

2020 - 2030

# Strategic Community Plan



**The Decade Ahead**  
Developing and supporting  
our local community

## Welcome Statement

Welcome to our 2020-2030 Strategic Community Plan. This plan outlines the future of the City of Karratha for the next ten years focusing on the development and support of our local community, the growth of our economy and building a sustainable, attractive and exciting place to live, work and play.

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## Message from the Mayor

The Strategic Community Plan 2020–2030 represents our approach to planning for the City of Karratha's future.

It builds on past strategic planning work, addresses the challenges we face and sets out what actions we will take over the next 10 years to work towards achieving our vision of being "Australia's most liveable regional city".

**Peter Long**



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## Our Vision

Australia's most liveable regional city.

### Our Mission - Our Purpose

To provide community leadership and excellent local government services in an innovative and efficient manner to enhance our City's social, cultural, economic and environmental wellbeing.

### Our Values

#### Leadership

We will provide clear direction and inspire people to achieve their full potential.

#### Integrity

We will act in an honest, professional, accountable and transparent manner.

#### Teamwork

We will encourage cooperation and teamwork within and between our employees and our community stakeholders.

#### Innovation

We will encourage creativity, innovation and initiative to achieve Council's vision.

## About the City

The City of Karratha, located in the dynamic Pilbara region of Western Australia encompasses a total land area of 15,882 square kilometres and is home to approximately 22,716<sup>1</sup> residents. 1,535km north of Perth, the City of Karratha consists of six towns; Dampier, Karratha, Roebourne, Wickham, Point Samson and the historic village of Cossack.

Previously known only for its resource industry, the City of Karratha is fast developing into a popular regional destination, home to an increasingly diverse range of visitors and residents. Today, major attractions of the City include unparalleled access to the Indian Ocean via the Dampier Archipelago and Burrup Peninsula, an extensive calendar of annual sport and cultural events and a growing number of modern facilities and services.

Occupied by ancestors of the Ngarluma, Yindjibarndi, Martuthunia and Yaburara people, the City is home to the largest collection of indigenous rock art in the world with over 1 million individual images dating back more than 40,000 years.

## Economy

Over the past 40 years the City of Karratha has been a powerhouse of economic growth for Western Australia and the nation. The City of Karratha has a diverse economy that includes contributions to Australia's world leading exports of both iron ore and liquefied natural gas (LNG).

In 2019, Pilbara iron ore exports generated over \$97 billion in revenue, with the City of Karratha accounting for 36% of WA's total iron ore exports. WA accounted for 12% of global LNG exports and 59% of Australia's total LNG exports in 2019<sup>1</sup>.

In addition to the main economic activities of iron ore, liquefied natural gas, salt and ammonium exports, the City's other main outputs are in construction, transport and logistics, professional, scientific and technical services and public administration.

Today the City is home to 461 registered businesses employing one or more staff and boasts a worker productivity value of \$565,756 per worker, six times the national average<sup>2</sup>.



## Resource Profile

The City of Karratha is well planned and positioned to manage, facilitate and support ongoing investment in capital and social infrastructure by government and private investors both now and into the future.

Key indicators that have been used to shape the Strategic Community Plan in addition to other factors are listed in the Table below. The City's resource profile outlines current and future capabilities towards delivering the community aspirations contained within the Strategic Community Plan 2020 – 2030.

Resource Profile	2012	2016	2020	2025 [Estimates]
Population <sup>3</sup>	24,012	22,211	22,716 (est)	24,039
Number of Electors <sup>4</sup>	8,401	9,203	11,241	13,000
Employees (FTE)	246	283	282	293
Budget	\$67.5M	\$139.2M	\$102.4M	\$120M
Rates	\$18.6M	\$40.1M	\$43.3M	\$52.4M
Operating Grants, Subsidies and Contributions	\$32.7M	\$68.4M	\$19.5M	\$9M
Capital Expenditure	\$39.4M	\$33.7M	\$40.4M	\$27.5M
Operational Expenditure	\$47.3M	\$98.4M	\$100.3M	\$100.1M
Value of Assets	\$260.3M	\$843.4M (Revaluation in 2015)	\$784M	\$898.2M

