

# Annual Report

2024/2025



# Acknowledgement of Country

Shire of Denmark President,  
Councillors and staff acknowledge the  
Bibbulmun and Minang people of the  
Noongar nation, who are the  
traditional custodians of this land and  
pay our respects to their Elders, past,  
present, and emerging.

We acknowledge and respect  
their continuing culture and  
the contribution they make to  
this region.

Images in this document are supplied by  
Nic Duncan, Serena Kirby, Ace Camera  
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Electronic copies of Shire of Denmark  
Annual Reports are available for download  
online via the Shire of Denmark website at  
[www.denmark.wa.gov.au](http://www.denmark.wa.gov.au).

Copies of Shire documents can be made  
available in alternate formats upon  
request.





# Contents

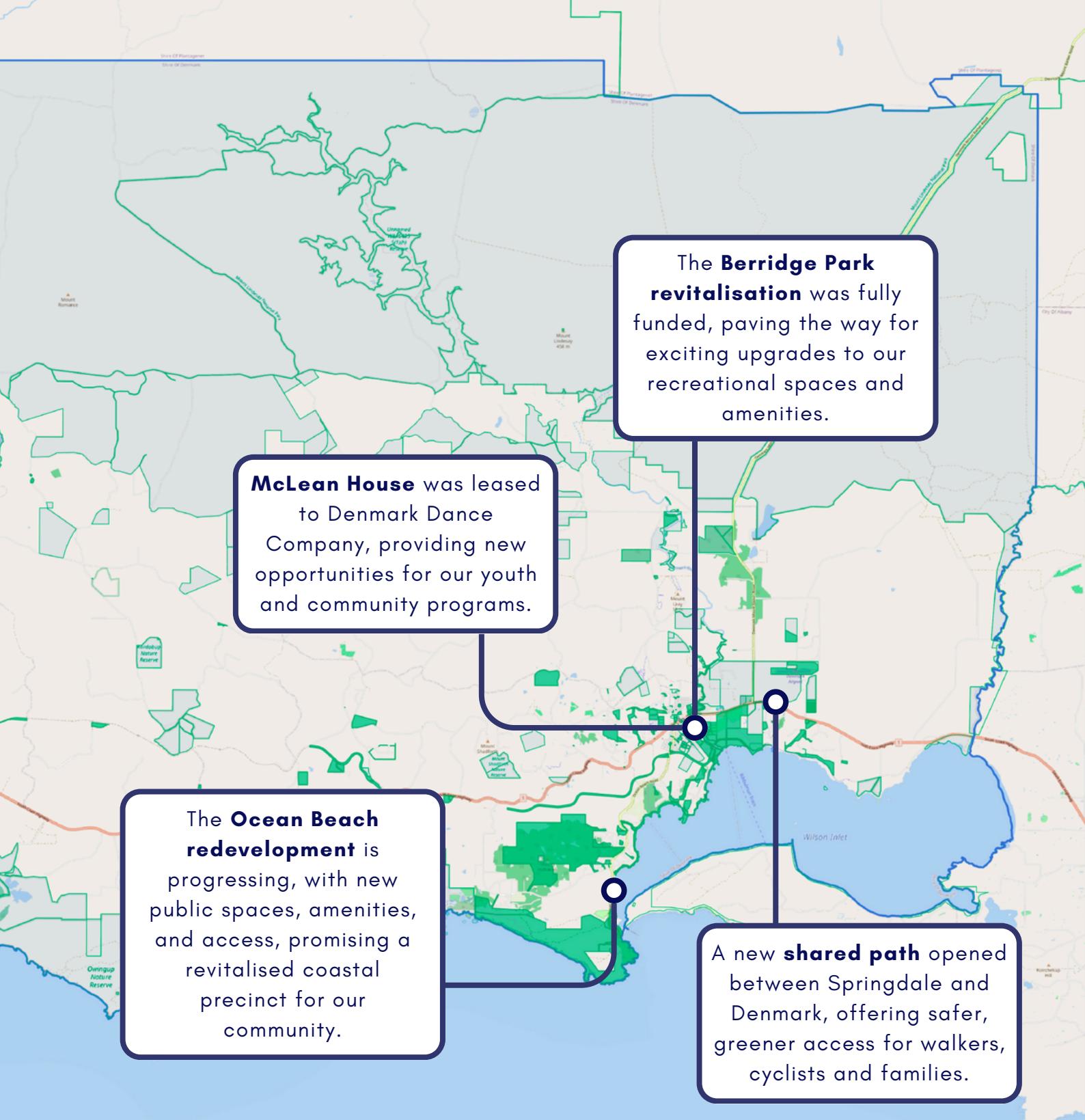
Highlights	4-5
Shire President's Message	6
Our Council	7
CEO's Message	8
Our Organisation	9
Our Shire	10
Community Profile	11
Our Workforce	12
Our Future 2033	14
Community	15-22
Natural Environment	23-30
Built Environment	31-40
Economic Development	41-44
Leadership and Communication	45-53
Compliance	54-57
Financial Reports	58-102

# 2024 to 2025



**Roads** funding received another boost, with over \$2.8 million allocated to upgrades and maintenance across our Shire.

**Peaceful Bay** received a funding boost with investments in road upgrades, new amenities, and water supply improvements.



# A Year of Highlights

# President's Message

It's my pleasure to present the Shire of Denmark's 2024/25 Annual Report, documenting the key developments and outcomes of the past financial year.

**2024/25 has brought exciting progress as well as real challenges, and I'm proud of what we've achieved together this year.**

Like many regional communities, we've faced rising costs, unpredictable weather, and the ongoing challenge of balancing growth with sustainability. Despite this, we've stayed focused on what matters to our community: protecting our environment, supporting our youth and seniors, improving and maintaining our infrastructure, and listening to you.

We saw major upgrades to our local road network, including Mt Shadforth, Parker, and Wentworth, improving safety and access for families, farmers, and visitors. These works were long overdue, and I know they've made a difference to your daily lives.

We've also invested in the places that bring us together. The fully-funded revitalisation of Berridge Park is underway, and the Turner Road Mountain Bike Trails Network is progressing, offering new ways for families and visitors to enjoy our natural surroundings.

The Ocean Beach redevelopment continues to take shape, securing the future of one of our most loved community spaces. The necessary closure of this much-loved public space has not been without impact on our community, particularly over the summer months.

**I want to sincerely thank everyone for their cooperation and understanding as we now move towards the completion of this exciting project.**



Our expanded support for young people is one of the year's most significant milestones. With over \$120,000 invested in youth services, including the Youth Outreach Program and various activities, we're helping create safe, inclusive spaces for our young residents to connect and thrive.

Our achievements over the past year wouldn't be possible without the work of our dedicated councillors and Shire staff, whose commitment and care have helped overcome the year's challenges to achieve meaningful progress.

Finally, as we look ahead to the future, I want to thank you, our community, for your resilience, ideas, and ongoing commitment to making Denmark a better place for everyone.

Whether you attended a council meeting, volunteered your time, or shared your thoughts with us, you've helped shape the Shire's journey over the last 12 months.

**Thank you for being part of it.**

**Kingsley Gibson**  
Shire President

# Our Council



**The Council of the Shire of Denmark consists of nine Elected Members.**

Council is the decision-making body of the Shire and meets on the last Tuesday of each month at 4pm, along with the Chief Executive Officer and other members of the senior leadership team.



**Kingsley Gibson**  
President  
(term expires 2027)



**Clare Campbell**  
(term expires  
October 2025)



**Jackie Ormsby**  
(term expires  
October 2025)



**Jan Lewis**  
Deputy President  
(term expires  
October 2025)



**Donna Carman**  
(term expires  
October 2025)



**Dominic Youel**  
(term expires 2027)



**Nathan Devenport**  
(term expires 2027)



**Janine Phillips**  
(term expires 2027)



**Aaron Wiggins**  
(term expires 2027)

Members of the public are welcome to attend Council meetings and may ask questions during public question time. Minutes and audio recordings of the Council meetings are available to the public, and are published on the Shire's website.

# CEO's Message

It's a pleasure to share this year's Annual Report, which reflects the hard work, dedication, and care of the Shire staff through a year of steady progress and meaningful achievements.

Across every team and department, our staff have shown a strong commitment to delivering services and projects that make a real difference in people's lives. Their efforts have helped keep our Shire running smoothly and sustainably.

We continue to improve how we connect with our community, with updates to our website and customer service systems making it easier and quicker for residents to get assistance. In its first year of operation, we received 645 'Report It' submissions, and we've seen a noticeable improvement in response times and satisfaction through this tool. Our dedicated community consultation page, Your Denmark, continues to grow, ensuring more of our community have their voices heard and direct the Shire's actions.

Our works crew have completed upgrades to our roads and footpaths, including the extension to the Springdale shared footpath. These enhancements are part of our ongoing investment in the infrastructure that supports daily life in Denmark, and make getting around our Shire safer and more convenient for everyone.

On the environmental front, we've continued to build momentum, from revegetation efforts to waste reduction programs. Our team has worked hard to protect and enhance the natural beauty that makes Denmark so special.

Community development has also been a highlight. From our Community Grants program, which rolled out in two rounds this year, to Youth Fest and our Volunteer Appreciation Sundowner, our staff delivered a wide range of events and



initiatives that brought people together to celebrate and strengthen the sense of belonging that defines Denmark. The hard work of our Recreation Centre and Library staff has seen new programs and activities launched to great acclaim from members and other participants, highlighting how integral these facilities are to our Shire.

Financially, we've remained in a strong position, through careful management of public funds and investment in priority projects. This stability and transparency saw Denmark recognised as one of the Top 10 Best Practice LGAs by the Office of the Auditor General in April, this year.

None of this would be possible without the incredible teams behind the scenes. I want to thank every staff member for their dedication and professionalism, and acknowledge the support of Council in helping us stay focused on what matters most; our community.

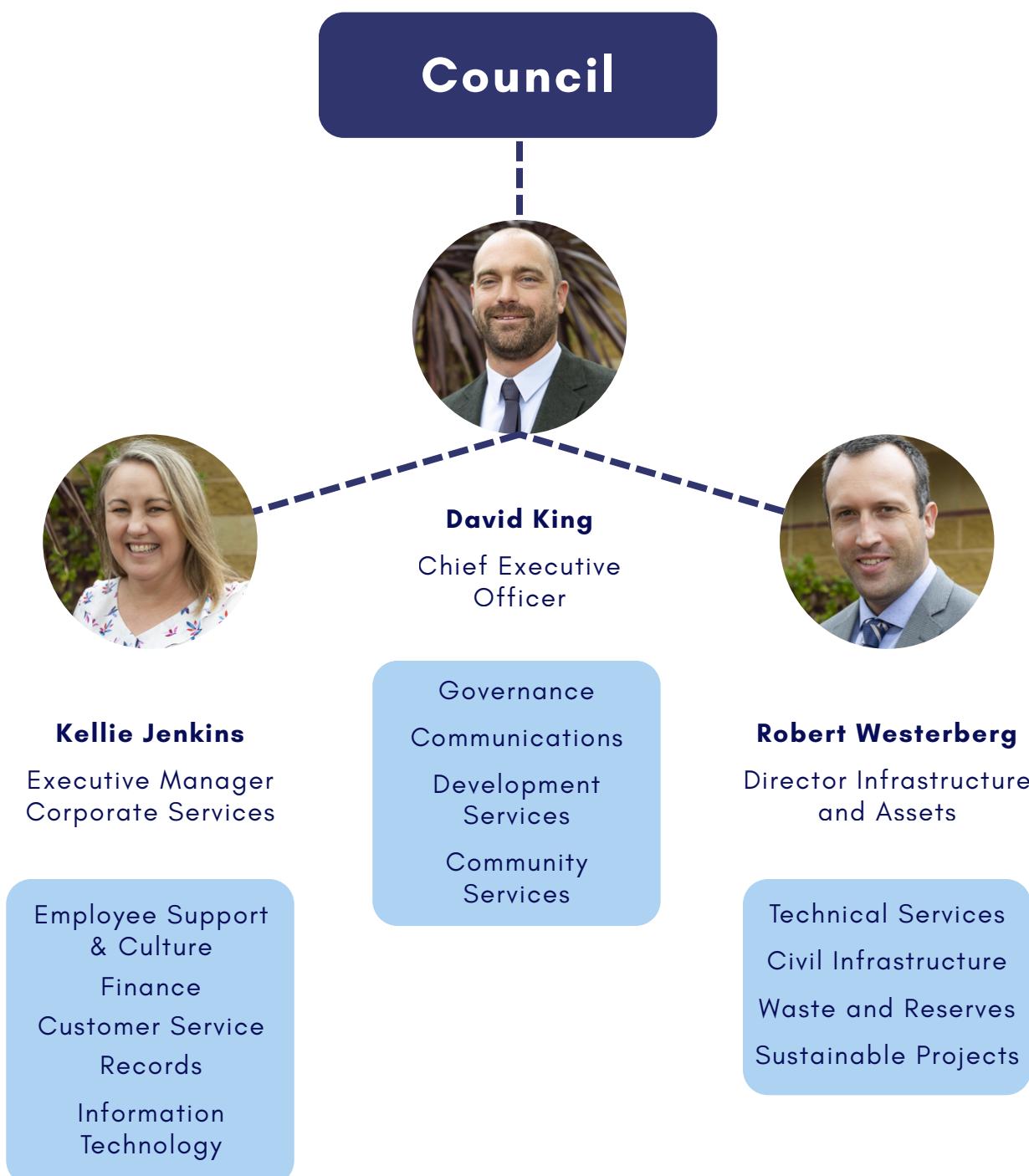
As we look ahead, we're excited to keep building on this foundation, improving how we work, and continuing to deliver services that reflect the values and aspirations of the people of Denmark.

**David King**  
Chief Executive Officer

# Our Organisation

The Chief Executive Officer is the conduit between our Council and the Shire of Denmark staff.

Together with the Executive Manager Corporate Services and the Director of Infrastructure and Assets, this senior executive team directs Shire staff in the delivery of the key programs, projects and outcomes laid out in the **Corporate Business Plan 2024-2028** document.





## Our Shire

Nestled on Western Australia's stunning south coast, the Shire of Denmark is a vibrant and welcoming community known for its strong sense of connection and care.

Surrounded by lush forests, pristine beaches, and winding rivers, Denmark offers a unique blend of natural beauty and relaxed living.

With a focus on sustainability, creativity, and wellbeing, it's a place where our residents enjoy a peaceful lifestyle enriched by nature, culture, and community spirit.

# Community Profile



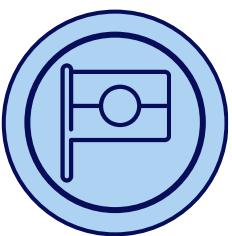
**6707**

Estimated Resident Population



**50**

Median Age



**1.3%**

Aboriginal and Torres Strait Islander population



**25.2%**

People With Disability



**\$810.3M**

Economic Output



**2074**

Local Jobs



**29.4%**

Volunteer



**12.5%**

Unpaid Carers



**84**

People experiencing homelessness (estimated)



**3.7%**

Unemployment Rate



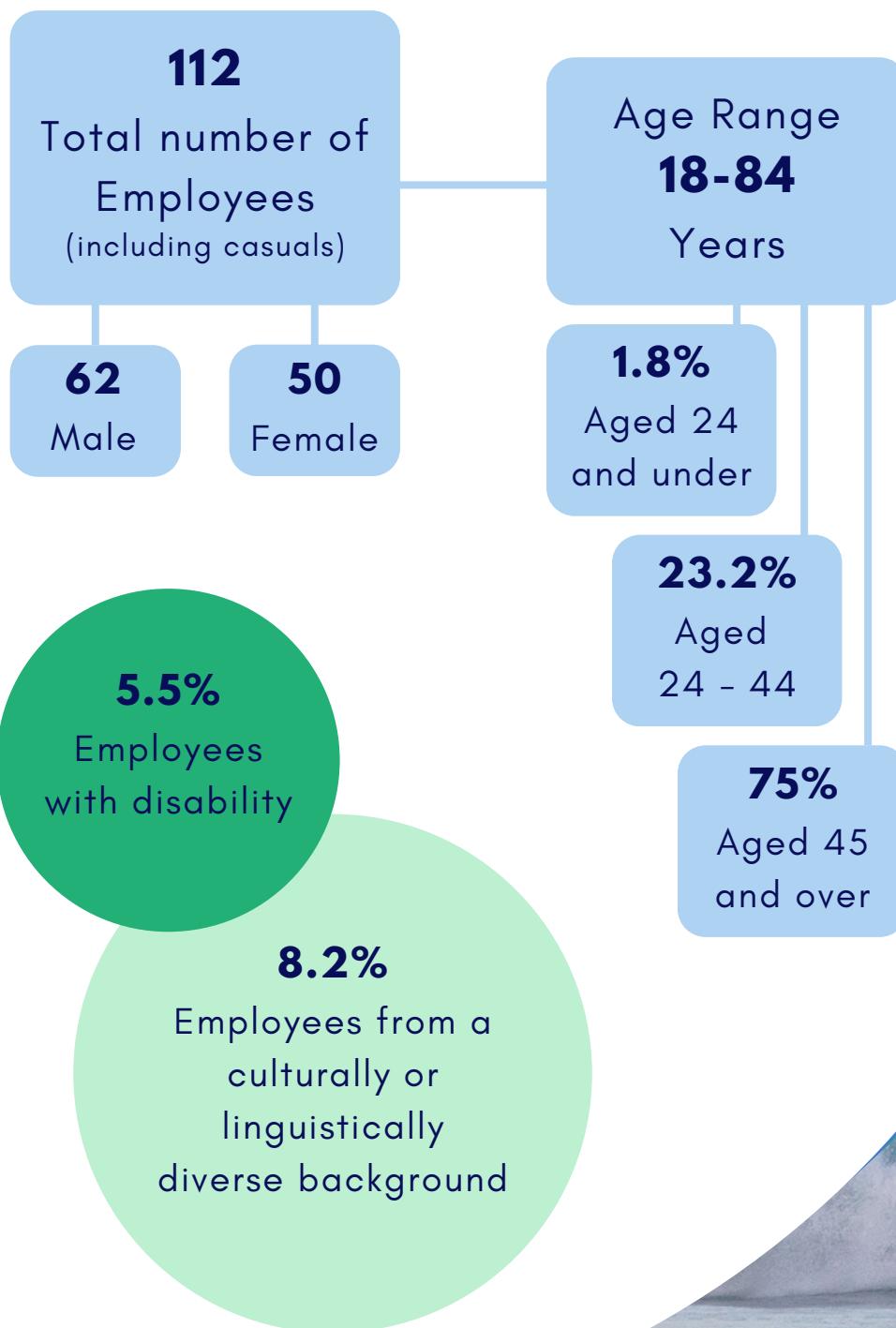
## References:

2021 ABS Census Data

[profile.id.com.au/denmark/highlights](http://profile.id.com.au/denmark/highlights)

[app.remlan.com.au/greatsouthernregion/economy/summary](http://app.remlan.com.au/greatsouthernregion/economy/summary)

# Our Workforce



# Report It – First Year Review

The Shire of Denmark launched our 'Report It' online form in 2024 to make it easier for community members to notify us about local issues.

After its first year of operation, the service has proven to be a valuable tool for improving responsiveness and transparency.

**Over 600 submissions were lodged in the first 12 months.** The most common issues reported were:

- Local Roads – 127 reports
- Trees and Vegetation – 55 reports
- Drains – 41 reports
- Parks, Gardens and Reserves – 40 reports
- Stray Livestock – 31 reports

Other frequently reported categories of issues included footpaths, pets, illegal camping, and parking.

