire's Freedom of Information Coordinator. Any formal application information that is not already freely available at the Council may be made through the Freedom of Information Coordinator.

Between 1 July 2024 and 30 June 2025, the Shire received no Freedom of Information requests.

## **NATIONAL COMPETITION POLICY**

The National Competition Policy statement requires Local Governments to include in the Annual Report, ongoing statements on the following.

1. Competitive Neutrality – To remove benefits (and costs) that accrue to government business because 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. Legislative Review – To review legislation that restricts competition.

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

### **Competitive Neutrality**

There are several tests to apply that assist in determining if there is a “significant business enterprise”:

1. Does the activity receive revenue from external sources that exceeds \$200,000 per annum? (This threshold excludes grant income, internal charges, and statutory fees)
2. Would the benefits to be realised from the implementation of competitive neutrality exceed the costs?

From an examination of the income statement of the Shire of Shark Bay for the 2024/2025 financial year, there is no activity that satisfies the first part of the test, and therefore the principles of competitive neutrality do not apply to any of the Shire of Shark Bay’s activities.

### **Structural Reform**

The Shire of Shark Bay is not classified as a natural monopoly and does not conduct any business activities that could be classed as public monopolies. Accordingly, the principle of structural reform does not apply to the Shire of Shark Bay.

### **Legislation Review**

The Shire has a portfolio of Local Laws (previously known as by-laws) which may impact competition. A formal review has been deferred until Quarter Two (Q2) due to operational priorities, with no material competition impacts identified during the reporting period.

# ELECTED MEMBERS AND OFFICER COMPLIANCE

## ELECTED MEMBERS AND OFFICER COMPLIANCE STATISTICS

The Local Government (Administration) Regulations 1996 Part 5 – Annual reports and planning, regulation 19B (1) and (2) was amended as of the 7 November 2020 and now requires the following statistics to be included in the annual report:

### Regulation - 19B (2) (a) & (b) and Prescribed Information for Payments to Employees

Section 5.53(2)(g) of the Local Government Act 1995 requires disclosure of information as prescribed in relation to salary of \$130,000 or more made to employees.

For the 2024/2025 year there was one employee entitled to an annual salary in the band of \$160,000 to \$170,000.

### Regulation - 19B (2) (c)

Elected Member Allowances 2024/2025 for Standards Panel costs for hearing a complaint regarding one of its council members and any amount that the Standards Panel orders to be reimbursed is nil.

### Regulation - 19B (2) (d)

Any amount ordered under section 5.110(6)(b)(iv) to be paid by a person against whom a complaint was made under section 5.107(1), 5.109(1) or 5.114(1) to the local government during the financial year 2024/2025 was nil

### Regulation - 19B (2) (e)

Chief Executive Officer Remuneration Paid 2024/2025 - \$205,494

### Regulation - 19B (2) (f)

Elected Member Meeting Attendance / Ordinary Council Meetings 2024/2025

A ATTENDED

LA LEAVE APPROVED

N APOLOGY

Councillor Name	JUL	AUG	SEPT	OCT	NOV	DEC	JAN 25	FEB	MAR	APR	MAY	JUN
Cr Bellottie	A	A	A	LA	A	A	NO MEETING	A	A	A	A	A
Cr Cowell President	A	LA	A	A	A	A		LA	A	LA	A	A
Cr Fenny	A	A	A	A	A	A		LA	LA	A	A	A
Cr Ridgley	A	A	LA	A	A	A		A	A	A	A	LA
Cr Smith	A	N	A	A	A	LA		A	A	A	A	A
Cr Stubberfield	A	A	A	A	A	A		A	A	A	A	A
Cr Vankova	A	N	A	LA	A	A		A	A	A	LA	A

Elected Member Meeting Attendance / Audit Committee Meetings 2024/2025

Meeting Date	5 February 2025
Cr Bellottie	A
Cr Cowell President	N
Cr Fenny	A
Cr Ridgley	A
Cr Smith	A
Cr Stubberfield	A
Cr Vankova	N

Elected Member Meeting Attendance / Special Council Meetings 2024/2025

Meeting Date	16 August 2024	5 February 2024
Cr Bellottie	N	A
Cr Cowell President	A	N
Cr Fenny	A	A
Cr Ridgley	A	A
Cr Smith	A	A
Cr Stubberfield	A	A
Cr Vankova	A	N

**Regulation - 19B (2) (h)**

Elected Member Age Groups

Councillor Age Group	30-40 Years of Age	41-50 Years of Age	51-60 Years of Age	61-70 Years of Age
	0	2	1	4

**Regulation - 19B (2) (i)**

Aboriginal or Torres-Strait Islander Councillor's for 2024/2025

Aboriginal Councillor's 1

Torres-Strait Islander Councillor's 0

**Regulation - 19B (2) (j)**

There were no modifications made to the Shire of Shark Bay's Strategic Community Plan during the 2024/2025 financial year.