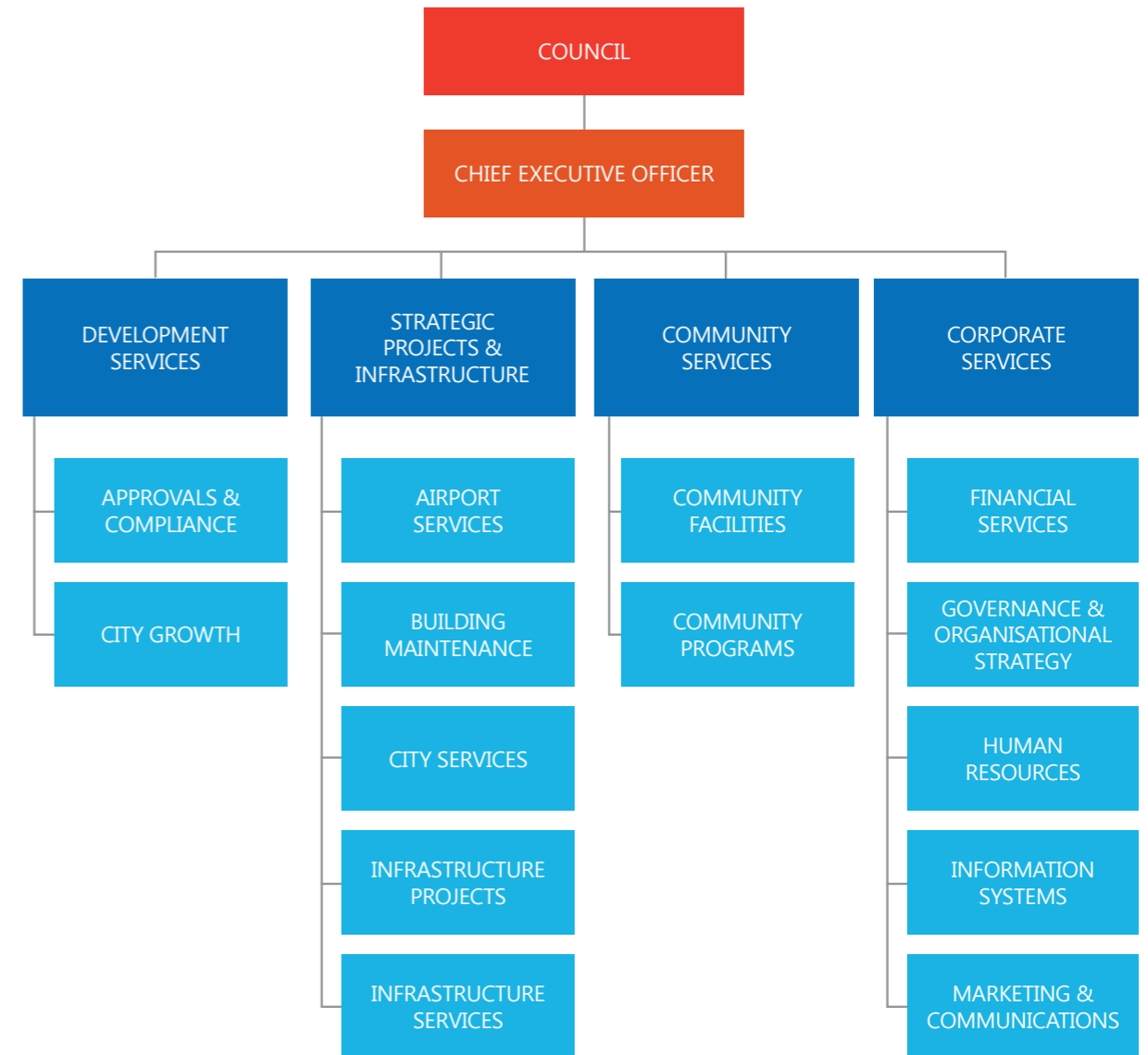
1. Department of Jobs, Tourism, Science and Innovation  
2. (National Institute of Economic and Industry Research (NIEIR)©, 2016.)