**The Shire of Denmark remains committed to addressing the issues raised through the 'Report It' service. Every report helps us maintain a safer, cleaner, and more connected community. We will continue to monitor trends, respond promptly, and improve our services to ensure that community concerns are heard and acted upon.**

# Our Future 2033: Working Towards Our Vision

2024/25 is the second year of service delivery under our Strategic Community Plan *Our Future 2033*.

Our vision, objectives and community priorities have been informed by extensive community consultation, with more than 1700 engagement responses.

## Reporting Back to Our Community

To keep abreast of community priorities and local needs, the Shire of Denmark commissions independent surveys. A survey was conducted in 2022 as part of the Strategic Community Plan engagement process, returning 1191 responses. The most recent survey was conducted April of 2025 and returned 528 responses from our community.

**The Annual Report is structured using the same five categories under which questions are asked in these independent surveys:**

### Community

- Youth services and facilities
- Family and children services
- Seniors' services
- Disability access
- Aboriginal recognition
- Volunteer support
- Community safety
- Health and community
- Public health and wellbeing
- Sport and recreation
- Library services
- Festivals, events, art and culture
- Local history and heritage

### Natural Environment

- Conservation
- Sustainable practices
- Waste collection services
- Natural disaster management
- Animal management

### Economic Development

- Economic development
- Agriculture
- Tourism attractions and marketing
- Denmark town centre

### Built Environment

- Growth and development
- Character and identity
- Planning and building approvals
- Access to housing
- Community buildings
- Playgrounds, parks and reserves
- Streetscapes
- Footpaths, trails and cycleways
- Lighting
- Local roads
- Traffic management
- Storm water drainage

### Leadership and Communication

- Council's leadership
- Advocacy and lobbying
- Openness and transparency
- Consultation
- Communication
- Customer service
- Change, innovation and technology



# Community

**Projects under the 'Community' category, in the Corporate Business Plan 2024-2028, aim to enhance the wellbeing, inclusion, and vibrancy of local residents by delivering a wide range of services and initiatives.**

These projects support youth, families, seniors, and people with disability; promote Aboriginal recognition; and strengthen volunteer networks. They also focus on community safety, public health, and wellbeing, while fostering participation in sport, recreation, arts, culture, and local heritage.

**The following community projects were listed for delivery in 2024/25**

Project	Status
<b>ACROD Parking</b> DELIVER an upgrade to one all-abilities carpark per year as per the Disability Access and Inclusion Plan	To be reconsidered in the next financial year
<b>Riverbend Footbridge</b> FUND a footbridge at Riverbend Lane	Monitor
<b>Ocean Beach Precinct</b> DELIVER upgrades to the Surf Life Saving Club facilities and public open spaces at Ocean Beach	On-Track
<b>Bike racks</b> FUND bike racks at the Recreation Centre as a sustainable transport option	Complete
<b>Library Programs</b> LEAD activities at the library that cater for young children and primary school-aged children	Complete
<b>Library Programs</b> LEAD activities at the library that are targeted at the needs and interests of seniors	Complete
<b>Domestic Violence Assistant Program</b> LEAD programs at the Rec Centre that encourage respectful relationships	Complete
<b>Youth Hub Facility Setup</b> FUND the setup of McLean House as a location for delivering specialist youth services and community-based programs	Complete
<b>Youth Based programs</b> LEAD programs at the Rec Centre that improve youth mental health and connection	Complete

Project	Status
<b>Inclusive Fitness Programs</b> LEAD programs at the Rec Centre to ensure all classes are inclusive in line with "Something for Everyone"	Complete
<b>Cultural Events</b> DELIVER a series of community events commemorating important cultural and social milestones in our calendar	Complete
<b>Emergency Services Volunteers</b> FUND the delivery of subsidised programs for Shire-managed emergency services volunteers that support them in the vital roles they perform in the community	Complete
<b>Dual Naming</b> LEAD the dual naming process to confirm and submit 12 of the 20 Indigenous place names across our Denmark Shire region formally with Landgate, with the view to promote the dual place names with on-ground signage	Monitor

**These initiatives help build a connected, healthy, and resilient community for all through accessible facilities, engaging events, and inclusive programs.**

## Key Projects

### ACROD Parking

The Shire of Denmark is committed to improving accessibility across our community, including the provision of additional ACROD parking bays. Although this initiative was identified as a priority, the cost of completing the project proved to be prohibitively high. In light of this, the Shire has deferred full implementation to ensure we maintain a fiscally responsible approach to service delivery. Accessibility remains an key goal, and we will pursue alternative solutions and funding opportunities to deliver this project in a sustainable and cost-effective manner in the next financial year.

### Ocean Beach Precinct

The Ocean Beach Development Project is progressing, with new public amenities, a kiosk, and a storage building underway. Refurbishments to the surf club include upgraded patrol, first aid, office, meeting and training rooms, alongside a revitalised public realm area.

## **Library Programs**

The Denmark Public Library delivered a diverse range of programs for both young people and seniors. Children enjoyed engaging activities such as Rhymetime, Storytime, Lego Clubs, Little Ones @ the Library, and school holiday programs featuring coding, crafts, stop-motion animation, and movie sessions.

Seniors were supported through regular Mah-Jong games, poetry and play reading groups, Seed Library sessions, and book club assistance – fostering connection, creativity, and lifelong learning across generations.

## **Seniors Martial Arts Program**

The free 10-week Martial Arts for Seniors course at the Denmark Recreation Centre empowered residents aged 65+ to build strength, balance, and self-defence skills in a fun, social setting. Participants also learned techniques to fall safely, helping prevent age-related injuries and boosting confidence in their physical capabilities.

## **Youth Hub Facility and Youth-based Programs**

Council approved a long-term lease of McLean House to Denmark Dance Company, creating a secure venue for youth-focused programs and creative activities. The initiative received strong community support and includes over \$30,000 in planned renovations at no cost to ratepayers, enhancing the precinct and promoting wellbeing, connection, and opportunity for young people.

The Recreation centre also offered two targeted 10-week programs – Girl Strong and Strength Within – to support the health, wellbeing and fitness of young people aged 12 to 16.



## Events in our Shire

Throughout the 2024/25 financial year, the Shire of Denmark supported a range of cultural events that brought the community together in celebration and connection.

Highlights included the 2024 Christmas event, the Australia Day gathering at Peaceful Bay, and this year's Youth Fest – each offering opportunities for residents and visitors to enjoy local entertainment, activities, and shared experiences in vibrant community settings.

The annual Community Citizen of the Year awards give community members the opportunity to nominate deserving community members who have gone above and beyond their civic duty to make a significant contribution to the local community. The winners were named at the Volunteer Appreciation Sundowner, held in May 2025.

Shaun Ossinger was awarded Community Citizen of the Year, alongside Citizen of the Year - Senior recipient, Leslie Murphy, and Citizen of the Year - Youth award winner, Paul (Pablo) Sleeman. Denmark Volunteer Fire & Rescue Service were awarded Citizen of the Year - Group.

Athletes in our community who achieved outstanding results in the past year or who have made a significant contribution to their sport or club were also presented with awards. Jy Drummond was awarded Junior Sportsperson of the Year and Anthony McEwan was the winner of the Senior Sportsperson of the Year award. Brad Woodruff was the recipient of the Service to Sports award.



## Key Statistics - Community

Community Facilities - Library Statistics	23/24	24/25
Physical Loans	42,796	<b>44,532</b>
eResource Usage	23,680	<b>25,112</b>
Reference Enquiries	8,073	<b>9,412</b>
eResource Enquiries	728	<b>468</b>
Programs for Adults and Kids	279	<b>229</b>
Program Attendance	2,450	<b>2,626</b>
Customer Visits	43,499	<b>44,284</b>
Online Catalogue Visits	6,414	<b>6,617</b>
Seed Library Users	370	<b>375</b>

Community Facilities - Recreation Centre Statistics	23/24	24/25
Total Attendances	25,899	<b>28,306</b>
Gym Visits	16,407	<b>18,733</b>
Fitness Class Attendances	8,476	<b>8,653</b>
Creche Visits	1,016	<b>920</b>
Memberships	316	<b>391</b>

In the 24/25 period, the most popular fitness class at our Recreation Centre was the **Pilates class, with 2,523 attendances**.

Public Safety Statistics	23/24	24/25
Parking Infringements	79	<b>202</b>
Camping Infringements	5	<b>296</b>
Cat Infringements	7	<b>7</b>
Dog Attack Prosecutions	2	<b>0</b>
Dog Infringements	20	<b>134</b>
Litter and Local Law Infringements*	15	<b>43</b>

\*Includes stock on road, roosters in townsite, littering, depositing domestic or commercial waste in public bins and trading without valid permits

Following community feedback about illegal camping, a strong response was taken with anyone found to be camping illegally in our Shire in the 24/25 period.

Our strengthened approach to illegal camping has since been adopted by other local governments in the Great Southern, looking to mitigate this ongoing issue.

# Looking Ahead to 2025/26

The following Community projects are listed for delivery or progression in 2025/26 in our Council Plan, *Our Future 2035*.

Project	Action
Peaceful Bay Outdoor Gym Equipment	<b>FUND</b> the purchase and installation of outdoor fitness equipment at the Peaceful Bay oval/playground precinct.
Mountain Bike Park development	<b>PARTNER</b> with the Denmark Mountain Bike Club on the development of trails and club infrastructure in line with the Turner Rd Concept Plan.
Ocean Beach Precinct	<b>DELIVER</b> upgrades to the Surf Life Saving Club facilities and public open spaces at Ocean Beach.
Ocean Beach Precinct	<b>ADVOCATE</b> for disability access to the Ocean Beach precinct as part of the Ocean Beach upgrade.
Club Facilities Upgrade	<b>PARTNER</b> with Denmark Country Club and Denmark Riverside Club to fund the upgrades to their sporting club playing surfaces.
Community Development	<b>LEAD</b> community empowerment within local not-for-profit groups through strategic direction, capacity-building, and tailored funding advice.
Community Library Revitalisation	<b>DELIVER</b> a relocation plan for library services to ensure the community has a fit-for-purpose facility for future library expansion and service delivery.
Library Programs	<b>LEAD</b> activities at the library that cater for young children and primary school-aged children.
Library Programs	<b>LEAD</b> activities at the library that are targeted at the needs and interests of seniors.
Domestic Violence Assistance Program	<b>LEAD</b> programs at the Rec Centre that encourage respectful relationships.
Inclusive Fitness Programs	<b>LEAD</b> programs at the Rec Centre to ensure all classes are inclusive in line with "Something for Everyone."
Youth Based programs	<b>LEAD</b> programs at the Rec Centre that improve youth mental health and connection.
Youth Outreach	<b>PARTNER</b> with Albany Youth Support Association to provide outreach services for at-risk youth in the Denmark Shire.
Every Club Grant	<b>PARTNER</b> with the State governments Every Club Program to deliver improved governance performance, planning and management with local sports clubs.

Project	Action
Community Resource Centre Service Agreement	<b>PARTNER</b> with the Denmark Community Resource Centre to deliver key community services and programs.
School Holiday Program	<b>LEAD</b> the promotion of school holiday programs in partnership with local businesses and community groups.
Lifesaving	<b>PARTNER</b> with Surf Life Saving WA to deliver lifesaving services at Ocean Beach.
Sport and Recreation Planning	<b>DELIVER</b> a review of the Sport and Recreation Master Plan. This review is scheduled to occur ahead of the Denmark High School Oval Facilities upgrade to ensure that all future facility and service needs have been considered.
Playground Planning	<b>FUND</b> the development of a playground strategy that involves assessing existing playgrounds, gathering community input, and prioritising projects.
Cultural Events	<b>DELIVER</b> a series of community events commemorating important cultural and social milestones in our calendar.
Emergency Service Volunteers	<b>FUND</b> the delivery of subsidised programs for Shire-managed emergency services volunteers that support them in the vital roles they perform in the community.
Dual Naming	<b>LEAD</b> the dual naming process to confirm and submit 12 of the 18 Indigenous place names across our Denmark Shire region formally with Landgate, with the view to promote the dual place names with on-ground signage.
Reconciliation	<b>PARTNER</b> with local Indigenous groups to deliver a Reflect Reconciliation Action Plan.





# Natural Environment

**Projects in the 'Natural Environment' category, in the Corporate Business Plan 2024-2028, are designed to protect and enhance our region's natural assets through conservation, sustainable practices, and effective waste management.**

These initiatives also focus on preparation and response to natural disasters, promoting responsible animal management, and encouraging community stewardship of the environment.

## **The following Natural Environment projects were listed for delivery in 2024/25**

Project	Status
<b>BioChar</b> PARTNER with Wilson Inlet Catchment Committee (WICC) in delivering a BioChar program pending the pilot to convert FOGO to biochar.	Paused
<b>Bore and Tank Installation</b> DELIVER installation of a bore water supply and header tank for fire mitigation	Complete
<b>Bins</b> FUND replacement of two 25 cubic metre rubbish bins	Complete
<b>Bins</b> FUND replacement of hook-lift bin and covers	Complete
<b>Bushfire Ready Program</b> FUND Bushfire Ready Program to educate and increase community awareness in fire safety and community responsibilities.	Complete
<b>Bushfire Risk Management Plan</b> LEAD the update to our Shire's Bushfire Risk Management Plan	On Track
<b>Mitigation Activities Funding</b> FUND a schedule of works annually through the Mitigation Activity Fund to address bushfire risks in our Shire.	On Track
<b>Fire Safety Management</b> REGULATE compliance with bushfire regulations within our Shire through a strong approach to compliance	Complete
<b>Book a Ranger</b> DELIVER the 'Book a Ranger' education and awareness service from May to November annually	Complete

Project	Status
<b>Tree planting</b> LEAD the rehabilitation of Shire land by increasing the annual tree planting and revegetation program	Complete
<b>Weed Strategy</b> DELIVER an updated Weed Strategy and Action Plan for Shire bushland, foreshore, and coastal reserves to implement weed control action over the next ten years	Complete
<b>Mt Hallowell Management Plan</b> DELIVER an updated management plan for Mt Hallowell	Monitor
<b>Foreshore Revegetation</b> PARTNER in delivering foreshore management revegetation of Wilson Inlet foreshore fringing vegetation in collaboration with WICC and community planting days and education aligned with WIMS	Complete
<b>Roadside Vegetation Mapping</b> DELIVER roadside vegetation mapping report and maps with conservation value roadsides across Shire	Complete
<b>Environmental Education</b> FUND annual workshops and environmental events in collaboration with NFP community organisations to promote biodiversity conservation and best sustainable practices in the community	Complete
<b>Solar Panels</b> FUND the procurement of additional solar panels on Shire facilities to deliver energy efficiencies	Complete
<b>Arena Fuels</b> PARTNER with Local Governments across the State to secure funding for EV infrastructure	Complete
<b>Sustainable fleet</b> DELIVER a reduction of the carbon footprint for our fleet of vehicles, including consideration of electric or hybrid options	Complete
<b>Animal Management</b> REGULATE animal management to ensure responsible dog ownership for off-lead areas	Complete
<b>Animal Management</b> REGULATE cat ownership to ensure compliance with the Cat Local Law	Complete

**Together, these projects aim to ensure a healthy, resilient, and sustainable natural environment for current and future generations.**

# Key Projects

## **Biochar**

The Biochar project, planned for delivery in 24/25, is on hold due to funding limitations. While the project supports sustainability goals, the required infrastructure investment exceeds current budgets. The Shire will seek government and private investment to ensure the project's viability without impacting essential services.

## **Bushfire Ready Program**

The Shire of Denmark proudly supports 55 community-led Bushfire Ready Groups. These groups play a vital role in raising awareness and empowering residents to understand and act on their responsibilities to stay safe during bushfire season.

## **Bushfire Risk Management Plan (BRMP)**

The Shire is finalising its Bushfire Risk Management Plan following extensive community consultation and collaboration with key agencies. The plan outlines strategic approaches to reducing bushfire risk across the region.

## **Mitigation Activities Funding**

The Shire successfully secured Mitigation Activity Funding to engage a local contractor in treating high-risk bushfire areas. This proactive work helps protect lives, property and the environment.

## **Fire Safety Management**

Our Rangers visited over 1,000 properties to assess fire safety compliance, achieving an 83% compliance rate. Notably, more than half of the non-compliant properties were owned by absentee landholders, highlighting the importance of ongoing education and enforcement.

## **Book a Ranger Program**

The Shire conducted 124 Book a Ranger visits, providing residents with personalised advice and support on fire safety, animal management and other local issues.



## **Roadside Vegetation Mapping**

Council adopted the Roadside Vegetation Mapping project in 2024/25. This mapping provides a valuable baseline for managing roadside biodiversity and guiding future works.

## **Environmental Education Programs**

The Shire delivered a range of environmental education initiatives, including the Showerhead Swap Program, worm farm workshops and the Community Kitchen Garden – all aimed at promoting sustainable living.

## Renewable Energy and Sustainability

The Shire of Denmark continues to advance its commitment to environmental responsibility through a range of renewable energy and sustainability initiatives.

Solar panels and battery systems have been installed at key community facilities including the Recreation Centre, McLean Park, and the Shire Administration Building. These systems are helping to reduce energy costs while supporting the Shire's long-term sustainability goals.

To further encourage low-emission transport options, electric vehicle charging infrastructure has been installed at the Shire Administration Building, providing convenient access for EV users and reinforcing the Shire's support for cleaner mobility.

In addition, the Shire is investing in a more sustainable fleet, incorporating electric and hybrid vehicles to reduce greenhouse gas emissions and lower operational costs across its services.

## Key Statistics - Natural Environment

Waste Services Statistics	23/24	24/25
Kerbside Bin Services (residential)	2,597	<b>2,634</b>
Public Place Bin Services	138	<b>138</b>
Total Waste to Landfill	2,056t	<b>2,175t</b>

In 24/25, **787 tonnes of waste** were collected across the shire, along with **396 tonnes of recycling**. 225 tonnes of waste were also collected from our public bins.

Fire Safety Statistics	23/24	24/25
Property Fire Compliance Infringements	66	<b>190</b>
Property Fire Inspections	484	<b>1,440</b>
Book a Ranger Appointments	49	<b>124</b>
Bushfire Ready Groups	55	<b>55</b>

In the 24/25 period, our Technical Services team had **50 new applications for the No Spray Register**. These registrations will be valid for a period of 2 years from 1st September 2025 till 31st August 2027.

**The Total number of residents on the No Spray Register this year is 220.**

# Looking Ahead to 2025/26

The following Natural Environment projects are listed for delivery or progression in 2025/26 in our Council Plan, *Our Future 2035*.