**Regulation - 19B (2) (k)**

There were no significant modifications made to the Shire of Shark Bay's Corporate Business Plan during the 2024/2025 financial year.

**Regulation - 29C (2) (d)**

The name of each Council member who lodged a primary return or annual return for the 2024/2025 financial year.

Councillor Name	Annual Return Completed	Primary Return Completed
Cr Bellottie	21 July 2025	ALL RETURNS RECEIVED
Cr Cowell - President	22 July 2025	
Cr Fenny	27 August 2025	
Cr Ridgley	8 August 2025	
Cr Smith	27 August 2025	
Cr Stubberfield	12 August 2025	
Cr Vankova	7 August 2025	

**Regulation – 29C (2) (e)**

The position of each employee who lodged a primary return or annual return for the 2024/2025 financial year

Employee Position	Annual Return Completed	Primary Return Completed
Chief Executive Officer	7 July 2025	ALL RETURNS RECEIVED
Manager Finance and Administration	22 July 2025	
Executive Manager Community Development	5 August 2025	
Works Manager	15 August 2025	
Shark Bay World Heritage Discovery and Visitor Centre – Manager	7 July 2025	
Executive Assistant	7 July 2025	
Supervisor – Town	19 August 2025	
Supervisor – Bush Crew	4 August 2025	
Ranger	5 August 2025	
Team Leader – Shark Bay World Heritage Discovery and Visitor Centre	4 August 2025	
Administration Officer Works / Assets Coordinator	14 July 2025	
Revenue and Payroll Officer	4 August 2025	
Expenditure Finance Officer	9 July 2025	
Customer Service Officer		
Administration Officer		

**Local Government Act 1995 Section 5.127 – Report on training**

S5.127 (1) A local government must prepare a report for each financial year on the training completed by council members in the financial year.

Elected Member Training Attendance 2024/2025

- Cr Bellottie
- Cr Cowell
- Cr Fenny
- Cr Ridgley
- Cr Smith
- Cr Stubberfield
- Cr Vankova

**Local Government Act 1995 Section 5.53 (2) (i) Administration Regulations 19BD – Information on Payments to Council Members**

S5.53 (2)(i) Administration Regulations 19BD Annual reports for a financial year beginning on or after 1 July 2022 are to include information relating to fees, expenses or allowances paid during the financial year for each person who is a Council member, mayor or president:

- Detailing the nature of the fee, expense or allowance; and
- The total amount/value for each class of fee, expense or allowance.

Payments made to Councillor’s for the 2024/2025 Financial Year.

Councillor Name President Allowance Deputy President Allowance Annual Meeting Attendance Fees Information Technology Fees Reimbursements

Councillor Name	President Allowance	Deputy President Allowance	Annual Meeting Attendance Fees	Information Technology Fees
Cr Bellottie	\$5,905	\$0.00	\$2,175.00	\$0.00
Cr Cowell	\$12,963	\$12,920.00	\$2,175.00	\$0.00
Cr Fenny	\$5,905.00	\$0.00	\$2,175.00	\$0.00
Cr Ridgley	\$5,905.00	\$0.00	\$2,175.00	\$0.00
Cr Smith	\$5,905.00	\$0.00	\$2,175.00	\$0.00
Cr Stubberfield	\$5,905.00	\$3,245.00	\$2,175.00	\$0.00
Cr Vankova	\$5,905.00	\$0.00	\$2,175.00	\$0.00

# **STRATEGIC COMMUNITY PLAN 2023-2033**

The Strategic Community Plan is Council's principal 10-year strategy and planning tool. Guiding the remainder of the Shire's strategic planning, the Strategic Community Plan is underpinned by community engagement to provide the community's vision and aspirations.

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

# Economic Objective

## **A progressive, resilient and diverse local economy**

Outcome 1 - Provide appropriate transport infrastructure and services

### Achievements

- Delivered the 2024/25 road capital works and maintenance program in accordance with the adopted Budget.
- Completed upgrades and resurfacing works to Durlacher Street, Airport Road and Useless Loop Road.
- Undertook routine grading, drainage improvements and shoulder maintenance across the Shire's road network.
- Extended and maintained dual-use pathways to improve pedestrian and cycling safety and connectivity.
- Completed the Denham Boat Ramp finger jetty, improving access for recreational, fishers and visitors, and spreading the overall boating effort across jetty and boat ramp infrastructure.