3. ABS Estimated Resident Population (Remplan)  
4. WA Electoral Commission Electoral Roll for the local government district of Karratha



## Our Organisational Structure

The City offers a number of core services essential to providing support and infrastructure in our communities. Over 282 (FTE) staff are employed by the City of Karratha in varying capacities to deliver services across the City. Our structure is tabled below.



## Introduction

All local governments in Western Australia are required to plan for the future under Section 5.56(1) of the *Local Government Act 1995*.

The associated government regulations require all local governments in Western Australia to develop and adopt two key documents - a Strategic Community Plan, driven by a robust Community Engagement Strategy, and a Corporate Business Plan.

The Department of Local Government has provided an Integrated Planning and Reporting Framework to assist local governments in meeting their strategic planning responsibilities. This Integrated Strategic Planning Framework outlines the method to achieve a sustainable local government through adopting a holistic approach to planning and reporting.

### Integrated Strategic Planning Framework Key Elements

- 1. Strategic Community Plan**  
10 year plan
- 2. Corporate Business Plan**  
5 year plan, reviewed annually through an Operational Plan
- 3. Annual Budget**  
1 year plan, reviewed annually
- 4. Informing Strategies**  
including a long term financial plan, asset management plan and workforce plan.
- 5. Annual Report**  
published each year to report to the community the overall progress of the Strategic Community Plan and the Corporate Business Plan

### What is a Strategic Community Plan?

The objective of a Strategic Community Plan is to engage the community in planning for the future of the local government area. It involves setting priorities with the community for the future by aligning the community's vision with a clear strategic direction for the City. Simply put, the Strategic Community Plan is a forward looking planning document that provides a vision for the future of the local government area and outlines how the City and community will achieve that vision over the next 10 years.

### Key Essentials of a Strategic Community Plan

Under the prescribed guidelines, it is essential that the Strategic Community Plan:

1. Looks ahead a minimum of 10 years;
2. States community aspirations, vision and objectives; developed or modified and documented through engagement with the community;
3. Has regard to current and future resource capacity, demographic trends and strategic performance measurement; and
4. Is adopted or modified by an absolute majority of Council.

### Strategic Community Plan Review

It is also required that:

- 1. A major review of the Strategic Community Plan**  
is scheduled for 4 years from when it is adopted and
- 2. A minor desktop review of the Strategic Community Plan**  
is scheduled for 2 years from when the major review is adopted.

The 2020-2030 Strategic Community Plan is a result of a major review.

### The Informing Strategies Supporting the Strategic Plan

The Strategic Community Plan is supported by a Long Term Financial Plan, a Workforce Plan and an Asset Management Plan. These outline the resources available to achieve the Strategic Community Plan vision.

## Our Strategic Planning Approach

The Strategic Community Plan 2020-2030 represents our approach towards planning for the City of Karratha's future. It builds on our past strategic planning work, addresses the challenges and opportunities that we face and sets out what actions we will take over the next 10 years to achieve our community vision. This requires aligning our community vision with a clear strategic direction for the City of Karratha.

This Strategic Community Plan incorporates consultation associated with past Strategic Community Plans since 2011 (including subsequent major and minor reviews), our Community Survey's from 2010-2020, our Staff Surveys from 2009-2019 and outcomes from service reviews completed during 2015/16. The plan also provides links to a number of state and regional plans including the "Pilbara Regional Investment Blueprint (2015)", "Pilbara Planning and Infrastructure Framework (2012)" and the "City of Karratha Local Planning Strategy". These links help position our planning within a much broader

context ensuring current and emerging community needs are considered while also identifying key stakeholders and interdependencies which may affect the delivery of appropriate services to our community over time.