Project	Action
Waste Services	<b>PARTNER</b> with our contracted waste management service providers to reduce carbon emissions and improve recycling outcomes, reducing volume to landfill by acting on contamination reports.
Community Education	<b>DELIVER</b> community education programs to help people sort waste correctly, recycle more, and send less to landfill.
Assisted Bin Collection Service	<b>DELIVER</b> an assisted bin collection service to residents who are unable to physically move Shire bins to and from the kerbside due to incapacity, disability or illness.
Biochar	<b>ADVOCATE</b> for continued research and development of Biochar as a solution for FOGO waste management and carbon reduction.
Green Waste Mulching	<b>DELIVER</b> a trial mulching of the Shire's green waste at satellite sites to reduce Scope 1 emissions by replacing onsite burning with chipping
Local Laws	<b>DELIVER</b> a review of the Bushfire Local Law.
High Vis Smart Fire Danger Rating Signage	<b>FUND</b> automated fire danger rating signs to be placed strategically within our Shire to provide public awareness.
Bushfire Ready Program	<b>FUND</b> Bushfire Ready Program to educate and increase community awareness in fire safety and community responsibilities.
Bushfire Ready for vulnerable communities	<b>PARTNER</b> with the Department of Fire and Emergency Services to deliver an inclusive bushfire-ready program targeting vulnerable people, including people with disability.
Bushfire Risk Management Plan	<b>LEAD</b> the update to our Shire's Bushfire Risk Management Plan in line with the requirements of the Office of Bushfire Risk Management.
Mitigation Activities Funding	<b>FUND</b> a schedule of works annually through the Mitigation Activity Fund to address bushfire risks in our Shire.

Project	Action
Fire Safety Management	<b>REGULATE</b> compliance with bushfire regulations within our Shire through a strong approach to compliance with the annual Firebreak and Fuel Management Notice.
Book a Ranger	<b>DELIVER</b> the 'Book a Ranger' education and awareness service from May to November annually
SMS Alert Service	<b>DELIVER</b> an alert messaging service for local residents.
Local Law	<b>DELIVER</b> a review of the Pest Plants Local Law.
Revegetation	<b>LEAD</b> the rehabilitation of Shire land by increasing the annual tree planting and revegetation program through workshops and regular field days with the community.
Waterwise Trees	<b>DELIVER</b> an annual waterwise plant giveaway service to residents for verge planting.
Friends of Reserves	<b>ADVOCATE</b> for the formation of Friends of Reserves groups to foster community ownership and extend the Shire's capacity to care for local reserves.
Weed Management	<b>DELIVER</b> an annual weed management program to address the high-priority assets identified in the Bushland Reserves Weed Action Plan and the Roadside Vegetation Mapping Report.
Kooryunderup / Mt Hallowell Management Plan	<b>LEAD</b> a review of the Kooryunderup / Mt Hallowell Management Plan – redefining the management goals, reviewing the actions, and redefining the spatial zones in line with the Council resolution and community input.
Kooryunderup / Mt Hallowell Management Plan	<b>DELIVER</b> short-medium adopted recommendations from the Management Plan and seek funding where needed to support the delivery of those recommendations.
Wilson Inlet Foreshore Management	<b>PARTNER</b> with Wilson Inlet Catchment Committee to map the inlet foreshore for illegal clearing activity by residents and further surveillance of hotspot clearing activity areas.
Foreshore Revegetation	<b>PARTNER</b> in delivering foreshore management revegetation of Wilson Inlet foreshore fringing vegetation in collaboration with Wilson Inlet Catchment Committee and community planting days and education aligned with Wilson Inlet Management Strategy.

Project	Action
Environmental Education	<b>FUND</b> annual workshops and environmental events in collaboration with NFP community organisations to promote biodiversity conservation and best sustainable practices in the community. Through the community contributions policy.
Ocean Beach, Wilson Head and Back Beach	<b>DELIVER</b> the short- medium term recommendations from the Coast Reserves Actions for Ocean Beach, Wilson Head and Back Beach.
Lights Beach	<b>DELIVER</b> the short- medium term recommendations from the Coast Reserves Actions for Lights Beach.
Parry Beach and Hillier Beach	<b>DELIVER</b> the short- medium term recommendations from the Coast Reserves Actions for Parry Beach and Hillier Beach.
Boat Harbour	<b>DELIVER</b> the short- medium term recommendations from the Coast Reserves Actions for Boat Harbour.
Peaceful Bay	<b>DELIVER</b> the short- medium term recommendations from the Coast Reserves Actions for Peaceful Bay.
Carbon Reduction	<b>DELIVER</b> a carbon reduction plan that sets out activities to meet our carbon reduction targets by 2030.
Arena Fuels	<b>PARTNER</b> with Local Governments across the State to secure funding for electric vehicle infrastructure.
Sustainable fleet	<b>DELIVER</b> a reduction of the carbon footprint for our vehicle fleet, including considering electric or hybrid options.
Dog Ownership	<b>REGULATE</b> animal management to ensure responsible dog ownership for off-lead areas.
Local Law	<b>DELIVER</b> a review of the Dog Local Law.
Cat Management	<b>REGULATE</b> cat ownership to ensure compliance with the Cat Local Law.
Feral Pig Management	<b>PARTNER</b> with Wilson Inlet Catchment Committee on the Lake Muir Feral Pig Eradication Program.



# Built Environment

**Projects in the 'Built Environment' category, in the Corporate Business Plan 2024-2028, focus on shaping vibrant, accessible, and sustainable spaces that reflect the community's character and support growth.**

These initiatives include planning and approvals for development, improving access to housing, and maintaining community buildings, parks, and playgrounds. They also enhance local streetscapes, footpaths, trails, cycleways, lighting, and roads, while ensuring effective traffic management and stormwater drainage.

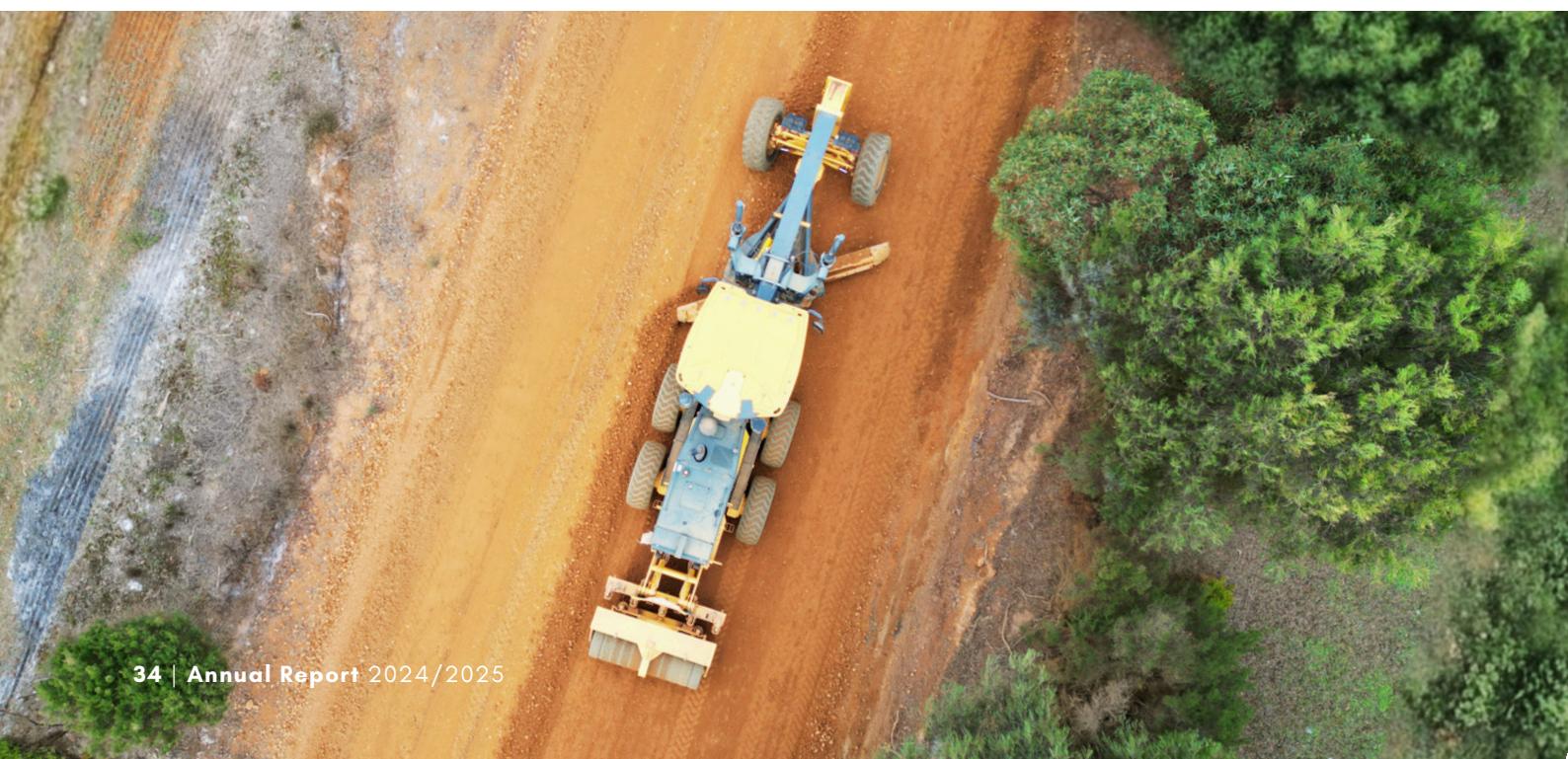
**The following Built Environment projects were listed for delivery in 2024/25**

Project	Status
<b>Gravel Resheet Long Term Plan</b> DELIVER a detailed long-term program for gravel re-sheets.	On Track
<b>Gravel Road Maintenance Reporting</b> DELIVER a transparent and community-accessible reporting system that addresses our level of service to unsealed roads	On Track
<b>Road Construction Resource Planning</b> DELIVER a plan to future-proof road construction material availability and consider alternative construction materials to meet the road construction needs of the Shire	Monitor
<b>Dust Suppression</b> DELIVER Peaceful Bay dust suppression	Complete
<b>Road Upgrades</b> DELIVER road upgrades to Mt Shadforth (SLK_3.04-4.22 & SLK_4.22-5.41)	Complete
<b>Road Resheeting</b> DELIVER road resheeting to Cussons Rd (SLK_1.49-2.32), Wentworth Rd (SLK_0.33-1.82), Parker Rd (SLK_8.48-9.01) and Tindale Rd (SLK_0.03-4.52)	Complete
<b>Flood Mitigation</b> DELIVER an annual program of flood mitigation and drainage works to address urgent flooding issues in the community.	Complete
<b>Flood Mitigation</b> DELIVER flood mitigation works to: <ul style="list-style-type: none"><li>Christina Crescent-install table drain</li><li>Peaceful Bay carpark-drainage install</li><li>Denmark Riverside Club-facility access improvements</li><li>Russell Rise-upgrade</li><li>Crn Patterson and Buckley-install and upgrade infrastructure</li><li>Scotsdale/Redman Rd-culvert install</li><li>Hardy St drainage upgrades</li></ul>	Complete

Project	Status
<b>Cemetery Drainage</b> DELIVER improvements to the drainage within the Cemetery Grounds	Complete
<b>Paths and Trails Workforce</b> PARTNER with external bodies on creating a local workforce for path and trail maintenance.	Complete
<b>Paths</b> DELIVER upgrades to path networks including: <ul style="list-style-type: none"> <li>Springdale Beach Path Construction</li> <li>Mokare Path Renewal</li> </ul>	Complete
<b>Paths</b> DELIVER annual footpath renewal works	Complete
<b>Paths</b> DELIVER annual pedestrian bridge renewal works	To be reconsidered in the next financial year
<b>Depot Re-development Master Plan</b> DELIVER a Master Plan with a staged approach to asset and facility upgrades at the depot with a focus on sustainable resource use, including recycling water, renewable energy options and ongoing operations of the seed bank and nursery.	Monitor
<b>Berridge Park</b> DELIVER a vibrant, sustainable, and integrated youth hub/precinct in a central location.	On Track
<b>Kwoorabup Park playground area upgrade</b> DELIVER a rationalisation to the Kwoorabup Park playground area to improve operational efficiency.	Complete
<b>BBQ Rivermouth Park</b> FUND the installation of electricity supply to BBQ to existing pad at the Rivermouth Park	Monitor
<b>Tree Preservation</b> DELIVER a significant trees list and tree preservation order policy under the Shire's Town Planning Scheme	Monitor
<b>Fencing</b> DELIVER facility fencing and delineation upgrade and renewal	Complete
<b>Planning Framework Review</b> DELIVER a review of the Local Planning Strategy and Local Planning Scheme	On Track
<b>Planning Policies</b> DELIVER a review of all associated Local Planning policies to align with a revised Local Planning Scheme	On Track

Project	Status
<b>Heritage Inventory Review</b> DELIVER a review of local heritage inventory and associated heritage planning framework	On Track
<b>Online Planning &amp; Building Resources</b> DELIVER online information packages for development applications and building approvals, including Environmental Health	On Track
<b>Plant &amp; Equipment - Skid Steer Slasher</b> FUND the purchase of a skid steer mounted slasher to support maintenance of walk trails and narrow verges	To be reconsidered in the next financial year
<b>Plant &amp; Equipment - Excavator</b> FUND the purchase of an excavator to assist with more efficient clearing of drains, performing box out jobs during road construction, and assisting with tree pruning and mulching	On Track
<b>Peaceful Bay Water Supply Upgrade</b> FUND installation of additional solar panel, battery power reserve system and automatic switching for the water reserve at Peaceful Bay	Complete
<b>Springdale Park Bore Installation</b> FUND installation of a bore water supply for the irrigation at Springdale Park	Complete
<b>DSHS irrigation main replacement</b> FUND the replacement of the DSHS irrigation main under a cost sharing arrangement with the school	Complete

**These projects aim to create safe, welcoming, and well-connected environments that meet the evolving needs of our residents and visitors to our Shire.**



# Key Projects

## Roads in our Shire

The Shire of Denmark finalised a detailed Gravel Resheet Long Term Plan, which outlines resheeting and resealing works scheduled for future delivery. Finalising this plan has determined which areas of our road network most require upgrades to enhance road safety, durability and access for both residents and visitors.

Grading works across the gravel road network were logged daily and reported weekly as part of the Shire's planned maintenance program. This consistent monitoring supports transparency and allows for timely responses to changing road conditions, helping maintain safe and reliable routes.

Road construction resource planning is ongoing and will be reassessed in line with the annual Capital Works program to ensure resources are allocated efficiently and adaptively to meet infrastructure needs.

Dust suppressant has been procured for seasonal road treatments, with dust suppression works at Peaceful Bay scheduled for late October to early November 2024. These treatments aim to improve air quality and road conditions during the dry season.

Planned upgrades to Mt Shadforth Road have been completed, improving surface quality and accessibility. Resheeting works have also been finalised on Cussons Road, Wentworth Road, Parker Road and Tindale Road, contributing to safer travel across the Shire's rural road network.

## Flood Mitigation Works 2024/25

In the 2024/25 financial year, the Shire of Denmark completed a targeted program of flood mitigation works to address known flood-prone areas and improve stormwater management across the region. Civil works were undertaken to enhance drainage infrastructure, reduce surface water accumulation, and improve access during heavy rainfall events.

Key outcomes included the installation of new drainage systems at Christina Crescent, Peaceful Bay Caravan Park, and Hardy Street, significantly improving water flow and reducing localised flooding. Access improvements were delivered at the Denmark Riverside Club, while infrastructure upgrades at Russell Rise and the corner of Patterson and Buckley Streets enhanced stormwater capacity and resilience. Additionally, a culvert was installed at Scotsdale and Redman Roads to support better water passage and protect road surfaces.

These works have strengthened the Shire's flood resilience and contributed to safer, more reliable infrastructure for the community.

## **Path and Pedestrian Infrastructure**

In 2024/25, the Shire of Denmark completed upgrades to key sections of its path network, including the Springdale Beach Path and the Mokare Trail, improving accessibility and safety for pedestrians and recreational users. These works were delivered alongside the Shire's annual footpath renewal program, which focused on maintaining and enhancing existing pedestrian infrastructure across the municipality.

While the annual pedestrian bridge renewal program was scheduled for delivery, it was deferred to allow funding to be redirected to other priority areas. This decision reflects the Shire's flexible approach to budget management and its commitment to allocating resources where they are most needed.

## **Berridge Park**

During the 2024/25 financial year, the Shire of Denmark made significant progress on the Berridge Park Precinct Redevelopment. Funding has been secured from the Federal Government's Growing Regions Program, Lotterywest, and the Community Sporting and Recreation Facilities Fund. As of January 2025, the project is now fully funded.

By June 2025, the Shire had initiated the tender process for the design and construction of the precinct upgrades. The redevelopment will deliver a new all-ages playground, skate park, multi-purpose court, bouldering wall, and accessible public amenities, while preserving the park's natural character. Construction is anticipated to commence in the latter half of 2025.

## **Kwoorabup Park Playground**

The Shire of Denmark has finalised a new 21-year lease agreement with the Kwoorabup Nature School, enabling the school to expand its facilities. This agreement provides the foundation for the school's subsequent infrastructure upgrades, including a new pre-primary building and a purpose-built playground.

Expected to be opened in the latter half of 2025, the new playground forms part of a broader redevelopment that includes an undercover area and landscaped outdoor learning spaces, enhancing the park's role as a shared community and educational asset.

## **Heritage Inventory Reviews**

In 2024/25, we initiated our review of our Heritage Inventory with the Local Heritage Survey, supported by a grant from the Department of Planning, Lands and Heritage. The review aims to update the list of culturally significant places based on public nominations and stories that reflect our Shire's diverse heritage. Public submissions opened in June 2025, and a historical photography exhibition at the Shire Administration Building helped raise awareness and encourage community participation.

## Peaceful Bay Water Supply Upgrades

Ahead of the 24/25 summer holiday season, work was completed on key upgrades to the Peaceful Bay water supply system. The work included the installation of additional solar panels, a battery power reserve system, and automatic switching for the water reserve, improving reliability and resilience. These upgrades were part of a broader investment in Peaceful Bay infrastructure, shaped by strong community engagement and local priorities.

## Key Statistics - Built Environment

Environmental Health Statistics	23/24	24/25
Onsite Conventional Septic System Approvals	34	<b>35</b>
Secondary Treatment Systems Approvals	7	<b>19</b>
Water Samples	176	<b>164</b>
Food Samples	0	<b>0</b>
Event Approvals	30	<b>35</b>
Asbestos Fibre Identification Samples	2	<b>2</b>
Food Premises Assessments	92	<b>83</b>
Stall Holder Licenses	7	<b>8</b>
Section 39 Certificates	3	<b>2</b>
Alfresco and Dining Licenses	12	<b>12</b>
Childcare and Family Daycare Inspections	3	<b>3</b>
Trading in Thoroughfare and Public Place Permits	5	<b>6</b>
Holiday Home Accommodation Inspections	30	<b>26</b>
Peaceful Bay Leasehold Property Assessments	22	<b>24</b>
Temporary Accommodation Approvals	1	<b>1</b>
Lodging House Inspections	1	<b>2</b>
Home Inspections (regarding noise, air pollution etc)	32	<b>37</b>
Public Building Inspections	13	<b>7</b>
Meat Inspections	125	<b>98</b>
Caravan and Camping Inspections	13	<b>14</b>

Our Technical Services team organised the **purchase and installation of 30 new signs**, including street signs, advisory signs, BEN signs, and replacements for missing signs.