## **Outcome 2 - Support local business and encourage further investment within the district**

### Achievements

- Provided responsive planning and building services to support residential, tourism and commercial development applications.
- Progressed updates to the Local Planning Strategy to support long-term land use planning and investment certainty.
- Continued advocacy to DevelopmentWA regarding land release to address housing demand and enable economic growth.
- Advanced workforce and essential worker accommodation planning to strengthen business continuity and workforce retention.
- Supported local businesses and community groups through direct sharing of grant opportunities and funding pathways.
- Delivered capacity-building workshops, including grant writing and digital capability sessions.
- Continued operation of the Shark Bay World Heritage Discovery and Visitor Centre, providing visitor servicing and tourism bookings.
- Delivered destination marketing initiatives promoting Shark Bay as a nature-based and dark-sky tourism destination.
- Maintained memberships and engagement with regional and state tourism bodies.
- Contributed to development of the Gascoyne Regional Arts Plan in partnership with regional stakeholders.



# Environmental Objective

Maintain our community infrastructure and support protection of the unique natural environment

## **Outcome 3 – A natural environment for the benefit and enjoyment of current and future generations**

### **Achievements**

- Supported Clean Up Australia Day activities across multiple community locations.
- Continued operation of the Shark Bay Recycling Centre in partnership with Containers for Change and the ABC Foundation.
- Supported community participation in recycling initiatives and waste reduction practices.
- Progressed environmental planning initiatives including works associated with the Little Lagoon area.
- Continued streetscape and public realm improvements enhancing the town environment.

## **Outcome 4 - A well-planned built environment and infrastructure supporting our community**

### **Achievements**

- Delivered routine maintenance and renewal across parks, playgrounds, housing, waste facilities and community buildings.
- Installed shade sails at playground and foreshore locations to improve amenity and sun protection.
- Completed town oval reticulation replacement and pump system upgrades.
- Upgraded George Wear Park public toilets and improved facilities at Charlie Sappie Park.
- Upgraded West End foreshore carpark and associated infrastructure.
- Commenced Denham foreshore revetment upgrades and coastal protection works.
- Completed Denham Boat Ramp finger jetty works enhancing marine infrastructure resilience.
- Installed accessible beach matting and provided beach wheelchairs at Denham Town Beach.
- Continued upgrades to the Shark Bay Recreation Centre and Discovery Centre including air-conditioning improvements.
- Expanded the Shire-owned childcare building to allow broader service provision and increased child capacity.
- Supported the independent childcare provider operating from the Shire-owned facility, enabling expanded early learning services.
- Implemented initiatives supporting attraction and retention of childcare workers in remote areas.



## **A safe, inclusive and connected community**

### **Outcome 5 – Strong sense of spirit and pride in an inclusive community**

#### **Achievements**

- Provided ongoing support to emergency services and volunteer organisations.
- Hosted Thank a Volunteer Day recognising the contribution of local volunteers.
- Continued review and strengthening of Local Emergency Management Arrangements.
- Strengthened emergency facility connectivity including satellite communications capability.
- Delivered Community Assistance Grants supporting local events, clubs and initiatives.
- Provided financial and in-kind support to a wide range of community activities and cultural events.
- Supported Youth Week and other youth engagement initiatives.
- Supported seniors' activities and community wellbeing programs.
- Continued management of the Herald Denham Centre Independent Living units, supporting ageing-in-place.
- Expanded childcare availability, supporting working families and community participation.
- Extended dual-use pathways improving accessibility and recreation opportunities.

#### **Leadership Objective**

A transparent, resilient organisation demonstrating leadership and governance

### **Outcome 6 – A strategically focused, unified Council, functioning efficiently**

#### **Achievements**

- Reviewed and aligned strategic and operational planning documents with adopted frameworks.
- Maintained active participation in regional boards, committees and sector working groups.
- Undertook Councillor training and governance development activities.
- Maintained strong financial management aligned with long-term financial planning.

### **Outcome 7 – A transparent, resilient organisation demonstrating leadership and governance**

#### **Achievements**

- Maintained monthly financial reporting and formal budget reviews.
- Continued delivery of core local government services including waste collection, street lighting and recreation facilities.
- Maintained community communications through Bulk SMS alerts, social media and public notices.
- Administered Community Assistance Grant funding with transparent reporting and accountability.
- Supported emergency management governance, preparedness and recovery planning.
- Ensured ongoing legislative and regulatory compliance across operational areas.



The Shire of Shark Bay would like to acknowledge the Malgana Peoples as the traditional custodians of the land and sea in and around the Shire of Shark Bay. They pay their respects to their Elders past, present and emerging.