Importantly, the Strategic Community Plan negotiates a range of internal and external factors unique to our local government. This helps us plan for the long term by prioritising and determining actions and funding for each of our key services.

### The Strategic Community Plan addresses four key questions:

#### Where are we now?

- What resources do we have?
- What are our current levels of services for our communities?
- Who is delivering what?
- What is the condition and capability of our current assets meeting our current levels of services?
- What partnerships can be established to deliver priorities identified throughout the Strategic Community Plan?

#### Where do we want to be in 10 years time?

- What will happen once we implement our strategies?

#### How will we get there?

- Through fulfilling our commitments with the community
- Delivering projects and services at an agreed service level

#### How will we know we've arrived?

- By measuring outcomes achieved
- Community Satisfaction Surveys
- Regular reporting to the Community

## Our Plans and How They Link Together

As a result of addressing the four key questions, our Strategic Community Plan not only continues to provide a road map for the future of the City of Karratha but also outlines the strategies needed to achieve the vision within the broader context in which we operate. It clearly links the community's aspirations with the Council's vision and long term strategy.

### Strategic Community Plan Framework

The Strategic Community Plan is built around a Quadruple Bottom Line (QBL) approach under the four strategic themes. It outlines those things the community would like to see happen in the future as a priority, termed as Outcomes. The Council responds to achieving these aspirations by developing a series of programs and services, projects and actions across four strategic themes:

- 1. Our Community**  
Inclusive and Engaged;
- 2. Our Economy**  
Well Managed and Diversified;
- 3. Our Environment**  
Thriving and Sustainable; and
- 4. Our Leadership**  
Proactive and Accountable.

Although these four strategic themes remain largely unchanged from the previous version of the Strategic Community Plan, a more evenly spread emphasis has been placed on these themes than has previously been the case with the listed goals and responses reflecting the Council and the communities desire to see meaningful action and results in each key theme area.

## Our Integrated Planning and Reporting Approach

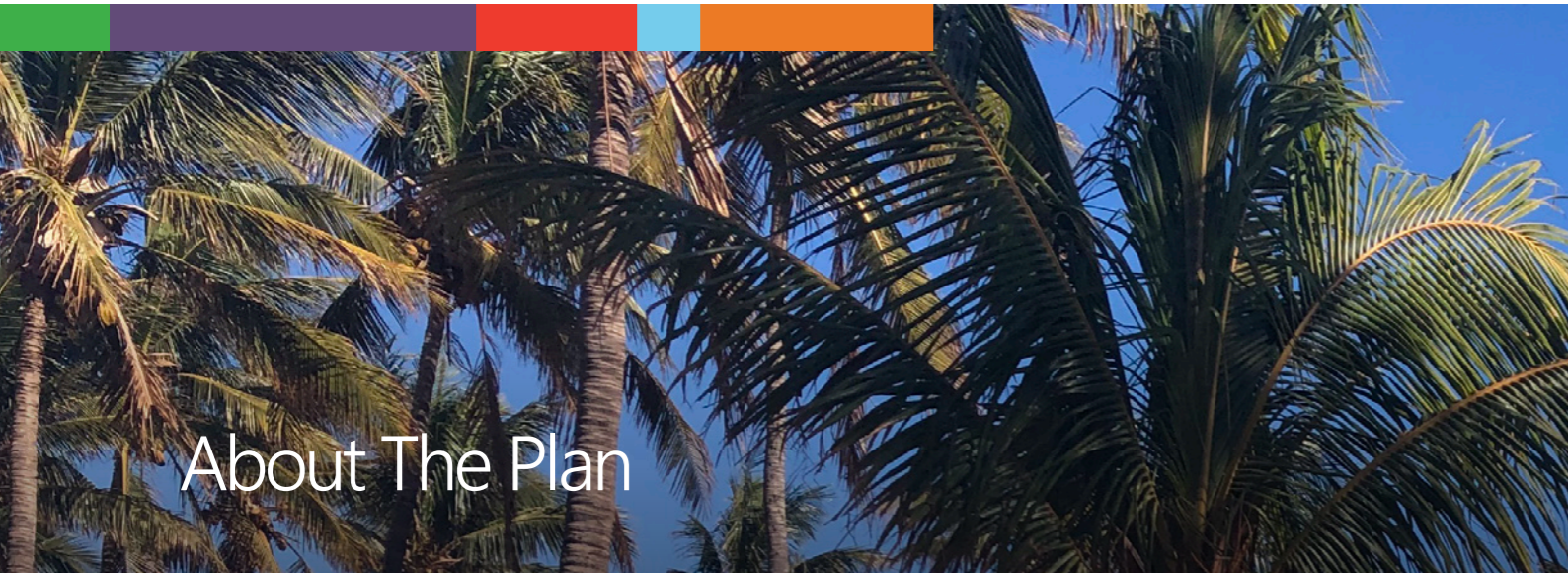
The **Strategic Community Plan** outlines those desired 'Outcomes' expressed by our community.