Building Approval Statistics	23/24	24/25
Single Dwellings	52 (\$25,057,477)	<b>60 (\$25,725,241)</b>
Additions to Single Dwellings	59 (\$3,341,924)	<b>49 (\$5,784,163)</b>
Outbuildings	72 (\$1,963,721)	<b>86 (\$2,962,283)</b>
Rural Outbuildings	12 (\$630,166)	<b>15 (\$917,250)</b>
Commercial and Industrial	8 (\$7,276,595)	<b>14 (\$6,993,653)</b>

Planning Application Statistics 24/25		
Proposal Type	Number of Applications	Cost of Development
Single House	<b>38</b>	<b>\$22,175,397</b>
Single House Additions/ Alterations	<b>8</b>	<b>\$1,101,000</b>
Second House	<b>3</b>	<b>\$1,204,000</b>
Ancillary Accommodation	<b>13</b>	<b>\$20,628,167</b>
Rural Pursuit	<b>0</b>	<b>\$0</b>
Holiday Home (standard)	<b>10</b>	<b>\$0</b>
Holiday Home (large)	<b>4</b>	<b>\$0</b>
Holiday Accommodation	<b>8</b>	<b>\$3,167,000</b>
Outbuilding	<b>37</b>	<b>\$26,083,161</b>
Rural Outbuilding	<b>5</b>	<b>\$291,740</b>
Change of Use	<b>5</b>	<b>\$219,000</b>
Signage	<b>5</b>	<b>\$53,000</b>
Use Not Listed	<b>0</b>	<b>\$0</b>
Commercial and Industrial	<b>7</b>	<b>\$11,231,480</b>
Dam	<b>0</b>	<b>\$0</b>
Extractive Industry	<b>1</b>	<b>\$50,000</b>
Rainwater Tank	<b>11</b>	<b>\$2,197,000</b>
Holiday Home Approval Renewal	<b>21</b>	<b>\$0</b>
Subsequent (retrospective) approval	<b>10</b>	<b>\$1,122,500</b>
Amendments to Planning Approvals	<b>13</b>	<b>\$974,000</b>
Caravan Park (Nature Based Park 4 Bays)	<b>4</b>	<b>\$0</b>

**In the 24/25 period, our hardworking roads staff completed 319 gradings.**

The road that received the most gradings in the 24/25 period was **Redman Road, which was graded 11 times.**

# Looking Ahead to 2025/26

The following Built Environment projects are listed for delivery or progression in 2025/26 in our Council Plan, *Our Future 2035*.

Project	Action
Road Construction Resource Planning	<b>PARTNER</b> with rural property owners to secure future road construction material supply.
New road technologies	<b>DELIVER</b> , where possible, road construction utilising low-carbon emission or recycled material.
Dust Suppression	<b>DELIVER</b> Peaceful Bay dust suppression.
Road Design	<b>DELIVER</b> road design projects upgrades: <ul style="list-style-type: none"><li>• Turner Rd</li><li>• Ocean Beach Rd</li><li>• Hollings Rd</li><li>• Walter Rd</li></ul>
Road Upgrades	<b>DELIVER</b> upgrade to Mt Shadforth Rd SLK_0.5-0.8 (SLK – Straight Line Kilometres is a location reference system used by Main Roads WA)
Road Upgrades	<b>DELIVER</b> upgrade to Kernutts Rd SLK_1.85 – 2.85
Road Re-sheeting	<b>DELIVER</b> road re-sheeting to: <ul style="list-style-type: none"><li>• Walter Rd SLK_0.10 – 2.15</li><li>• Glenrowan Rd SLK_0.01-2.46</li><li>• Redman Rd SLK_2.5-4.79</li><li>• Hazelvale Rd SLK_0.00-3.36</li></ul>
Flood Mitigation	<b>DELIVER</b> an annual program of flood mitigation works to improve flood-prone situations through civil works.
Timber bridge works	<b>DELIVER</b> replacement of Vigus Rd and Nornalup Rd minor bridges with culverts.
Bridge condition surveys	<b>DELIVER</b> our Level 1 bridge condition surveys to inform future maintenance works and funding.
Riverbend Footbridge	<b>FUND</b> a footbridge at Riverbend Lane.
All-abilities car parking	<b>DELIVER</b> one all-abilities carpark upgrade per year.

Project	Action
Parry Beach	<b>DELIVER</b> speed limit controls in this multi-use zone.
Paths and Trails Workforce	<b>PARTNER</b> with Pardelup Prison Farm on creating a local path and trail maintenance workforce.
Bike Racks	<b>FUND</b> bike racks at the Recreation Centre as a sustainable transport option.
Footpaths	<b>DELIVER</b> annual footpath renewal works.
Bridge renewal	<b>DELIVER</b> annual pedestrian bridge renewal works.
Depot Redevelopment Master Plan	<b>DELIVER</b> a Master Plan with a staged approach to asset and facility upgrades at the depot with a focus on sustainable resource use, including recycling water, renewable energy options and ongoing operations of the seed bank and nursery.
Depot upgrade	<b>FUND</b> an upgrade to the Depot, including appropriate and sustainable washdown facilities for the depot fleet as recommended in the master plan, as well as office and ablution facilities.
Berridge Park Toilets	<b>FUND</b> upgraded public toilet facilities to Berridge Park.
Berridge Park Amenities	<b>ADVOCATE</b> for funding for a changing place toilet facility as part of the Berridge Park redevelopment.
Civic Centre Green Room	<b>FUND</b> minor internal improvements to the Green Room at the Civic Centre.
Building Maintenance	<b>DELIVER</b> ongoing maintenance and improvements to the Shire building assets.
Building Audits	<b>LEAD</b> the engagement of a professional to undertake audits of the Shire buildings and facilities to ensure DDA
Berridge Park	<b>FUND</b> a vibrant and sustainable precinct at Berridge Park.
BBQ Rivermouth Park	<b>FUND</b> the installation of an electricity supply to the BBQ on the existing pad at the Rivermouth Park.
Hopson Park Improvements	<b>DELIVER</b> further facilities for seating and shade and a play space upgrade.
Structural Plans	<b>DELIVER</b> a review of all Structural Plans.
Heritage Inventory Review	<b>DELIVER</b> a review of the Local Heritage Survey, adopt a Heritage List and adopt a Planning Heritage Framework.



# Economic Development

**Projects in the 'Economic Development' category, in the Corporate Business Plan 2024-2028, aim to foster a thriving local economy by supporting business growth, promoting sustainable agriculture, and enhancing tourism attractions and marketing.**

These initiatives also aim to strengthen the vitality and appeal of the Denmark town centre, encouraging investment, job creation, and increased visitation.

## **The following Economic Development projects were listed for delivery in 2024/25**

Project	Status
<b>Concept Plan - New Nursery</b> DELIVER a detailed concept plan for establishing a new nursery with the Wilson Inlet Catchment Committee (WICC) and other key community members. Officer time will be minimal, with WICC driving the project. The location for which the concept would be developed is being finalised as an option but is likely to be leased from our Shire	Complete

**These projects help build a resilient and prosperous community for residents, businesses, and visitors alike.**

## **Key Projects**

### **Kwoorabup Native Tree Nursery**

The Shire of Denmark Council endorsed the proposal for the Kwoorabup Native Tree Nursery, a collaborative project with the Wilson Inlet Catchment Committee aimed at enhancing biodiversity and supporting community revegetation efforts.

Located between the Shire Administration Building and the Denmark Country Club, the nursery will produce up to 300,000 seedlings annually, while also creating local employment, educational opportunities, and contributing to environmental conservation.

## **Housing in our Shire**

In the 2024/25 financial year, the Shire of Denmark made significant strides in addressing housing challenges and supporting local economic growth.

In March 2024, Council replaced its advocacy-only Affordable Housing Policy with a proactive approach that empowers the Shire to pursue partnerships, secure funding, and explore development opportunities for affordable and essential worker housing. This shift responds to Denmark's acute housing crisis—driven by rapid population growth, a rental vacancy rate of just 0.2%, and severe rental stress—and positions the Shire to integrate housing solutions into long-term financial and strategic planning.

Building on this commitment, in November 2024, Council introduced the "Semi-Permanent Approvals for Tiny Homes on Wheels" policy, creating a practical pathway for low-cost, flexible housing options. The policy allows Tiny Homes on Wheels to be used on private land for up to 24 months, subject to design, safety, and service standards, and prohibits short-term rentals to maintain community stability. This initiative increases housing diversity and affordability, helping residents and workers remain in Denmark during a period of high living costs.

In March 2025, Council took a major step toward expanding social housing by approving the transfer of Fyfe Park to the Department of Communities for future development. The site was selected for its proximity to essential services, existing infrastructure, and residential zoning, making it ideal for a high-density project likely focused on seniors' housing. Construction is expected to commence from 2026/27, delivering long-term benefits for vulnerable residents and essential workers.

Collectively, these initiatives strengthen Denmark's housing supply, reduce rental stress, and support workforce stability—critical factors for sustaining local businesses and service industries. By improving housing affordability and diversity, the Shire is laying the foundation for economic resilience and growth, ensuring Denmark remains a vibrant and inclusive community.

# Looking Ahead to 2025/26

The following Economic Development projects are listed for delivery or progression in 2025/26 in our Council Plan, *Our Future 2035*.

Project	Action
Kwoorabup Native Tree Nursery	<b>PARTNER</b> with the Wilson Inlet Catchment Committee to deliver the new nursery development.
Economic Development	<b>PARTNER</b> with local industry groups and the Chamber of Commerce to promote local economic opportunities.
Event Management	<b>REGULATE</b> event management services and process event applications, for individuals and businesses holding events in the Shire.
Land Development	<b>DELIVER</b> a design and construction of sewerage, drainage and remediation works at Hardy St for future medium/high-density housing.
Human Services	<b>ADVOCATE</b> as needed with other levels of government for appropriate level social services in the community, including affordable housing, expanded health or education services.
Lime Quarry	<b>ADVOCATE</b> with the state government for amendments to the legislation that will make it viable for small miners to meet statutory requirements under the new WHS legislation.
Local Laws	<b>DELIVER</b> a review of the Extractive Industries Local Law.
Parry Beach	<b>PARTNER</b> with Parry Beach Volunteers on managing the Shire-owned naturebased campground.
Denmark Arts	<b>PARTNER</b> with Denmark Arts through a Service Agreement to deliver key cultural events in the community.
Leases	<b>REGULATE</b> property management arrangements through commercial and residential leasing.



# Leadership & Communication

**Projects in the 'Leadership and Communication', in the Corporate Business Plan 2024-2028, category are dedicated to fostering strong, transparent, and responsive governance.**

These initiatives focus on Council's leadership, effective advocacy and lobbying, and a commitment to openness and transparency. They also prioritise meaningful consultation, clear communication, and high-quality customer service, while embracing change, innovation, and technology

**The following Leadership and Communication projects were listed for delivery in 2024/25**

Project	Status
<b>Rating Review</b> DELIVER an equitable rating structure across all properties within the Shire, including modelling split rating, undertaking a community engagement plan and implementing UV review outcomes	Monitor
<b>Service Agreements</b> PARTNER with community groups to deliver key services and programs	Complete
<b>Local Laws Review</b> REGULATE through statutory review of the following: Bushfire Brigades Local Law; Extractive Industries Local Law; and Pest Plants Local Law	On Track
<b>Community Contribution Reporting</b> DELIVER a clear statement as part of the annual budget outlining the Shire's annual contribution to community organisations	Complete
<b>Your Denmark Engagement</b> DELIVER ongoing engagement with the community through the Your Denmark platform to ensure the community is informed on projects and has an opportunity to provide feedback	Complete
<b>Venue Hire Program</b> DELIVER the introduction of a venue hire program through Spacetoco to create more effective booking system for Shire managed facilities	Complete
<b>Grant Funding</b> FUND community groups through an annual grants program to deliver critical programs and services to our community	Complete

**These goals allow our organisation to serve the community better and support informed decision-making.**

## **Local Laws Review**

In December 2024, Council adopted a new Waste Local Law, which regulates the collection, disposal, and storage of waste and recyclable materials across the Shire. This law aims to improve public health outcomes and environmental protection by establishing clear responsibilities for waste management.

Council also progressed a draft Public Places and Local Government Property Local Law, which was advertised for public comment and is currently awaiting feedback from the Department of Local Government before being returned to Council for final adoption. This proposed law will provide updated provisions for the management and use of public spaces and local government property, including permitted activities and enforcement mechanisms.

Additionally, a review of the Pest Plants Local Law has commenced, with Council inviting public submissions as part of the statutory review process. The review follows the adoption of the Bushland Reserves Weeds Strategy 2024–2034 and will include updates to the list of declared pest plant species to better support local biodiversity and weed management efforts.

## **Community Contributions**

A Community Contributions section was included in both the 2024/25 adopted budget and the draft 2025/26 budget. This dedicated section outlines financial support provided through service partnerships, grants, rate waivers, and other mechanisms, ensuring transparency and consistency in how community groups are funded.

The inclusion of this section in consecutive budgets highlights the Shire's strategic approach to fostering long-term, sustainable relationships with community service providers.

## **Your Denmark Engagement**

Engagement on our community consultation platform, Your Denmark, continues to grow, with 15,829 site visits recorded in the 24/25 period. During this time, 192 new participants registered, and Your Denmark now has an audience of 1,793 active users.

## **Community Grants Program 2024/25**

In the 2024/25 financial year, the Shire of Denmark's Community Grants Program was offered in two funding rounds for the first time, enabling broader access and support for local not-for-profit organisations. A total of \$32,500 was distributed across twelve successful applicants, each delivering projects that align with the Shire's Strategic Community Plan and Sustainability Strategy.

Round 1 saw nine recipients awarded funding for a diverse range of initiatives:

- Denmark Environment Centre received support for a nature-based school holiday program, encouraging environmental education and outdoor engagement for young people.
- Denmark Skate Club was funded to deliver Youth Week 2025 activities, promoting youth participation and community connection.
- Denmark Senior Soccer Club secured funding to upgrade soccer goals at McLean Oval, improving local sporting infrastructure.
- GreenSkills was supported to develop a strategic plan for the Tip Shop, enhancing waste reduction and reuse efforts.
- Great Southern Classic Club received funding for the Great Southern Classic Car Show, a community event celebrating automotive heritage.
- Denmark Community Resource Centre was granted funds to host a Community Christmas Lunch, fostering inclusion and festive spirit.
- Town Team Denmark was supported to establish a local town team and engagement initiative, strengthening grassroots collaboration.
- Sarabande Early Music Ensemble received funding for a 2025 Summer Early Music Workshop, promoting cultural enrichment and musical education.
- Great Southern Academy of Sport was funded to develop a Denmark Athlete Hub, supporting local sporting talent.

Round 2 provided grants to three additional groups:

- Denmark River Markets received support to host the Denmark River Easter Market, a vibrant community gathering.
- Eklektika Community Choir was funded to present the Bibbulmun Airs 2025 Concert, a musical fundraiser for the Denmark Hardship Fund.
- Lions Club Denmark secured funding for the installation of water and power to the work shed at the new Lions Lair, enhancing their operational capacity.

These projects reflect the creativity, commitment, and community spirit of Denmark's local organisations, and the Shire is proud to support their efforts in building a vibrant and inclusive community.

# Key Statistics - Leadership and Communication

## Ordinary Council Meetings, Special Meetings and Annual Electors Meetings

	Jul 24	Aug 24	Aug 24	Sep 24	Oct 24	Nov 24	Nov 24	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25
Cr Gibson	○	○	○	○	○	○	○	○	○	○	○	X	○
Cr Lewis	X	X	X	○	○	○	○	○	○	○	○	○	○
Cr Campbell	○	○	○	○	○	○	○	—	○	○	○	○	○
Cr Carman	○	○	○	X	○	○	○	○	○	○	○	○	○
Cr Devenport	○	○	○	○	○	○	○	○	○	○	○	○	○
Cr Ormsby	○	○	○	○	—	○	○	○	○	○	○	○	○
Cr Phillips	X	X	○	○	○	○	○	○	○	○	○	○	X
Cr Wiggins	○	○	○	○	○	○	○	—	○	○	○	○	○
Cr Youel	○	○	○	○	X	○	○	○	○	○	X	○	○
							Attended	○	Ordinary Council Meetings				
							Approved Leave of Absence	X	Special Council Meetings				
							Absent without Leave/Apology	—	Annual Electors Meetings				

## Committee Attendance

	Audit Advisory	Behaviour Complaints	Bushfire Advisory	Local Emergency Management
Cr Gibson	1/1		3/3	4/4
Cr Lewis				
Cr Campbell	1/1		3/3	4/4
Cr Carman	1/1			
Cr Devenport	1/1	0/0		
Cr Ormsby	1/1	0/0		
Cr Phillips		0/0		
Cr Wiggins	1/1	0/0		
Cr Youel		0/0		



## Working Group Attendance

	Accessibility	Bushfire Mitigation	Local Planning Strategy	Sustainable Projects	Trails Advisory Group
<b>Cr Gibson</b>			<b>0/0</b>	<b>2/2</b>	
<b>Cr Lewis</b>			<b>0/0</b>	<b>2/2</b>	<b>0/0</b>
<b>Cr Campbell</b>		<b>1/1</b>		<b>1/2</b>	
<b>Cr Carman</b>	<b>4/4</b>	<b>1/1</b>	<b>0/0</b>		<b>0/0</b>
<b>Cr Devenport</b>					<b>0/0</b>
<b>Cr Ormsby</b>		<b>0/1</b>			
<b>Cr Phillips</b>				<b>1/2</b>	
<b>Cr Wiggins</b>					
<b>Cr Youel</b>					

## Council Delegates to External Bodies

Organisation, Agency or Organisation	Councillor Delegate
<b>Great Southern Regional Road Group</b>	Cr. Wiggins, Cr. Youel (proxy)
<b>South Coast Alliance Inc. Committee (SCA)</b>	Cr. Gibson, Cr. Lewis, Cr. Campbell
<b>Joint Development Assessment Panel</b>	Cr. Carman, Cr. Devenport, Cr. Youel (alternative), Cr. Phillips (alternative)
<b>WA Local Government Association (WALGA) - Great Southern Zone</b>	Cr. Youel, Cr. Ormsby, Cr. Carman (proxy), Cr. Phillips (proxy)
<b>Denmark Arts Inc.</b>	Cr. Campbell
<b>Denmark Chamber of Commerce Inc.</b>	Cr. Gibson
<b>Denmark Community Resource Centre Inc.</b>	Cr. Carman
<b>Denmark Historical Society Inc.</b>	Cr. Youel
<b>Denmark Pardelup Working Group</b>	Cr. Phillips
<b>Great Southern Recreation Advisory Group</b>	Cr. Devenport
<b>Nornalup Ratepayers and Residents Association Inc. (NRRA)</b>	Cr. Phillips, Cr. Ormsby (proxy)
<b>Peaceful Bay Progress Association Inc. (PBPA)</b>	Cr. Phillips, Cr. Wiggins (proxy)

Corporate Services Statistics	23/24	24/25
Incoming Correspondence Recorded	13,702	<b>15,118</b>
Outgoing Mail Recorded	5,502	<b>6,865</b>
Internal Memos Recorded	2,108	<b>3,005</b>
Freedom of Information Applications Completed	2	<b>3</b>
Public Interest Disclosures	0	<b>0</b>
Department of Transport Licencing Transactions Total	7,074	<b>8,060</b>
Department of Transport Licencing Transactions Average per Month	590	<b>671</b>

This financial year, our major contributions and donations, rate waivers, awards and other financial contributions were incorporated into a single register, the **Community Contributions and Grants Register 2024-2025**.

In the 2024/25 financial year, the Shire's community contributions totalled **\$997,557**.

Governance Statistics	23/24	24/25
Minor Complaints Recorded	0	<b>0</b>
Gift and Travel Declarations	0	<b>0</b>
Number of Local Laws Created/Adopted/Amended	0	<b>0</b>
Citizenship Ceremonies	4	<b>4</b>
New Citizens Conferred	9	<b>16</b>
Your Denmark Total Visits	17,714	<b>15,829</b>
Facebook Page Visits	59,300	<b>53,500</b>
Website Page Views	240,535	<b>251,082</b>
SMS Alerts Subscribers	2,302	<b>2,572</b>
e-Newsletter Subscribers	2,061	<b>3,146</b>
News Items Published to Website	164	<b>138</b>

# Looking Ahead to 2025/26

The following Economic Development projects are listed for delivery or progression in 2025/26 in our Council Plan, *Our Future 2035*.

Project	Action
Local Government Elections	<b>REGULATE</b> the delivery of local government elections.
Citizenship and Citizen Awards	<b>DELIVER</b> citizenship ceremonies in accordance with government regulations and honour the contributions of local residents through an annual community awards event.
Stage Three of the Rating Review	<b>DELIVER</b> an equitable rating structure across all properties within the Shire, including modelling split rating, undertaking a community engagement plan and implementing review outcomes.
Key Strategic Document Reviews	<b>DELIVER</b> an update to the Long-Term Financial Plan.
Key Strategic Document Reviews	<b>DELIVER</b> a review of the Workforce Development Plan.
Key Strategic Document Reviews	<b>DELIVER</b> an update to the Strategic Asset Management Plan.
Community Contribution Reporting	<b>DELIVER</b> a clear statement as part of the annual budget outlining the Shire's contribution to community organisations.
Your Denmark Engagement	<b>DELIVER</b> ongoing engagement with the community through the Your Denmark platform to ensure the community is informed on projects and has an opportunity to provide feedback.
Community Updates	<b>DELIVER</b> a Denmark Bulletin Community Update each quarter in addition to the monthly e-newsletter.
Reporting progress	<b>DELIVER</b> accessible online updates for the community on the Shire's ongoing performance in key areas, including: – Road Maintenance activities – Carbon Emissions tracking – Progress on fire mitigation.

Project	Action
Grant Funding	<b>FUND</b> community groups through an annual grants program to deliver critical programs and services to our community.
Transport Services	<b>DELIVER</b> front counter services related to the Department of Transport for the benefit of residents.
Seek out Funding Partnerships	<b>DELIVER</b> a clear statement as part of the annual budget outlining the Shire's annual contribution to community organisations.
Your Denmark Engagement	<b>LEAD</b> engagement to identify grant and external funding that will contribute to the delivery of services and key infrastructure, ensuring a strong business case supports the economics of the project.



# Compliance

## Financial Returns

All required Financial Returns were submitted on time in the 2024/25 Financial Year.

## Gift and Travel Declarations

In 2024/25 there were no declarations of notifiable gifts or travel made.

## Register of Complaints

During 2024/25 there were no minor complaints recorded in the Register.

## Compliance Audit Return

In the period 1 January 2024 to 31 December 2024, the Shire had no areas of non-compliance.

## Record Keeping Report

Recordkeeping is the responsibility of all staff at the Shire of Denmark. A Records Induction is delivered to new staff within two weeks of commencement. The induction consists of two components: the first is an online course that covers the general principles and practices of records management and the recordkeeping obligations of public sector employees, followed by a one-on-one training session with the Records Officer, covering an overview of staff responsibilities as outlined in the Shire's Recordkeeping Plan and training on how to use the Electronic Documents & Records Management System (EDRMS) for creating and searching records. There are plans to add an extra session of training for each new staff member focused on role-specific recordkeeping.

Staff are provided with a copy of the Record Keeping Plan as well as the Records Information Management Policy and Process Manual and advised of their responsibility to comply. Ongoing training is also provided with support made available to all staff during working hours.

Evaluation of the Shire's record-keeping processes is ongoing. The following improvements have been implemented during 2024/25:

- Additional procedures to assist staff with recordkeeping and database consistency
- Keeping state archives on site for easy retrieval and for future digitisation
- Improved file management for food businesses

The Shire is in the process of improving the management of personal information ahead of the implementation of upcoming State Government privacy legislation in 2026. Various forms of personal identification are no longer collected in cases when sighting them is sufficient. The Shire's Recordkeeping Plan will be reviewed in the next financial year.

In 2024/25, the Shire recorded 15,118 pieces of incoming correspondence, 6,865 pieces of outgoing correspondence and 3,005 internal memos. 24 boxes of records were archived.

## Freedom of Information Report

In 2024/25, the Shire received three valid Freedom of Information applications. Two applications were completed in 2024/25 and one application was withdrawn by the applicant.

There were no internal reviews received. The Shire collected \$90 in statutory fees and \$592.50 in charges for the time spent processing the applications.

The average time to complete each application was 46 days.

The Shire of Denmark Information Statement can be accessed on the Shire's website.

## Employee Remuneration

Salary Range	Number of Employees
\$130,000 - \$139,999	2
\$140,000 - \$149,999	2

The CEO remuneration package totalled \$247,774.



# Delivering our Disability Access and Inclusion Plan (DAIP)

Under the State Disability Act 1993, all Western Australian public authorities are required to develop and implement a Disability Access and Inclusion Plan, addressing seven desired outcomes:

**Inclusive Services and Events:** Ensuring that people with disabilities have the same opportunities as others to access the services of, and any events organised by, the Shire.

**Accessible Buildings and Facilities:** Making sure that buildings and other facilities are accessible to people with disabilities.

**Accessible Information:** Providing information in formats that are accessible to people with disabilities.

**Equitable Customer Service:** Ensuring that people with disabilities receive the same level and quality of service from the staff of the Shire.

**Inclusive Complaints Mechanisms:** Providing opportunities for people with disabilities to make complaints and have their concerns addressed.

**Participation in Public Consultation:** Ensuring that people with disabilities have the same opportunities as others to participate in any public consultation by the Shire.

**Employment Opportunities:** Ensuring that people with disabilities have the same opportunities as others to obtain and maintain employment with the Shire.

# DAIP Progress Achieved in 2024/25

- Provided sensory play equipment and chill-out zones at YouthFest 2025 and through the Library.
- Supported disability-inclusive initiatives through the Community Grants Program.
- Hosted events such as YouthFest 2025, Volunteer Sundowner, Seniors Lunch, and Christmas 2024, which promoted positive community attitudes toward people with disability.
- Upgraded the Denmark Recreation Centre car park using universal design principles—trip hazards were removed, drainage improved, and accessible parking bays relocated.
- Reviewed major path networks and identified priorities for improvement in the Asset Management Master Plan.
- Sought funding to enhance accessibility in existing buildings, recreational areas, and beaches.
- Delivered a community workshop titled “Delivering Inclusive Events” and distributed a brief guide to support inclusive practices.
- Maintained an assisted bin collection service and conducted a public education campaign on ACROD bay misuse.
- Provided the DAIP in accessible formats, including Word, PDF, and Easy Read.
- Installed a self-service kiosk in the administration building foyer, designed with universal access features such as a lower desk and touch keyboard for users with limited dexterity.
- Delivered disability awareness and refresher training to staff.
- Incorporated access and inclusion training into staff induction processes.
- Promoted DAIP outcomes internally through directorate champions.
- Maintained a DAIP advisory group that included members with lived experience of disability, who helped shape access and inclusion initiatives.

**SHIRE OF DENMARK**  
**FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

Statement by CEO	2
Statement of comprehensive income	3
Statement of financial position	4
Statement of changes in equity	5
Statement of cash flows	6
Statement of financial activity	7
Index of notes to the financial report	8
Independent auditor's report	43

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

*A vibrant coastal community, connected to the environment, living the village lifestyle.*

Principal place of business:  
953 South Coast Highway  
DENMARK WA 6333



**SHIRE OF DENMARK  
FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2025**

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

**Statement by CEO**

The accompanying financial report of the Shire of Denmark has been prepared in compliance with the provisions of the *Local Government Act 1995* from proper accounts and records to present fairly the financial transactions for the reporting period ended 30 June 2025 and the financial position as at 30 June 2025.

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

Signed on the 28th day of November 2025



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CEO

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David King  
Name of CEO



**SHIRE OF DENMARK**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 Actual	2025 Budget	Restated* 2024 Actual
		\$	\$	\$
<b>Revenue</b>				
Rates	2(a),24	8,676,900	8,680,305	8,114,579
Grants, subsidies and contributions	2(a)	1,943,690	1,882,514	2,682,433
Fees and charges	2(a)	4,371,341	3,998,349	4,166,398
Interest revenue	2(a)	510,534	421,173	452,880
Other revenue	2(a)	92,600	35,690	58,850
		15,595,065	15,018,031	15,475,140
<b>Expenses</b>				
Employee costs	2(b)	(8,269,025)	(7,987,040)	(7,409,996)
Materials and contracts		(4,065,981)	(4,519,676)	(4,218,247)
Utility charges		(256,289)	(284,500)	(307,853)
Depreciation		(5,678,283)	(5,425,831)	(5,388,753)
Finance costs	2(b)	(128,536)	(122,853)	(128,122)
Insurance		(371,100)	(367,435)	(510,537)
Other expenditure	2(b)	(598,582)	(478,546)	(459,879)
		(19,367,796)	(19,185,881)	(18,423,387)
		(3,772,731)	(4,167,850)	(2,948,247)
Capital grants, subsidies and contributions	2(a)	4,738,019	4,550,202	3,635,668
Profit on asset disposals		184,541	76,250	2,800
Loss on asset disposals		(13,212)	(15,000)	(42,739)
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(2,663)	0	1,261
		4,906,685	4,611,452	3,596,990
<b>Net result for the period</b>		<b>1,133,954</b>	<b>443,602</b>	<b>648,743</b>
<b>Other comprehensive income for the period</b>				
<i>Items that will not be reclassified subsequently to profit or loss</i>				
Changes in asset revaluation surplus	17	0	0	0
<b>Total other comprehensive income for the period</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive income for the period</b>		<b>1,133,954</b>	<b>443,602</b>	<b>648,743</b>

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

\* Refer to Note 29 for correction of prior year error.



**SHIRE OF DENMARK**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2025**

	Note	2025	Restated*	Restated*
		\$	\$	\$
<b>CURRENT ASSETS</b>				
Cash and cash equivalents	3	7,799,350	6,971,752	6,668,513
Trade and other receivables	5	465,732	513,246	601,815
Other financial assets	4(a)	21,755	21,061	22,474
Inventories	6	12,475	89,955	1,107,000
Other assets	7	327,644	218,034	822,642
<b>TOTAL CURRENT ASSETS</b>		<b>8,626,956</b>	<b>7,814,048</b>	<b>9,222,444</b>
<b>NON-CURRENT ASSETS</b>				
Trade and other receivables	5	157,548	180,672	149,463
Other financial assets	4(b)	320,988	480,106	499,907
Inventories	6	0	290,000	0
Property, plant and equipment	8	37,982,242	35,953,801	36,018,920
Infrastructure	9	82,106,741	82,819,426	80,856,672
Right-of-use assets	11(a)	0	9,009	31,799
<b>TOTAL NON-CURRENT ASSETS</b>		<b>120,567,519</b>	<b>119,733,014</b>	<b>117,556,761</b>
<b>TOTAL ASSETS</b>		<b>129,194,475</b>	<b>127,547,062</b>	<b>126,779,205</b>
<b>CURRENT LIABILITIES</b>				
Trade and other payables	12	1,576,853	1,865,518	1,600,067
Contract liabilities	13	257,539	122,174	101,705
Lease liabilities	11(b)	0	10,568	23,106
Borrowings	14	365,186	264,631	255,113
Employee related provisions	15	1,263,194	1,227,181	1,238,844
<b>TOTAL CURRENT LIABILITIES</b>		<b>3,462,772</b>	<b>3,490,072</b>	<b>3,218,835</b>
<b>NON-CURRENT LIABILITIES</b>				
Contract liabilities	13	498,547	501,310	494,747
Lease liabilities	11(b)	0	0	10,568
Borrowings	14	1,988,271	1,402,064	1,666,695
Employee related provisions	15	105,575	180,715	95,158
Other provisions	16	703,003	670,549	639,592
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>3,295,396</b>	<b>2,754,638</b>	<b>2,906,760</b>
<b>TOTAL LIABILITIES</b>		<b>6,758,168</b>	<b>6,244,710</b>	<b>6,125,595</b>
<b>NET ASSETS</b>		<b>122,436,307</b>	<b>121,302,353</b>	<b>120,653,610</b>
<b>EQUITY</b>				
Retained surplus		26,228,219	26,566,423	25,929,214
Reserve accounts	27	6,078,201	4,606,043	4,594,509
Revaluation surplus	17	90,129,887	90,129,887	90,129,887
<b>TOTAL EQUITY</b>		<b>122,436,307</b>	<b>121,302,353</b>	<b>120,653,610</b>

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

\* Refer to Note 29 for correction of prior year error.



**SHIRE OF DENMARK**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	<b>Note</b>	<b>Retained surplus</b> \$	<b>Reserve accounts</b> \$	<b>Revaluation surplus</b> \$	<b>Total equity</b> \$
<b>Balance as at 1 July 2023</b>		<b>26,105,914</b>	<b>4,594,509</b>	<b>90,129,887</b>	<b>120,830,310</b>
Correction of prior period error		(176,700)	0	0	(176,700)
<b>Restated balance as at 30 June 2023*</b>		<b>25,929,214</b>	<b>4,594,509</b>	<b>90,129,887</b>	<b>120,653,610</b>
Comprehensive income for the period					
Net result for the period		648,743	0	0	648,743
Total comprehensive income for the period		648,743	0	0	648,743
Transfers from reserve accounts	27	1,896,044	(1,896,044)	0	0
Transfers to reserve accounts	27	(1,907,578)	1,907,578	0	0
<b>Restated balance as at 30 June 2024*</b>		<b>26,566,423</b>	<b>4,606,043</b>	<b>90,129,887</b>	<b>121,302,353</b>
Comprehensive income for the period					
Net result for the period		1,133,954	0	0	1,133,954
Total comprehensive income for the period		1,133,954	0	0	1,133,954
Transfers from reserve accounts	27	871,823	(871,823)	0	0
Transfers to reserve accounts	27	(2,343,981)	2,343,981	0	0
<b>Balance as at 30 June 2025</b>		<b>26,228,219</b>	<b>6,078,201</b>	<b>90,129,887</b>	<b>122,436,307</b>

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

\* Refer to Note 29 for correction of prior year error.



**SHIRE OF DENMARK**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	<b>Note</b>	<b>2025 Actual</b>	<b>2024 Actual</b>
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Rates		8,698,237	8,036,485
Grants, subsidies and contributions		2,152,558	2,755,430
Fees and charges		4,311,474	4,166,398
Interest revenue		510,534	452,880
Goods and services tax received		534,307	431,146
Other revenue		92,600	58,850
		<b>16,299,710</b>	<b>15,901,189</b>
<b>Payments</b>			
Employee costs		(8,280,309)	(7,332,530)
Materials and contracts		(4,318,008)	(3,353,457)
Utility charges		(256,289)	(307,853)
Finance costs		(96,081)	(97,166)
Insurance paid		(371,100)	(510,537)
Goods and services tax paid		(548,273)	(342,914)
Other expenditure		(463,882)	(459,879)
		<b>(14,333,942)</b>	<b>(12,404,336)</b>
<b>Net cash provided by operating activities</b>		<b>1,965,768</b>	<b>3,496,853</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for purchase of property, plant & equipment	8(a)	(5,320,330)	(2,398,722)
Payments for construction of infrastructure	9(a)	(2,390,181)	(4,899,889)
Proceeds from capital grants, subsidies and contributions		4,688,276	3,635,668
Proceeds from financial assets at amortised cost - self-supporting loans		21,061	22,474
Proceeds from sale of property, plant & equipment		1,186,810	725,073
<b>Net cash (used in) investing activities</b>		<b>(1,814,364)</b>	<b>(2,915,396)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings	26(a)	(288,236)	(255,113)
Payments for principal portion of lease liabilities	26(d)	(10,568)	(23,106)
Proceeds from new borrowings	26(a)	975,000	0
<b>Net cash provided by (used in) financing activities</b>		<b>676,196</b>	<b>(278,219)</b>
<b>Net increase in cash held</b>		<b>827,598</b>	<b>303,239</b>
Cash at beginning of year		<b>6,971,752</b>	<b>6,668,513</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>7,799,350</b>	<b>6,971,752</b>

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



**SHIRE OF DENMARK**  
**STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	Note	2025 Actual	2025 Budget	Restated* 2024 Actual
		\$	\$	\$
<b>OPERATING ACTIVITIES</b>				
<b>Revenue from operating activities</b>				
General rates	24	8,676,900	8,680,305	8,114,579
Grants, subsidies and contributions		1,943,690	1,882,514	2,682,433
Fees and charges		4,371,341	3,998,349	4,166,398
Interest revenue		510,534	421,173	452,880
Other revenue		92,600	35,690	58,850
Profit on asset disposals		184,541	76,250	2,800
Fair value adjustments to financial assets at fair value through profit or loss	4(b)	(2,663)	0	1,261
		15,776,943	15,094,281	15,479,201
<b>Expenditure from operating activities</b>				
Employee costs		(8,269,025)	(7,987,040)	(7,409,996)
Materials and contracts		(4,065,981)	(4,519,676)	(4,218,247)
Utility charges		(256,289)	(284,500)	(307,853)
Depreciation		(5,678,283)	(5,425,831)	(5,388,753)
Finance costs		(128,536)	(122,853)	(128,122)
Insurance		(371,100)	(367,435)	(510,537)
Other expenditure		(598,582)	(478,546)	(459,879)
Loss on asset disposals		(13,212)	(15,000)	(42,739)
		(19,381,008)	(19,200,881)	(18,466,126)
Non-cash amounts excluded from operating activities	25(a)	5,624,756	5,364,581	5,507,637
<b>Amount attributable to operating activities</b>		2,020,691	1,257,981	2,520,712
<b>INVESTING ACTIVITIES</b>				
<b>Inflows from investing activities</b>				
Capital grants, subsidies and contributions		4,738,019	4,550,202	3,635,668
Proceeds from disposal of assets		1,186,810	174,750	725,073
Proceeds from financial assets at amortised cost - self-supporting loans	26(a)	21,061	21,061	22,474
		5,945,890	4,746,013	4,383,215
<b>Outflows from investing activities</b>				
Acquisition of property, plant and equipment	8(a)	(5,320,330)	(4,436,100)	(2,398,722)
Acquisition of infrastructure	9(a)	(2,390,181)	(3,365,283)	(4,899,889)
		(7,710,511)	(7,801,383)	(7,298,611)
<b>Amount attributable to investing activities</b>		(1,764,621)	(3,055,370)	(2,915,396)
<b>FINANCING ACTIVITIES</b>				
<b>Inflows from financing activities</b>				
Proceeds from borrowings	26(a)	975,000	975,000	0
Transfers from reserve accounts	27	871,823	1,705,123	1,896,044
		1,846,823	2,680,123	1,896,044
<b>Outflows from financing activities</b>				
Repayment of borrowings	26(a)	(288,236)	(350,936)	(255,113)
Payments for principal portion of lease liabilities	26(d)	(10,568)	(10,568)	(23,106)
Transfers to reserve accounts	27	(2,343,981)	(1,722,270)	(1,907,578)
		(2,642,785)	(2,083,774)	(2,185,797)
<b>Amount attributable to financing activities</b>		(795,962)	596,349	(289,753)
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>				
<b>Surplus at the start of the financial year</b>	25(b)	1,199,252	1,201,040	1,883,689
Amount attributable to operating activities		2,020,691	1,257,981	2,520,712
Amount attributable to investing activities		(1,764,621)	(3,055,370)	(2,915,396)
Amount attributable to financing activities		(795,962)	596,349	(289,753)
<b>Surplus after imposition of general rates</b>	25(b)	<b>659,358</b>	<b>0</b>	<b>1,199,252</b>

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

\* Refer to Note 29 for correction of prior year error.