'Our Response' is how the City will achieve these outcomes in the next 10 years through the delivery of programs and services in the five year focused **Corporate Business Plan**.

The **Annual Operational Plan** goes one step further and describes the Projects and Actions that each service unit will deliver to achieve the commitments given in the Corporate Business Plan which in turn will achieve the outcomes provided in the Strategic Community Plan.

Although we report on the progress of the Strategic Community Plan once a year through our Annual Report we also monitor our progress internally each quarter to make sure we are always on track.





# About The Plan

## How the Plan was developed

The Strategic Community Plan 2020-2030 has been developed through a number of different resources including previous Strategic Community Plans, community and councillor workshops and assessment of other City planning documents including the Long Term Financial Plan 2019-2029, Strategic Asset Management Plan 2019-2024, Sport Recreation and Leisure Strategic Plan, Tracks and Trails Master Plan, Youth Development Engagement Plan, the Arts and Cultural Plan, the Safer Communities Partnership Strategic Plan, the Quarter HQ Business Plan, Karratha Airport Business Plan, the Ageing Strategy, the Economic Development Plan and the Community Facilities Plan.

A full list of strategic documents are available on the City's website <https://karratha.wa.gov.au/plans-strategic-business-community>.

The Strategic Community Plan has not been developed in isolation. It considers critical land use and economic development plans that have been developed by others in recent years. The plan aims to work alongside these documents whilst articulating a clear and coherent strategy for the development of the district.

## Reviewing the Plan

A minor review of this Strategic Plan will be conducted in 2022 followed by a major review in 2024.

## Public Exhibition of the Plan

The draft Strategic Community Plan was put out for public exhibition for a period of 15 days from 21 July 2020 to 5 August 2020 and letters were sent to over 75 community groups and associations. During this period, copies of the draft Strategic Community Plan were made available to the public for feedback. This feedback was focused on validating the Strategic Community Plan aspirations, making sure the expressed aspirations of our community were accurately captured. Copies of the draft Strategic Plan were made available to the public through the City website, social media, City of libraries and customer service centres. One submission was received during this period supportive of the draft plan.

## How to Read the Plan

The main components of the strategic community plan include:

### Our Aspiration

- to achieve the vision of transforming the City of Karratha to provide infrastructure and services to become "Australia's most liveable regional city".

### Our Themes

- involve a quadruple bottom line (QBL) approach to achieving our primary community aspiration. These themes include 'Our Community – Inclusive and Engaged', 'Our Economy – Well Managed and Diversified', 'Our Environment – Thriving and Sustainable' and 'Our Leadership – Proactive and Accountable' in line with community expectations.

### Our Goals

- describe what each theme is all about as outlined in the following table:

Our Strategic Themes	Our Goals
<b>Our Community</b> Inclusive and Engaged	To activate safe, healthy and liveable communities
<b>Our Economy</b> Well Managed and Diversified	To attract diverse and sustainable business and employment opportunities
<b>Our Environment</b> Thriving and Sustainable	To protect our natural and built environment
<b>Our Leadership</b> Proactive and Accountable	To provide accessible, transparent and responsive leadership

### Our Outcomes

- the objective or 'end result' the community would like to achieve.

### Our Response

- outline what the City and its partners can do towards achieving the identified outcomes. The City will assume a number of different roles at different times to achieve its primary aspiration, with those roles including being a provider, partner, funder, regulator, monitor, facilitator and advocator on behalf of the community.

### Strategic Indicators

- contribute to an overall picture of the City's performance and progress towards achieving our outcomes.

### Icons and Colour Codes

- provide vital linkages between the Strategic Community Plan, the Corporate Business Plan and the Operational Plan for clarity and readability. To achieve this each theme has a distinct colour and code.

## Community Surveys

The City of Karratha has conducted annual 'Community Surveys' since 2008 gathering feedback from our communities to identify service gaps, assess community needs and take proactive measures for the future.

Another objective of these surveys is to capture aspirations of our community for inclusion in the Strategic Community Plan. Responses from the community have been strong with over 1,561 respondents received for 2020 and an average of 1,504 respondents for the past 5 years.

In addition to the Community Surveys, the City also conducts an internal Staff Survey every two years receiving feedback from the staff responsible for delivering various projects and services to the community. These surveys help us in decision-making and service planning, providing essential data for external grants and lobbying.





# The Four Strategic Themes

Theme 1

## Our Community

### Inclusive and Engaged

**Our Goal:** To activate safe, healthy and liveable communities

STRATEGIC COMMUNITY PLAN (2020-2030)			
Our Outcomes <i>"The objective we would like to achieve"</i>		Our Response <i>"What we can do to achieve the identified Outcomes"</i>	
1.a	Quality Community Facilities	1.a.1	Maintain and manage existing facilities and infrastructure to optimal standards
		1.a.2	Plan and develop quality new facilities and infrastructure to meet future community needs and industry best practice
		1.a.3	Establish and maintain collaborative long term relationships to fund and operate facilities
1.b	Improved Community Safety	1.b.1	Apply best practice environmental design to prevent crime
		1.b.2	Activate neighbourhoods and public open spaces
		1.b.3	Develop safer community programs and partnerships
		1.b.4	Enforce legislative requirements
1.c	Accessible Services	1.c.1	Determine community needs through targeted engagement
		1.c.2	Establish partnerships to enhance the provision of services
1.d	Healthy Residents	1.d.1	Develop and promote programs and services that improve community wellbeing and health
1.e	Recognition of Diversity	1.e.1	Embrace and celebrate diversity in the region
		1.e.2	Achieve recognition as a leader in engaging with and supporting diverse groups
1.f	Connected Communities	1.f.1	Foster social interaction across the community
		1.f.2	Employ new technologies to connect communities
		1.f.3	Proactively engage and consult with the community



#### Progress Measures:

We will measure our progress for this theme using the following parameters:

1. Infrastructure development
2. Community pride and safety
3. Greater community involvement
4. Development of funding partnerships
5. Health and wellbeing lifestyle choices
6. Indigenous engagement

#### Strategic Indicators:

Strategic Indicators to be incorporated in key performance measures:

1. Community gap analysis of services
2. Attendance at community facilities
3. Actioning safer community outcomes
4. Increased access to online services
5. Engagement with community groups



Theme 2

## Our Economy

### Well Managed and Diversified

**Our Goal:** To attract diverse and sustainable business and employment opportunities

STRATEGIC COMMUNITY PLAN (2020-2030)			
Our Outcomes <i>"The objective we would like to achieve"</i>		Our Response <i>"What we can do to achieve the identified Outcomes"</i>	
2.a	Diverse industry	2.a.1	Partner with key industry and business groups to advocate for investment
		2.a.2	Support business development, growth, diversification and innovation
2.b	Business prosperity	2.b.1	Be a business-friendly local government
		2.b.2	Reduce business costs
2.c	Quality infrastructure to support business investment	2.c.1	Land and infrastructure is available for a variety of business investment purposes
		2.c.2	Public private partnerships are in place for the development of key infrastructure
2.d	Role clarity	2.d.1	Support and advocate for local business
		2.d.2	Promote the region as a business destination
		2.d.3	Position the City as an attractive place for employees