**SHIRE OF DENMARK**  
**INDEX OF NOTES TO THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

Note 1	Basis of preparation	9
Note 2	Revenue and Expenses	10
Note 3	Cash and Cash Equivalents	12
Note 4	Other Financial Assets	12
Note 5	Trade and Other Receivables	13
Note 6	Inventories	14
Note 7	Other Assets	15
Note 8	Property, Plant and Equipment	16
Note 9	Infrastructure	18
Note 10	Fixed Assets	20
Note 11	Leases	22
Note 12	Trade and Other Payables	24
Note 13	Contract Liabilities	25
Note 14	Borrowings	26
Note 15	Employee Related Provisions	27
Note 16	Other Provisions	28
Note 17	Revaluation Surplus	29
Note 18	Restrictions over financial assets	30
Note 19	Undrawn borrowing facilities and credit standby arrangements	30
Note 20	Capital Commitments	31
Note 21	Related Party Transactions	32
Note 22	Events occurring after the end of the reporting period	34
Note 23	Other Material Accounting Policies	35

**Information required by legislation**

Note 24	Rating information	36
Note 25	Determination of surplus or deficit	37
Note 26	Borrowing and lease liabilities	38
Note 27	Reserve accounts	40
Note 28	Trust funds	41
Note 29	Correction of Prior Period Error	42



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**1. BASIS OF PREPARATION**

The financial report of the Shire of Denmark which is a Class 3 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

**Local Government Act 1995 requirements**

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied except for disclosure requirements of:

- AASB 7 Financial Instruments Disclosures
- AASB 16 Leases paragraph 58
- AASB 101 Presentation of Financial Statements paragraph 61
- AASB 107 Statement of Cash Flows paragraphs 43 and 45
- AASB 116 Property, Plant and Equipment paragraph 79
- AASB 137 Provisions, Contingent Liabilities and Contingent Assets paragraph 85
- AASB 140 Investment Property paragraph 75(f)
- AASB 1052 Disaggregated Disclosures paragraph 11
- AASB 1054 Australian Additional Disclosures paragraph 16

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

The *Local Government (Financial Management) Regulations 1996* provide that:

- land and buildings classified as property, plant and equipment; or
- infrastructure; or
- vested improvements that the local government controls; and measured at reportable value, are only required to be revalued every five years. Revaluing these non-financial assets every five years is a departure from AASB 116 *Property, Plant and Equipment*, which would have required the Shire to assess at each reporting date whether the carrying amount of the above mentioned non-financial assets materially differs from their fair value and, if so, revalue the class of non-financial assets.

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

**Critical accounting estimates and judgements**

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

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

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

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

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment - note 8
  - Infrastructure - note 9
- Measurement of employee benefits - note 15

Fair value hierarchy information can be found in note 23

**The local government reporting entity**

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 28 of the financial report.

**Initial application of accounting standards**

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

- AASB 2020-1 Amendments to Australian Accounting Standards
  - Classification of Liabilities as Current or Non-current
- AASB 2022-5 Amendments to Australian Accounting Standards
  - Lease Liability in a Sale and Leaseback
- AASB 2022-6 Amendments to Australian Accounting Standards
  - Non-current Liabilities with Covenants
- AASB 2023-3 Amendments to Australian Accounting Standards
  - Disclosure of Non-current Liabilities with Covenants: Tier 2 Disclosures
- AASB 2024-1 Amendments to Australian Accounting Standards
  - Supplier Finance Arrangements: Tier 2 Disclosures
- AASB 2023-1 Amendments to Australian Accounting Standards
  - Supplier Finance Arrangements

These amendments are not expected to have any material impact on the financial report on initial application.

- AASB 2022-10 Amendments to Australian Accounting Standards
  - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

These amendment may result in changes to the fair value of certain non-financial assets on revaluation. The impact has not been quantified as it is not considered practicable to determine the amount of the difference in fair value attributable to the change in the standard.

**New accounting standards for application in future years**

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

- AASB 2014-10 Amendments to Australian Accounting Standards
  - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
- AASB 2024-4b Amendments to Australian Accounting Standards
  - Effective Date of Amendments to AASB 10 and AASB 128 [defered AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- AASB 2022-9 Amendments to Australian Accounting Standards
  - Insurance Contracts in the Public Sector
- AASB 2023-5 Amendments to Australian Accounting Standards
  - Lack of Exchangeability
- AASB 18 (FP) Presentation and Disclosure in Financial Statements
  - (Appendix D) [for for-profit entities]
- AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements
  - (Appendix D) [for not-for-profit and superannuation entities]
- AASB 2024-2 Amendments to Australian Accounting Standards
  - Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards
  - Annual Improvements Volume 11

These amendments are not expected to have any material impact on the financial report on initial application.



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**2. REVENUE AND EXPENSES**

**(a) Revenue**

**Contracts with customers**

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

Revenue category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/refunds/warranties	Timing of revenue recognition
Grants, subsidies and contributions	Community events, minor facilities, research, design, planning evaluation and other services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Output method based on project milestones and/or completion date matched to performance obligations
Fees and charges - licences, registrations, approvals	Building, planning, development and animal management.	Single point in time	Full payment prior to issue	None	On payment of the licence, registration or approval
Fees and charges - waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	On entry to facility
Other revenue - private works	Contracted private works	Single point in time	Monthly in arrears	None	At point of service

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

**Revenue recognition**

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

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

**For the year ended 30 June 2025**

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	8,676,900	0	8,676,900
Grants, subsidies and contributions	615,396	0	0	1,328,294	1,943,690
Fees and charges	997,879	0	2,009,986	1,363,476	4,371,341
Interest revenue	0	0	73,979	436,555	510,534
Other revenue	0	0	0	92,600	92,600
Capital grants, subsidies and contributions	0	4,738,019	0	0	4,738,019
<b>Total</b>	<b>1,613,275</b>	<b>4,738,019</b>	<b>10,760,865</b>	<b>3,220,925</b>	<b>20,333,084</b>

**For the year ended 30 June 2024**

Nature	Contracts with customers	Capital grant/contributions	Statutory requirements	Other	Total
	\$	\$	\$	\$	\$
Rates	0	0	8,114,579	0	8,114,579
Grants, subsidies and contributions	628,291	0	0	2,054,142	2,682,433
Fees and charges	1,141,523	0	1,798,220	1,226,655	4,166,398
Interest revenue	0	0	63,194	389,686	452,880
Other revenue	0	0	0	58,850	58,850
Capital grants, subsidies and contributions	0	3,635,668	0	0	3,635,668
<b>Total</b>	<b>1,769,814</b>	<b>3,635,668</b>	<b>9,975,993</b>	<b>3,729,333</b>	<b>19,110,808</b>



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**2. REVENUE AND EXPENSES (Continued)**

**(a) Revenue (Continued)**

	Note	2025 Actual	2024 Actual
		\$	\$
<b>Interest revenue</b>			
Financial assets at amortised cost - self-supporting loans		11,553	12,287
Interest on reserve account		225,911	222,578
Trade and other receivables overdue interest		74,789	63,765
Other interest revenue		198,281	154,250
		510,534	452,880

The 2025 original budget estimate in relation to:

Trade and other receivables overdue interest was \$48,550.

**Fees and charges relating to rates receivable**

Charges on instalment plan	25,040	24,167
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The 2025 original budget estimate in relation to:

Charges on instalment plan was \$24,000.

**(b) Expenses**

**Auditors remuneration**

- Audit of the Annual Financial Report	43,300	34,790
- Other services – grant acquittals	2,025	4,180
	45,325	38,970

**Employee Costs**

Employee benefit costs	8,269,025	7,409,996
Other employee costs	0	0
	8,269,025	7,409,996

**Finance costs**

Interest and financial charges paid/payable for lease liabilities and financial liabilities not at fair value through profit or loss	96,081	97,166
Provisions: unwinding of discount	32,455	30,956
	128,536	128,122

**Other expenditure**

Sundry expenses	598,582	459,879
	598,582	459,879



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**3. CASH AND CASH EQUIVALENTS**

	<b>Note</b>	<b>2025</b>	<b>2024</b>
		\$	\$
Cash at bank and on hand		1,466,535	2,365,709
Term deposits		6,332,815	4,606,043
<b>Total cash and cash equivalents</b>		<b>7,799,350</b>	<b>6,971,752</b>
Held as			
- Unrestricted cash and cash equivalents		1,721,149	2,365,709
- Restricted cash and cash equivalents	18	6,078,201	4,606,043
		<b>7,799,350</b>	<b>6,971,752</b>

**MATERIAL ACCOUNTING POLICIES**

**Cash and cash equivalents**

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

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

**Restricted financial assets**

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions. Restrictions are specified in an agreement, contract or legislation. This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement.

**4. OTHER FINANCIAL ASSETS**

	<b>Note</b>	<b>2025</b>	<b>2024</b>
		\$	\$
<b>(a) Current assets</b>			
Financial assets at amortised cost		21,755	21,061
		<b>21,755</b>	<b>21,061</b>
<b>Other financial assets at amortised cost</b>			
Self-supporting loans receivable	25(b)	21,755	21,061
		<b>21,755</b>	<b>21,061</b>
Held as			
- Unrestricted other financial assets at amortised cost		21,755	21,061
		<b>21,755</b>	<b>21,061</b>
<b>(b) Non-current assets</b>			
Financial assets at amortised cost		261,173	417,628
Financial assets at fair value through profit or loss		59,815	62,478
		<b>320,988</b>	<b>480,106</b>
<b>Financial assets at amortised cost</b>			
Self-supporting loans receivable		261,173	282,929
Term Deposits		0	134,699
		<b>261,173</b>	<b>417,628</b>
<b>Financial assets at fair value through profit or loss</b>			
Units in Local Government House Trust - opening balance		62,478	61,217
Movement attributable to fair value increment/decrement		(2,663)	1,261
Units in Local Government House Trust - closing balance		<b>59,815</b>	<b>62,478</b>

Loans receivable from clubs/institutions have the same terms and conditions as the related borrowing disclosed in Note 26(a) as self-supporting loans. Fair value of financial assets at fair value through profit or loss is determined from the net asset value of the units held in the Trust at balance date as compiled by the Western Australia Local Government Association (WALGA).

**MATERIAL ACCOUNTING POLICIES**

**Other financial assets at amortised cost**

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

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

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

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

**Financial assets at fair value through profit or loss**

The Shire classifies the following financial assets at fair value through profit or loss:

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**5. TRADE AND OTHER RECEIVABLES**

	<b>Note</b>	<b>2025</b>	<b>2024</b>
		\$	\$
<b>Current</b>			
Rates and statutory receivables		393,720	400,963
Trade receivables		45,221	95,230
Other receivables		0	4,228
GST receivable		26,791	12,825
		465,732	513,246
<b>Non-current</b>			
Rates and statutory receivables		106,149	107,244
Receivables for employee related provisions		51,399	73,428
		157,548	180,672

**Disclosure of opening and closing balances related to contracts with customers**

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

	<b>Note</b>	<b>30 June 2025 Actual</b>	<b>30 June 2024 Actual</b>	<b>1 July 2023 Actual</b>
		\$	\$	\$
Contract assets	7	267,777	218,034	810,918
Total trade and other receivables from contracts with customers		267,777	218,034	810,918

**MATERIAL ACCOUNTING POLICIES**

**Rates and statutory receivables**

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

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

**Trade receivables**

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

**Other receivables**

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

**Measurement**

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

**Classification and subsequent measurement**

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

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

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**6. INVENTORIES**

	Note	2025	2024
		\$	\$
<b>Current</b>			
Fuel and Materials		12,475	89,955
		12,475	89,955
<b>Non-current</b>			
Land held for resale		0	290,000
		0	290,000

The following movements in inventories occurred during the year:

<b>Balance at beginning of year</b>	379,955	1,107,000
Inventories expensed during the year	(635,785)	(1,152,867)
Additions to inventory	268,305	425,822
<b>Balance at end of year</b>	12,475	379,955

**MATERIAL ACCOUNTING POLICIES**

**General**

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

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

**Land held for resale**

The value of land recognised as inventory being held for resale in 2024 was adjusted to being disclosed as asset - Land held for sale under Property, Plant & Equipment in 2025

Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development.

**Land held for resale (Continued)**

Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Shire's intentions to release for sale.



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**7. OTHER ASSETS**

	<b>2025</b>	<b>2024</b>
	\$	\$
<b>Other assets - current</b>		
Accrued income	59,867	0
Contract assets	267,777	218,034
	<hr/> 327,644	<hr/> 218,034

**MATERIAL ACCOUNTING POLICIES**

**Other current assets**

Other non-financial assets include prepayments which represent payments in advance of receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period.

**Contract assets**

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**8. PROPERTY, PLANT AND EQUIPMENT**

**(a) Movements in balances**

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

	<b>Note</b>	<b>Land</b>	<b>Buildings</b>	<b>Total property</b>	<b>Furniture and equipment</b>	<b>Plant and equipment</b>	<b>Total property, plant and equipment</b>
<b>Balance at 1 July 2023</b>		\$ 3,271,000	\$ 29,247,309	\$ 32,518,309	\$ 101,833	\$ 3,363,765	\$ 35,983,907
Additions		0	433,045	433,045	106,850	1,858,827	2,398,722
Depreciation		0	(1,749,040)	(1,749,040)	(58,612)	(621,176)	(2,428,828)
<b>Balance at 30 June 2024</b>		3,271,000	27,931,314	31,202,314	150,071	4,601,416	35,953,801
<b>Comprises:</b>							
Gross balance amount at 30 June 2024		3,271,000	50,704,645	53,975,645	608,809	11,262,884	65,847,338
Accumulated depreciation at 30 June 2024		0	(22,773,331)	(22,773,331)	(458,738)	(6,661,468)	(29,893,537)
<b>Balance at 30 June 2024</b>	8(b)	3,271,000	27,931,314	31,202,314	150,071	4,601,416	35,953,801
Additions		0	2,764,346	2,764,346	81,935	2,474,049	5,320,330
Disposals		(810,000)	(18,890)	(828,890)	0	(186,591)	(1,015,481)
Assets classified as held for sale		290,000	0	290,000	0	0	290,000
Depreciation		0	(1,753,048)	(1,753,048)	(64,485)	(748,875)	(2,566,408)
<b>Balance at 30 June 2025</b>		2,751,000	28,923,722	31,674,722	167,521	6,139,999	37,982,242
<b>Comprises:</b>							
Gross balance amount at 30 June 2025		2,751,000	53,248,992	55,999,992	690,744	12,238,204	68,928,940
Accumulated depreciation at 30 June 2025		0	(24,325,270)	(24,325,270)	(523,223)	(6,098,205)	(30,946,698)
<b>Balance at 30 June 2025</b>	8(b)	2,751,000	28,923,722	31,674,722	167,521	6,139,999	37,982,242

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**8. PROPERTY, PLANT AND EQUIPMENT (Continued)**

**(b) Carrying amount measurements**

Asset class	Note	Carrying amount 2025 \$	Carrying amount 2024 \$	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
<b>(i) Fair value - as determined at the last valuation date</b>								
<b>Land and buildings</b>								
Land - market value		2,751,000	3,271,000	2	Market approach using recent observable market data for similar properties	Independent registered valuer	June 2022	Using market value
Total land	8(a)	2,751,000	3,271,000					
Buildings		28,923,722	27,931,314	2	Market	Independent registered valuer	June 2022	Using market value and current condition, residual values and remaining useful life assessments
Total buildings	8(a)	28,923,722	27,931,314					
<b>(ii) Cost</b>								
<b>Furniture and equipment</b>								
					Cost approach using current replacement cost	Cost approach		Price per item
<b>Plant and equipment</b>								
					Cost approach using current replacement cost	Cost approach		Price per item

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**9. INFRASTRUCTURE**

**(a) Movements in balances**

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

	Infrastructure - roads	Infrastructure - paths	Infrastructure - drainage	Infrastructure - parks and reserves	Infrastructure - other	Other infrastructure - airstrip	Other infrastructure - bridges	Landfill Rehabilitation	Total infrastructure
<b>Restated Balance at 1 July 2023</b>	\$ 51,342,789	\$ 3,402,992	\$ 7,119,175	\$ 5,118,357	\$ 0	\$ 881,626	\$ 12,528,841	\$ 462,892	\$ 80,856,672
Additions	2,719,310	55,457	21,914	1,995,328	107,880	0	0	0	4,899,889
Depreciation	(1,937,500)	(175,205)	(238,421)	(359,502)	0	(31,229)	(186,862)	(8,416)	(2,937,135)
<b>Restated Balance at 30 June 2024</b>	<b>52,124,599</b>	<b>3,283,244</b>	<b>6,902,668</b>	<b>6,754,183</b>	<b>107,880</b>	<b>850,397</b>	<b>12,341,979</b>	<b>454,476</b>	<b>82,819,426</b>
<b>Comprises:</b>									
Gross balance at 30 June 2024	94,382,669	5,703,775	16,127,597	9,956,983	107,880	1,113,405	18,686,200	504,973	146,583,482
Accumulated depreciation at 30 June 2024	(42,258,070)	(2,420,531)	(9,224,929)	(3,202,800)	0	(263,008)	(6,344,221)	(50,497)	(63,764,056)
<b>Restated Balance at 30 June 2024</b>	<b>52,124,599</b>	<b>3,283,244</b>	<b>6,902,668</b>	<b>6,754,183</b>	<b>107,880</b>	<b>850,397</b>	<b>12,341,979</b>	<b>454,476</b>	<b>82,819,426</b>
Additions	1,219,164	562,656	96,523	249,881	261,957	0	0	0	2,390,181
Depreciation	(1,994,605)	(176,926)	(238,695)	(458,099)	(8,035)	(31,228)	(186,862)	(8,416)	(3,102,866)
<b>Balance at 30 June 2025</b>	<b>51,349,158</b>	<b>3,668,974</b>	<b>6,760,496</b>	<b>6,545,965</b>	<b>361,802</b>	<b>819,169</b>	<b>12,155,117</b>	<b>446,060</b>	<b>82,106,741</b>
<b>Comprises:</b>									
Gross balance at 30 June 2025	95,601,833	6,266,430	16,224,120	10,206,864	369,837	1,113,405	18,686,200	504,973	148,973,662
Accumulated depreciation at 30 June 2025	(44,252,675)	(2,597,456)	(9,463,624)	(3,660,899)	(8,035)	(294,236)	(6,531,083)	(58,913)	(66,866,921)
<b>Balance at 30 June 2025</b>	<b>51,349,158</b>	<b>3,668,974</b>	<b>6,760,496</b>	<b>6,545,965</b>	<b>361,802</b>	<b>819,169</b>	<b>12,155,117</b>	<b>446,060</b>	<b>82,106,741</b>

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**9. INFRASTRUCTURE (Continued)**

**(b) Carrying amount measurements**

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
<b>(i) Fair value - as determined at the last valuation date</b>					
Infrastructure - roads	3	Cost approach using current replacement cost	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure - paths	3	Cost approach using current replacement cost	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure - drainage	3	Cost approach using current replacement cost	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure - parks and reserves	3	Cost approach using current replacement cost	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Infrastructure - other	3	Cost approach using current replacement cost	Cost	June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Other infrastructure - airstrip	3	Cost approach using current replacement cost	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments
Other infrastructure - bridges	3	Cost approach using current replacement cost	Independent Valuation	June 2023	Construction costs and current condition, residual values and remaining useful life assessments

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

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

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**10. FIXED ASSETS**

**(a) Depreciation**

**Depreciation rates**

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

<b>Asset class</b>	<b>Useful life</b>
Land - freehold land	not depreciated
Buildings	30 to 50 years
Furniture and equipment	4 to 10 years
Plant and equipment	5 to 15 years
Sealed roads and streets	
formation	not depreciated
pavement	50 years
seal	
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
formation	not depreciated
pavement	50 years
Footpaths - slab	40 years
Sewerage piping	100 years
Water supply piping and drainage systems	75 years
Right-of-use (plant and equipment)	Based on the remaining lease term



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**10. FIXED ASSETS (Continued)**

**MATERIAL ACCOUNTING POLICIES**

**Initial recognition**

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

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

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

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

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

**Measurement after recognition**

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

**Reportable value**

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

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

**Revaluation**

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

**Depreciation**

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

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

**Depreciation on revaluation**

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

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset; or
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

**Impairment**

In accordance with *Local Government (Financial Management) Regulation 17A(4C)*, the Shire is not required to comply with *AASB 136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

**Gains or losses on disposal**

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**11. LEASES**

**(a) Right-of-use assets**

Movement in the balance of each class of right-of-use asset between the beginning and the end of the current financial year.