#### Progress Measures:

We will measure our progress for this theme using the following parameters:

1. New business registrations and investment
2. Tourist visitations
3. Expenditure with local suppliers

#### Strategic Indicators:

Strategic Indicators to be incorporated in key performance measures:

1. Businesses applying for support grants
2. Supply of land available for development
3. Tourism spend
4. Growth in local employment



Theme 3

**Our Environment**

**Thriving and Sustainable**

**Our Goal:** To protect our natural and built environment

STRATEGIC COMMUNITY PLAN (2020-2030)			
Our Outcomes <i>"The objective we would like to achieve"</i>		Our Response <i>"What we can do to achieve the identified Outcomes"</i>	
3.a	Well managed natural assets	3.a.1	Recognise and protect our natural environment
		3.a.2	Work in partnership with traditional owners and key stakeholders
		3.a.3	Enhance visitation opportunities to natural assets through appropriate protection and management practices
3.b	Attractive built environment	3.b.1	Develop programs and services to maintain an attractive built environment
		3.b.2	Encourage the community to support and maintain an attractive built environment
3.c	Improved resource recovery and waste management	3.c.1	Investigate and implement new waste management technologies
		3.c.2	Educate community on resource recovery and recycling through promotional activities
		3.c.3	Advocate for improved waste recovery processing facilities
3.d	Sustainable use and management of resources	3.d.1	Continue to improve efficient use and recycling of water
		3.d.2	Continue to improve energy efficiency and pursue renewable energy opportunities to reduce our CO2 footprint
		3.d.3	Implement sustainable procurement practices



**Progress Measures:**

We will measure our progress for this theme using the following parameters:

1. Reduction in ecological footprint
2. Partnerships with other agencies

**Strategic Indicators:**

Strategic Indicators to be incorporated in key performance measures:

1. Community gap analysis of services
2. Energy audits
3. Landfill diversions to transfer stations



Theme 4

**Our Leadership**

**Proactive and Accountable**

**Our Goal:** To provide accessible, transparent and responsive leadership

STRATEGIC COMMUNITY PLAN (2020-2030)			
Our Outcomes <i>"The objective we would like to achieve"</i>		Our Response <i>"What we can do to achieve the identified Outcomes"</i>	
4.a	Raised profile of the City	4.a.1	Achieve a strong position and identity in statewide and national media
		4.a.2	Achieve recognition as the leading regional local government in Western Australia
		4.a.3	Establish key strategic partnerships
4.b	Continuous improvement and innovation	4.b.1	Establish an environment that supports continuous improvement and innovation
		4.b.2	Technology is employed to enhance service delivery
		4.b.3	Maintain highly qualified staff of leading local government professionals
4.c	Financial Sustainability	4.c.1	Continue strong financial management across all services
		4.c.2	Maintaining long term financial plans
		4.c.3	Continue to seek sustainable revenue sources to fund Council activities
4.d	Strong partnerships and indigenous relations	4.d.1	Continue to develop partnerships with indigenous groups
		4.d.2	Continue to engage with industry and government on key initiatives
4.e	Services that meet community	4.e.1	Undertake regular reviews of service levels and standards
		4.e.2	Use evidence based analysis to determine service levels



**Progress Measures:**

We will measure our progress for this theme using the following parameters:

1. Effectiveness of governance systems
2. Visible leadership
3. Improvements in systems, processes and policies
4. Staff retention
5. Financial sustainability
6. Innovation

**Strategic Indicators:**

Strategic Indicators to be incorporated in key performance measures:

1. Compliance to legislative obligations
2. Reduced staff turnover
3. Positive promotion of the City
4. Financial sustainability ratios
5. Timely response to community enquiries
6. Engagement with community surveys
7. Sustainable asset management practices

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