Note	Right-of-use assets - plant and equipment		Total right-of-use assets
	\$	\$	
<b>Balance at 1 July 2023</b>		31,799	31,799
Depreciation		(22,790)	(22,790)
<b>Balance at 30 June 2024</b>		9,009	9,009
Gross balance amount at 30 June 2024		349,244	349,244
Accumulated depreciation at 30 June 2024		(340,235)	(340,235)
<b>Balance at 30 June 2024</b>		9,009	9,009
Depreciation		(9,009)	(9,009)
<b>Balance at 30 June 2025</b>		0	0
Gross balance amount at 30 June 2025		349,244	349,244
Accumulated depreciation at 30 June 2025		(349,244)	(349,244)
<b>Balance at 30 June 2025</b>		0	0

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

	2025 Actual	2024 Actual
	\$	\$
Depreciation on right-of-use assets	(9,009)	(22,790)
Finance charge on lease liabilities	(110)	(343)
<b>Total amount recognised in the statement of comprehensive income</b>	<b>(9,119)</b>	<b>(23,133)</b>

Total cash outflow from leases

(10,678) (23,449)

**(b) Lease liabilities**

Current	0	10,568
Non-current	0	0
<b>26(d)</b>	<b>0</b>	<b>10,568</b>

**Secured liabilities and assets pledged as security**

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**11. LEASES (Continued)**

**MATERIAL ACCOUNTING POLICIES**

**Leases**

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

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

Details of individual lease liabilities required by regulations are provided at Note 26(d).

**Right-of-use assets - measurement**

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

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

**Right-of-use assets - depreciation**

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**12. TRADE AND OTHER PAYABLES**

**Current**

Sundry creditors  
 Prepaid rates  
 Accrued payroll liabilities  
 Bonds and deposits held  
 Income in Advance  
 Accrued Expenses

	<b>2025</b>	<b>2024</b>
	\$	\$
Sundry creditors	1,054,758	991,725
Prepaid rates	104,446	91,447
Accrued payroll liabilities	69,543	41,700
Bonds and deposits held	255,259	336,716
Income in Advance	5,911	4,079
Accrued Expenses	86,936	399,851
	<b>1,576,853</b>	<b>1,865,518</b>

**MATERIAL ACCOUNTING POLICIES**

**Financial liabilities**

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

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

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

**Trade and other payables**

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

**Prepaid rates**

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**13. CONTRACT LIABILITIES**

	<b>2025</b>	<b>2024</b>
	\$	\$
<b>Current</b>		
Contract liabilities	257,539	122,174
	<hr/>	<hr/>
	257,539	122,174
<b>Non-current</b>		
Contract liabilities	498,547	501,310
	<hr/>	<hr/>
	498,547	501,310
<b>Reconciliation of changes in contract liabilities</b>		
Opening balance	623,484	596,452
Additions	254,776	128,737
Revenue from contracts with customers included as a contract liability at the start of the period	(122,174)	(101,705)
	<hr/>	<hr/>
	756,086	623,484

The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$756,086 (2024: \$623,484)

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

**Expected satisfaction of contract liabilities**

Less than 1 year	257,539	122,174
1 to 2 years	0	0
2 to 3 years	0	0
3 to 4 years	0	0
4 to 5 years	0	0
> 5 years	498,547	501,310
	<hr/>	<hr/>
	756,086	623,484

**MATERIAL ACCOUNTING POLICIES**

**Contract liabilities**

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

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**14. BORROWINGS**

	Note	2025			2024		
		Current	Non-current	Total	Current	Non-current	Total
<b>Secured</b>		\$	\$	\$	\$	\$	\$
Debentures		365,186	1,988,271	2,353,457	264,631	1,402,064	1,666,695
<b>Total secured borrowings</b>	26(a)	365,186	1,988,271	2,353,457	264,631	1,402,064	1,666,695

**Secured liabilities and assets pledged as security**

Debentures, bank overdrafts and bank loans are secured by a floating charge over the assets of the Shire of Denmark.

The Shire of Denmark has complied with the financial covenants of its borrowing facilities during the 2025 and 2024 years.

**MATERIAL ACCOUNTING POLICIES**

**Borrowing costs**

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

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

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

**Risk**

Details of individual borrowings required by regulations are provided at Note 26(a).



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**15. EMPLOYEE RELATED PROVISIONS**

**Employee related provisions**

	<b>2025</b>	<b>2024</b>
	\$	\$
<b>Current provisions</b>		
<b>Employee benefit provisions</b>		
Annual leave	664,663	661,590
Long service leave	598,531	565,591
	<hr/> 1,263,194	<hr/> 1,227,181
<b>Total current employee related provisions</b>	1,263,194	1,227,181
<b>Non-current provisions</b>		
<b>Employee benefit provisions</b>		
Long service leave	105,575	180,715
	<hr/> 105,575	<hr/> 180,715
<b>Total non-current employee related provisions</b>	105,575	180,715
<b>Total employee related provisions</b>	1,368,769	1,407,896

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

Annual leave liabilities are classified as current, as there is no unconditional right to defer settlement for at least 12 months after the end of the reporting period.

**MATERIAL ACCOUNTING POLICIES**

**Employee benefits**

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

**Short-term employee benefits**

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

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

**Other long-term employee benefits**

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**16. OTHER PROVISIONS**

	<b>Make good provisions</b>	<b>Total</b>
	\$	\$
<b>Restated Opening balance at 1 July 2024</b>		
Current provisions	0	0
Non-current provisions	670,549	670,549
	<hr/>	<hr/>
	670,549	670,549
Charged to profit or loss		
- unwinding of discount	32,455	32,455
<b>Balance at 30 June 2025</b>	<hr/>	<hr/>
	703,003	703,003
<b>Comprises</b>		
Current	0	0
Non-current	703,003	703,003
	<hr/>	<hr/>
	703,003	703,003

**MATERIAL ACCOUNTING POLICIES**

**Provisions**

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

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

**Make good provisions**

Under the licence for the operation of the waste landfill site, the Shire has a legal obligation to restore the site and continue to monitor the site for contamination.

The provision for future remediation costs is the best estimate of the present value of the expenditure required to settle the remediation obligation and continued monitoring of the site at the reporting date. Expected future remediation costs are reviewed annually and any changes in the estimate are reflected in the remediation provision at each reporting date.

Additional provision was recognised in relation to the make good related landfill asset is only required to be assessed every 5 years, as such the balances may differ significantly.

**Other provisions**

Amounts which are expected to be paid out within 12 months of the reporting date are classified as current. Exact timing of payment of non-current obligations is unable to be reliably estimated as it is dependent on factors beyond the control of the Shire of Denmark.



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**17. REVALUATION SURPLUS**

	<b>2025 Opening balance</b>	<b>2025 Change in Accounting Policy</b>	<b>Total Movement on revaluation</b>	<b>2025 Closing balance</b>	<b>2024 Opening balance</b>	<b>Total Movement on revaluation</b>	<b>2024 Closing balance</b>
Revaluation surplus - Land & Buildings	\$ 22,273,849	0	\$ 0	\$ 22,273,849	\$ 22,273,849	0	\$ 22,273,849
Revaluation surplus - Plant and equipment	2,572,846	0	0	2,572,846	2,572,846	0	2,572,846
Revaluation surplus - Infrastructure	65,283,192	0	0	65,283,192	65,283,192	0	65,283,192
	90,129,887	0	0	90,129,887	90,129,887	0	90,129,887



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**18. RESTRICTIONS OVER FINANCIAL ASSETS**

	Note	2025 Actual	2024 Actual
		\$	\$
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:			
- Cash and cash equivalents	3	6,078,201	4,606,043
		6,078,201	4,606,043
The restricted financial assets are a result of the following specific purposes to which the assets may be used:			
Restricted reserve accounts	27	6,078,201	4,606,043
<b>Total restricted financial assets</b>		<b>6,078,201</b>	<b>4,606,043</b>

**19. UNDRAWN BORROWING FACILITIES AND CREDIT STANDBY ARRANGEMENTS**

<b>Credit standby arrangements</b>			
Bank overdraft limit		0	0
Bank overdraft at balance date		0	0
Credit card limit		45,000	40,000
Credit card balance at balance date		(7,650)	(4,348)
<b>Total amount of credit unused</b>		<b>37,350</b>	<b>35,652</b>
 <b>Loan facilities</b>			
Loan facilities - current		365,186	264,631
Loan facilities - non-current		1,988,271	1,402,064
<b>Total facilities in use at balance date</b>		<b>2,353,457</b>	<b>1,666,695</b>
 <b>Unused loan facilities at balance date</b>		<b>84,632</b>	<b>NIL</b>



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**20. CAPITAL COMMITMENTS**

	<b>2025</b>	<b>2024</b>
	\$	\$
Contracted for:		
- capital expenditure projects	523,629	2,937,670
	<hr/>	<hr/>
	523,629	2,937,670
Payable:		
- not later than one year	523,629	2,937,670

As at 30 June 2024 the Shire had capital commitments in relation to works to be completed. The most significant of these was for works to be completed in relation to the Denmark Surf Club Redevelopment which totalled \$2,586,653 exclusive of GST payable to various contractors. A second project was in relation to the ongoing Denmark Solar Energy project which totalled \$4,560 excluding GST. A project to upgrade fish cleaning facilities was not completed prior to 30 June 2024 and required a further provision of \$17,716 excluding GST to complete it during the 2024-2025 financial year. There were also ongoing works to install EV charging infrastructure which had capital commitments of \$61,680 excluding GST to various contractors involved in the project as at 30 June 2024.

Expenditure to complete the above projects was included in the budget for the 2024-2025 financial year.

As at 30 June 2025 the Shire had capital commitments in relation to works to be completed. The most significant of these is for works still to be completed in relation to the Denmark Surf Club Redevelopment which totalled \$411,314 exclusive of GST plus \$13,410 for public realm works payable to various contractors. A second project is in relation to the ongoing Denmark energy efficiency upgrades which total \$27,417 excluding GST. A project to upgrade the Peaceful Bay water supply was not completed prior to 30 June 2025 and requires further funding of \$4,818 excluding GST to complete it during the 2025-2026 financial year. There are also ongoing works to install EV charging infrastructure which have capital commitments of \$19,067 excluding GST to various contractors involved in the project as at 30 June 2025. Expenditure to complete the above projects has been budgeted for in the 2025-2026 financial year.

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**21. RELATED PARTY TRANSACTIONS**

**(a) Elected member remuneration**

Fees, expenses and allowances to be paid or reimbursed to elected members.	Note	2025 Actual	2025 Budget	2024 Actual
		\$	\$	\$
President's annual allowance		35,989	35,989	33,590
President's meeting attendance fees		15,940	15,940	15,758
President's annual allowance for ICT expenses		3,500	3,500	3,239
President's travel and accommodation expenses		837	1,200	0
		56,266	56,629	52,587
Deputy President's annual allowance		8,997	8,997	8,411
Deputy President's meeting attendance fees		15,940	15,940	14,901
Deputy President's annual allowance for ICT expenses		3,500	3,500	3,063
Deputy President's travel and accommodation expenses		2,752	850	2,460
		31,189	29,287	28,835
All other elected member's meeting attendance fees		111,580	111,580	103,404
All other elected member's annual allowance for ICT expenses		24,500	24,500	21,251
All other elected member's travel and accommodation expenses		0	5,950	207
		136,080	142,030	124,862
	21(b)	223,535	227,946	206,284

**(b) Key management personnel (KMP) compensation**

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

Short-term employee benefits		632,823	415,083
Post-employment benefits		61,204	49,198
Employee - other long-term benefits		12,622	9,373
Employee - termination benefits		0	34,477
Elected member costs	21(a)	223,535	206,284
		930,184	714,415

*Short-term employee benefits*

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

*Post-employment benefits*

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

*Other long-term benefits*

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

*Termination benefits*

These amounts represent termination benefits paid to KMP (Note: may or may not be applicable in any given year).

*Elected member costs*

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**21. RELATED PARTY TRANSACTIONS (Continued)**

**(c) Transactions with related parties**

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

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

In addition to KMP compensation above the following transactions occurred with related parties:	<b>2025 Actual</b> \$	<b>2024 Actual</b> \$
Sale of goods and services	30,475	15,337
Purchase of goods and services	45,785	43,436

**(d) Related parties**

**The Shire's main related parties are as follows:**

*i. Key management personnel*

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

*ii. Other Related Parties*

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

*iii. Entities subject to significant influence by the Shire*

Any entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity which holds significant influence.

Significant influence may be gained by share ownership, statute or agreement.



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**22. EVENTS OCCURRING AFTER THE END OF THE REPORTING PERIOD**

The Shire of Denmark did not have any events occurring after the reporting date that have had a significant effect on the financial statements for the year ended 30 June 2025.



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**23. OTHER MATERIAL ACCOUNTING POLICIES**

**a) Goods and services tax (GST)**

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

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

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

**b) Current and non-current classification**

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

**c) Rounding off figures**

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

**d) Comparative figures**

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

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

**e) Budget comparative figures**

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

**f) Superannuation**

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

**g) Fair value of assets and liabilities**

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

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

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

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

**h) Interest revenue**

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

**i) Fair value hierarchy**

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

**Level 1**

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

**Level 2**

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

**Level 3**

Measurements based on unobservable inputs for the asset or liability.

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

**Valuation techniques**

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

**Market approach**

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

**Income approach**

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

**Cost approach**

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

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

**j) Impairment of assets**

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

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

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



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**24. RATING INFORMATION**

**(a) General rates**

<b>RATE TYPE</b>	<b>Basis of valuation</b>	<b>Rate in \$</b>	<b>Number of properties</b>	<b>2024/25 Actual rateable value*</b>	<b>2024/25 Actual rate revenue</b>	<b>2024/25 Actual interim rates</b>	<b>2024/25 Actual total revenue</b>	<b>2024/25 Budget rate revenue</b>	<b>2024/25 Budget interim rate</b>	<b>2024/25 Budget total revenue</b>	<b>2023/24 Actual total revenue</b>
<b>Gross Rental Valuations</b>											
1 Non-Rural Improved	Gross rental valuation	0.118117	2,368	41,523,515	4,904,633	23,763	4,928,396	4,904,633	27,170	4,931,803	4,518,501
2 Holiday Purposes	Gross rental valuation	0.230328	107	1,598,584	368,199	0	368,199	368,199	0	368,199	341,547
3 Vacant	Gross rental valuation	0.235484	207	1,981,550	466,623	0	466,623	466,623	0	466,623	456,814
<b>Unimproved Valuations</b>											
4 Rural	Unimproved valuation	0.004042	440	329,416,000	1,331,499	0	1,331,499	1,331,499	0	1,331,499	1,319,316
5 Rural - Add. Use 1 - Holiday Purposes	Unimproved valuation	0.005255	22	13,753,000	72,272	0	72,272	72,272	0	72,272	59,560
6 Rural - Add. Use 2 - Commercial	Unimproved valuation	0.006871	15	11,247,000	77,278	0	77,278	77,278	0	77,278	81,951
<b>Total general rates</b>				<b>3,159</b>	<b>399,519,649</b>	<b>7,220,504</b>	<b>23,763</b>	<b>7,244,267</b>	<b>7,220,504</b>	<b>27,170</b>	<b>7,247,674</b>
<b>Minimum payment</b>											
<b>Gross Rental Valuations</b>											
1 Non-Rural Improved	Gross rental valuation	1,443	620	5,425,455	894,660	0	894,660	894,660	0	894,660	859,732
2 Holiday Purposes	Gross rental valuation	1,732	0	0	0	0	0	0	0	0	19,716
3 Vacant	Gross rental valuation	1,412	202	913,890	285,224	0	285,224	285,224	0	285,224	281,400
<b>Unimproved Valuations</b>											
4 Rural	Unimproved valuation	1,658	187	52,970,380	310,046	0	310,046	310,046	0	310,046	237,523
5 Rural - Add. Use 1 - Holiday Purposes	Unimproved valuation	2,155	6	2,062,000	12,930	0	12,930	12,930	0	12,930	8,180
6 Rural - Add. Use 2 - Commercial	Unimproved valuation	3,150	6	2,504,000	18,900	0	18,900	18,900	0	18,900	11,956
<b>Total minimum payments</b>				<b>1,021</b>	<b>63,875,725</b>	<b>1,521,760</b>	<b>0</b>	<b>1,521,760</b>	<b>1,521,760</b>	<b>0</b>	<b>1,521,760</b>
<b>Total general rates and minimum payments</b>				<b>4,180</b>	<b>463,395,374</b>	<b>8,742,264</b>	<b>23,763</b>	<b>8,766,027</b>	<b>8,742,264</b>	<b>27,170</b>	<b>8,769,434</b>
<b>Waivers and Concessions</b>								<b>(89,127)</b>			<b>(89,129)</b>
<b>Total rates</b>								<b>8,676,900</b>			<b>8,680,305</b>
<b>(b) Rates related information</b>											
Rates instalment interest								26,393		24,000	24,845
Rates instalment plan charges								25,040		24,000	24,167
Rates overdue interest								47,586		24,250	38,348
Rates written off								3,137		300	259

\*Rateable Value at time of raising of rate.

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**25. DETERMINATION OF SURPLUS OR DEFICIT**

Note	2024/25 (30 June 2025 carried forward)	2024/25 Budget (30 June 2025 carried forward)	2024/25 (1 July 2024 carried forward)	2023/24 (30 June 2024 carried forward)
	\$	\$	\$	\$
<b>(a) Non-cash amounts excluded from operating activities</b>				
The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> .				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals	(184,541)	(76,250)	(2,800)	(2,800)
Less: Movement in liabilities associated with restricted cash	(2,763)	0	0	0
Less: Fair value adjustments to financial assets at fair value through profit or loss	2,663	0	(1,261)	(1,261)
Add: Loss on disposal of assets	13,212	15,000	42,739	42,739
Add: Depreciation	5,678,283	5,425,831	5,388,753	5,388,753
Non-cash movements in non-current assets and liabilities:				
Financial assets at amortised cost	134,700	0	0	0
Pensioner deferred rates	1,095	0	(968)	(968)
Land held for sale	(290,000)	0	0	0
Employee benefit provisions	(53,111)	0	56,781	56,781
Other provisions	32,455	0	30,956	30,956
Contract liabilities	2,763	0	(6,563)	(6,563)
Inventory	290,000	0	0	0
<b>Non-cash amounts excluded from operating activities</b>	<b>5,624,756</b>	<b>5,364,581</b>	<b>5,507,637</b>	<b>5,507,637</b>
<b>(b) Surplus or deficit after imposition of general rates</b>				
The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with <i>Financial Management Regulation 32</i> to agree to the surplus/(deficit) after imposition of general rates.				
<b>Adjustments to net current assets</b>				
Less: Reserve accounts	27	(6,078,201)	(4,623,190)	(4,606,043)
Less: Financial assets at amortised cost - self-supporting loans	4(a)	(21,755)	(21,389)	(21,061)
Less: Financial assets at amortised cost				
Less: Current assets not expected to be received at end of year				
- Other Liabilities		2,763	(6,564)	0
Add: Current liabilities not expected to be cleared at end of year				
- Current portion of borrowings	14	365,186	365,025	264,631
- Current portion of lease liabilities	11(b)	0	0	10,568
- Employee benefit provisions		1,227,181	1,227,145	1,227,181
<b>Total adjustments to net current assets</b>		<b>(4,504,826)</b>	<b>(3,058,973)</b>	<b>(3,124,724)</b>
<b>Net current assets used in the Statement of financial activity</b>				
Total current assets		8,626,956	6,163,016	7,814,048
Less: Total current liabilities		(3,462,772)	(3,104,043)	(3,490,072)
Less: Total adjustments to net current assets		(4,504,826)	(3,058,973)	(3,124,724)
<b>Surplus after imposition of general rates</b>		<b>659,358</b>	<b>0</b>	<b>1,199,252</b>



SHIRE OF DENMARK  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2025

26. BORROWING AND LEASE LIABILITIES

(a) Borrowings

Purpose	Note	Actual						Budget				
		Principal at 1 July 2023	New loans during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New loans during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	New loans during 2024-25	Principal at 30 June 2025	
Lionsville		287,869	0	(36,482)	251,387	0	(39,036)	212,350	251,387	0	(39,036)	212,351
Airport		16,021	0	(7,763)	8,258	0	(8,258)	0	8,258	0	(8,258)	0
Football Clubrooms		111,967	0	(13,149)	98,818	0	(14,000)	84,819	98,818	0	(14,000)	84,818
Purchase Reserve 27101		228,628	0	(22,991)	205,637	0	(24,400)	181,235	205,637	0	(24,401)	181,236
Purchase Lot 228 Res.18587		161,028	0	(52,243)	108,785	0	(53,663)	55,122	108,785	0	(53,663)	55,122
Riverside Club - Stage 1		363,142	0	(22,022)	341,120	0	(22,712)	318,408	341,120	0	(22,712)	318,408
Surf Club Precinct Development		0	0	0	0	575,000	(11,330)	563,670	0	575,000	(22,566)	552,434
Waste Disposal Truck		426,690	0	(77,989)	348,701	0	(81,501)	267,200	348,701	0	(81,501)	267,200
Denmark Energy Efficiency Upgrades		0	0	0	0	400,000	(12,276)	387,724	0	400,000	(63,739)	336,261
<b>Total</b>		<b>1,595,343</b>	<b>0</b>	<b>(232,639)</b>	<b>1,362,704</b>	<b>975,000</b>	<b>(267,175)</b>	<b>2,070,529</b>	<b>1,362,705</b>	<b>975,000</b>	<b>(329,875)</b>	<b>2,007,830</b>
<b>Self-supporting loans</b>												
Scouts - (S/S)		2,085	0	(2,085)	0	0	0	0	0	0	0	0
Riverside Club - (S/S)		324,380	0	(20,389)	303,991	0	(21,061)	282,929	303,991	0	(21,061)	282,930
<b>Total self-supporting loans</b>		<b>326,465</b>	<b>0</b>	<b>(22,474)</b>	<b>303,991</b>	<b>0</b>	<b>(21,061)</b>	<b>282,929</b>	<b>303,991</b>	<b>0</b>	<b>(21,061)</b>	<b>282,930</b>
<b>Total borrowings</b>	14	<b>1,921,808</b>	<b>0</b>	<b>(255,113)</b>	<b>1,666,695</b>	<b>975,000</b>	<b>(288,236)</b>	<b>2,353,457</b>	<b>1,666,696</b>	<b>975,000</b>	<b>(350,936)</b>	<b>2,290,760</b>
Self-supporting loans are financed by payments from third parties. These are shown in Note 4 as other financial assets at amortised cost.												
All other loan repayments were financed by general purpose revenue.												
Borrowing finance cost payments												
Purpose	Loan number	Institution	Interest rate	Date final payment is/was due		Actual for year ending 30 June 2025	Budget for year ending 30 June 2025		Actual for year ending 30 June 2024			
Lionsville	142	WATC	6.88%	12/11/2029		(18,062)	(18,062)		(20,870)			
Airport	143	WATC	6.26%	30/06/2025		(477)	(474)		(1,018)			
Football Clubrooms	147	WATC	6.37%	30/06/2030		(6,786)	(6,782)		(7,720)			
Purchase Reserve 27101	152	WATC	6.04%	30/06/2031		(13,511)	(13,511)		(15,065)			
Purchase Lot 228 Res.18587	158	WATC	2.70%	1/06/2026		(3,097)	(3,097)		(4,893)			
Riverside Club - Stage 1	159	WATC	3.11%	13/08/2036		(12,448)	(12,448)		(13,310)			
Surf Club Precinct Development	162	WATC	4.72%	31/03/2035		(7,803)	(16,231)	0	0			
Waste Disposal Truck	160	WATC	4.45%	30/06/2028		(16,936)	(16,936)		(21,372)			
Denmark Energy Efficiency Upgrades	161	WATC	4.40%	31/03/2032		(5,107)	(23,318)	0	0			
<b>Total</b>						(84,227)	(110,859)		(84,248)			
<b>Self-supporting loans finance cost payments</b>												
Scouts - (S/S)	129	WATC	5.84%	21/07/2023		0	0		(8)			
Riverside Club - (S/S)	157	WATC	3.80%	12/05/2036		(11,744)	(11,744)		(12,569)			
<b>Total self-supporting loans finance cost payments</b>						(11,744)	(11,744)		(12,577)			
<b>Total finance cost payments</b>						(95,971)	(122,603)		(96,825)			

SHIRE OF DENMARK  
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2025

26. BORROWING AND LEASE LIABILITIES (Continued)

(b) New borrowings

Particulars/purpose	Institution *	Loan type	Term years	Interest rate %	Amount borrowed		Amount (used)		Total interest and charges \$	Actual balance unspent \$
					2025 Actual	2025 Budget	2025 Actual	2025 Budget		
Denmark Energy Efficiency Upgrades	WATC	P & I	7	4.40%	400,000	400,000	(315,368)	(400,000)	5,107	84,632
Surf Club Precinct Development	WATC	P & I	10	4.72%	575,000	575,000	(575,000)	(575,000)	7,803	0
					975,000	975,000	(890,368)	(975,000)	12,910	84,632

\* Western Australian Treasury Corporation

(c) Unspent borrowings

Particulars	Institution *	Date Borrowed	Unspent balance	Borrowed during	Expended during	Unspent balance
			1 July 2024	2024-25	2024-25	30 June 2025
Denmark Energy Efficiency Upgrades	WATC	31/03/2025	0	400,000	(315,368)	84,632
			0	400,000	(315,368)	84,632

\* Western Australian Treasury Corporation

(d) Lease liabilities

Purpose	Note	Actual						Budget			
		Principal at 1 July 2023	New leases during 2023-24	Principal repayments during 2023-24	Principal at 30 June 2024	New leases during 2024-25	Principal repayments during 2024-25	Principal at 30 June 2025	Principal at 1 July 2024	New leases during 2024-25	Principal at 30 June 2025
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Admin-Managed Print Services		5,148	0	(5,148)	0	0	0	0	0	0	0
Mitel Phone System		2,738	0	(2,738)	0	0	0	0	0	0	0
Toyota Camry - DE 45		1,934	0	(1,934)	0	0	0	0	0	0	0
Toyota RAV4 - DE 992		650	0	(650)	0	0	0	0	0	0	0
Toyota RAV4 - DE 245		2,307	0	(2,307)	0	0	0	0	0	0	0
Gym - Strength Equipment		20,897	0	(10,329)	10,568	0	(10,568)	0	10,568	0	(10,568)
<b>Total lease liabilities</b>	11(b)	<b>33,674</b>	<b>0</b>	<b>(23,106)</b>	<b>10,568</b>	<b>0</b>	<b>(10,568)</b>	<b>0</b>	<b>10,568</b>	<b>0</b>	<b>(10,568)</b>

Lease finance cost payments

Purpose	Lease number	Institution	Interest rate	Date final payment was due	Actual for year ending	Budget for year	Actual for year ending	Lease term
					30 June 2025	30 June 2025		
					\$	\$	\$	
Admin-Managed Print Services		3E Advantage Capital Finance	1.20%	Finalised	0	0	(8)	36 Months
Mitel Phone System			2.10%	Finalised	0	0	(7)	60 Months
Toyota Camry - DE 45		CBA	1.10%	Finalised	0	0	11	36 Months
Toyota RAV4 - DE 992		CBA	1.30%	Finalised	0	0	17	36 Months
Toyota RAV4 - DE 245		CBA	1.70%	Finalised	0	0	(6)	36 Months
Gym - Strength Equipment		MAIA	2.30%	May-25	(110)	(250)	(350)	72 Months
<b>Total finance cost payments</b>					<b>(110)</b>	<b>(250)</b>	<b>(343)</b>	

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

27. RESERVE ACCOUNTS	2025 Actual opening balance	2025 Actual transfer	2025 Actual (from)	2025 Actual closing balance	2025 Budget opening balance	2025 Budget transfer	2025 Budget (from)	2025 Budget closing balance	2024 Actual opening balance	2024 Actual transfer	2024 Actual (from)	2024 Actual closing balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Restricted by council</b>												
(a) Employee Entitlements Reserve	465,655	22,845	0	488,500	465,655	20,954	0	486,609	444,139	21,516	0	465,655
(b) Plant Reserve	375,161	418,352	(222,950)	570,563	375,161	416,882	(342,350)	449,693	718,265	434,796	(777,900)	375,161
(c) Parry Inlet Reserve	193,999	19,517	0	213,516	193,999	18,730	0	212,729	208,594	20,105	(34,700)	193,999
(d) Lime Quarry Rehabilitation Reserve	347,802	17,063	(40,000)	324,865	347,802	15,651	(40,000)	323,453	369,883	17,919	(40,000)	347,802
(e) Infrastructure Reserve	1,342,279	1,468,920	(500,270)	2,310,929	1,342,279	860,403	(1,164,346)	1,038,336	1,070,535	1,046,861	(775,117)	1,342,279
(f) Waste Services Reserve	965,300	217,356	(26,000)	1,156,656	965,300	213,438	(28,000)	1,150,738	826,401	210,035	(71,136)	965,300
(g) Aquatic Facility Development Reserve	109,970	15,395	0	125,365	109,970	14,949	0	124,919	95,351	14,619	0	109,970
(h) Lionsville Reserve	43,471	2,132	(45,603)	0	43,471	1,956	(45,427)	0	96,164	4,659	(57,352)	43,471
(i) Peaceful Bay Reserve	338,059	51,584	(12,000)	377,643	338,059	50,213	(60,000)	328,272	289,056	49,003	0	338,059
(j) Rivermouth Caravan Park Reserve	125,961	11,179	0	137,140	125,961	10,668	0	136,629	115,372	10,589	0	125,961
(k) Peaceful Bay Caravan Park Reserve	84,588	9,150	0	93,738	84,588	8,806	0	93,394	75,911	8,677	0	84,588
(l) Recreation Centre Reserve	10,774	50,529	(25,000)	36,303	10,774	50,485	(25,000)	36,259	119,809	30,804	(139,839)	10,774
(m) Strategic Reserve	124,639	11,114	0	135,753	124,639	10,609	0	135,248	114,111	10,528	0	124,639
(n) ICT Reserve	47,031	17,307	0	64,338	47,031	17,116	0	64,147	30,551	16,480	0	47,031
(o) Legal Contingency Reserve	31,354	11,538	0	42,892	31,354	11,410	0	42,764	20,367	10,987	0	31,354
	4,606,043	2,343,981	(871,823)	6,078,201	4,606,043	1,722,270	(1,705,123)	4,623,190	4,594,509	1,907,578	(1,896,044)	4,606,043

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

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

Name of reserve account	Anticipated Purpose of the reserve account
Restricted by council	date of use
(a) Employee Entitlements Reserve	Ongoing - to fund employee leave entitlements as required.
(b) Plant Reserve	Ongoing - to fund major plant purchase requirements.
(c) Parry Inlet Reserve	Ongoing - to develop the Parry facility including Parryville Hall and maintenance of adjoining recreation reserves.
(d) Lime Quarry Rehabilitation Reserve	2035 - to maintain or rehabilitate the lime quarry.
(e) Infrastructure Reserve	Ongoing - to be used for the purchase, construction or upgrade of Infrastructure Assets including land & buildings.
(f) Waste Services Reserve	Ongoing - to be used for the purpose of providing for the proper performance of all or any of the waste services provided by the Shire.
(g) Aquatic Facility Development Reserve	Ongoing - to be used for the development of aquatic facilities.
(h) Lionsville Reserve	2025 - to be used for the repayment of the Lionsville loan fund.
(i) Peaceful Bay Reserve	Ongoing - to be used for any future requirements at Peaceful Bay, including those linked to the asset management plan.
(j) Rivermouth Caravan Park Reserve	Ongoing - to be used for future requirements with respect to site and end of lease conditions including adjoining recreation reserves.
(k) Peaceful Bay Caravan Park Reserve	Ongoing - to be used for future requirements with respect to site and end of lease conditions including adjoining recreation reserves.
(l) Recreation Centre Reserve	Ongoing - to be used for upgrades to the Recreation Centre facility including equipment.
(m) Strategic Reserve	Ongoing - to be used to fund strategic projects as identified in the Shire's Strategic Community Plan & Corporate Business Plan as required.
(n) ICT Reserve	Ongoing - to finance the acquisition and enhancement of Information Technology and digital service delivery initiatives.
(o) Legal Contingency Reserve	Ongoing - to fund unanticipated legal expenses in excess of budget in any given year.

**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**28. TRUST FUNDS**

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

	<b>1 July 2024</b>	<b>Amounts received</b>	<b>Amounts paid</b>	<b>30 June 2025</b>
	\$	\$	\$	\$
Denmark Parks & Trails Deposit	850	0	0	850
	850	0	0	850



**SHIRE OF DENMARK**  
**NOTES TO AND FORMING PART OF THE FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2025**

**29. CORRECTION OF PRIOR PERIOD ERROR**

The Shire of Denmark operates a waste disposal site with a requirement that the site be decontaminated when the approval for that use expires. Post closure plans and costings have been received and a correction to the prior year provision for that cost needs to be recognised in the financial report. The prior period error was corrected by adjusting the 2024 Annual Financial Report to recognise both the asset and the related provision for landfill site rehabilitation.

Statement of Financial Position (Extract)	30 June 2024	Increase/ (Decrease)	30 June 2024 (Restated)	30 June 2023	Increase/ (Decrease)	1 July 2023 (Restated)
	\$	\$	\$	\$	\$	\$
Infrastructure	82,364,950	454,476	82,819,426	80,393,780	462,892	80,856,672
Other provisions	0	(670,549)	(670,549)	0	(639,592)	(639,592)
Net assets	121,518,425	(216,072)	121,302,353	120,830,310	(176,700)	120,653,610
Retained surplus	26,782,495	(216,072)	26,566,423	26,105,914	(176,700)	25,929,214
<b>Total equity</b>	<b>121,518,425</b>	<b>(216,072)</b>	<b>121,302,353</b>	<b>120,830,310</b>	<b>(176,700)</b>	<b>120,653,610</b>
Statement of Comprehensive Income (Extract)	30 June 2024	(Increase)/ Decrease	30 June 2024 (Restated)			
	\$	\$	\$			
Depreciation	(5,380,337)	(8,416)	(5,388,753)			
Finance costs	(97,166)	(30,956)	(128,122)			
Net result for the period	688,115	(39,372)	648,743			
<b>Total comprehensive income for the period</b>	<b>688,115</b>	<b>(39,372)</b>	<b>648,743</b>			
Statement of Changes in Equity (Extract)	30 June 2024	Increase/ (Decrease)	30 June 2024 (Restated)	30 June 2023	Increase/ (Decrease)	1 July 2023 (Restated)
	\$	\$	\$	\$	\$	\$
Net result for the period	688,115	(39,372)	648,743	317,316	0	317,316
Retained surplus	26,782,495	(216,072)	26,566,423	26,105,914	(176,700)	25,929,214
Statement of Financial Activity (Extract)	30 June 2024	(Increase)/ Decrease	30 June 2024 (Restated)			
	\$	\$	\$			
Depreciation	(5,380,337)	(8,416)	(5,388,753)			
Finance costs	(97,166)	(30,956)	(128,122)			
Non-cash amounts excluded from operating activities	5,468,265	39,372	5,507,637			
<b>Amount attributable to operating activities</b>	<b>2,520,712</b>	<b>0</b>	<b>2,520,712</b>			





# Auditor General

## INDEPENDENT AUDITOR'S REPORT

2025

Shire of Denmark

**To the Council of the Shire of Denmark**

### Opinion

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

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of financial activity for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial report :

- is based on proper accounts and records
- presents fairly, in all material respects, the results of the operations of the Shire for the year ended 30 June 2025 and its financial position at the end of that period
- is in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, Australian Accounting Standards.

### Emphasis of Matter – Restatement of Comparative balances

I draw attention to Note 29 of the financial report which states that the amounts reported in the previously issued 30 June 2024 financial report have been restated and disclosed as comparatives in this financial report. My opinion is not modified in respect of this matter.

### Basis for opinion

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

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

### Other information

The Chief Executive Officer (CEO) is responsible for the preparation and the Council for overseeing the other information. The other information is the information in the entity's annual report for the year ended 30 June 2025, but not the financial report and my auditor's report.

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

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent

with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

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

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

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

- keeping proper accounts and records
- preparation and fair presentation of the financial report in accordance with the requirements of the Act, the Regulations and Australian Accounting Standards
- managing internal control as required by the CEO to ensure the financial report is free from material misstatement, whether due to fraud or error.

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

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

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

## **Auditor's responsibilities for the audit of the financial report**

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

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

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

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

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

documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

**Matters relating to the electronic publication of the audited financial report**

This auditor's report relates to the financial report of the Shire of Denmark for the year ended 30 June 2025 included in the annual report on the Shire's website. The Shire's management is responsible for the integrity of the Shire's website. This audit does not provide assurance on the integrity of the Shire's website. The auditor's report refers only to the financial report. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to contact the Shire to confirm the information contained in the website version.



Mahmoud Salahat  
Acting Senior Director Financial Audit  
Delegate of the Auditor General for Western Australia  
Perth, Western Australia  
3 December 2025

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This report was endorsed by Council  
on the 9<sup>th</sup> of December 2025