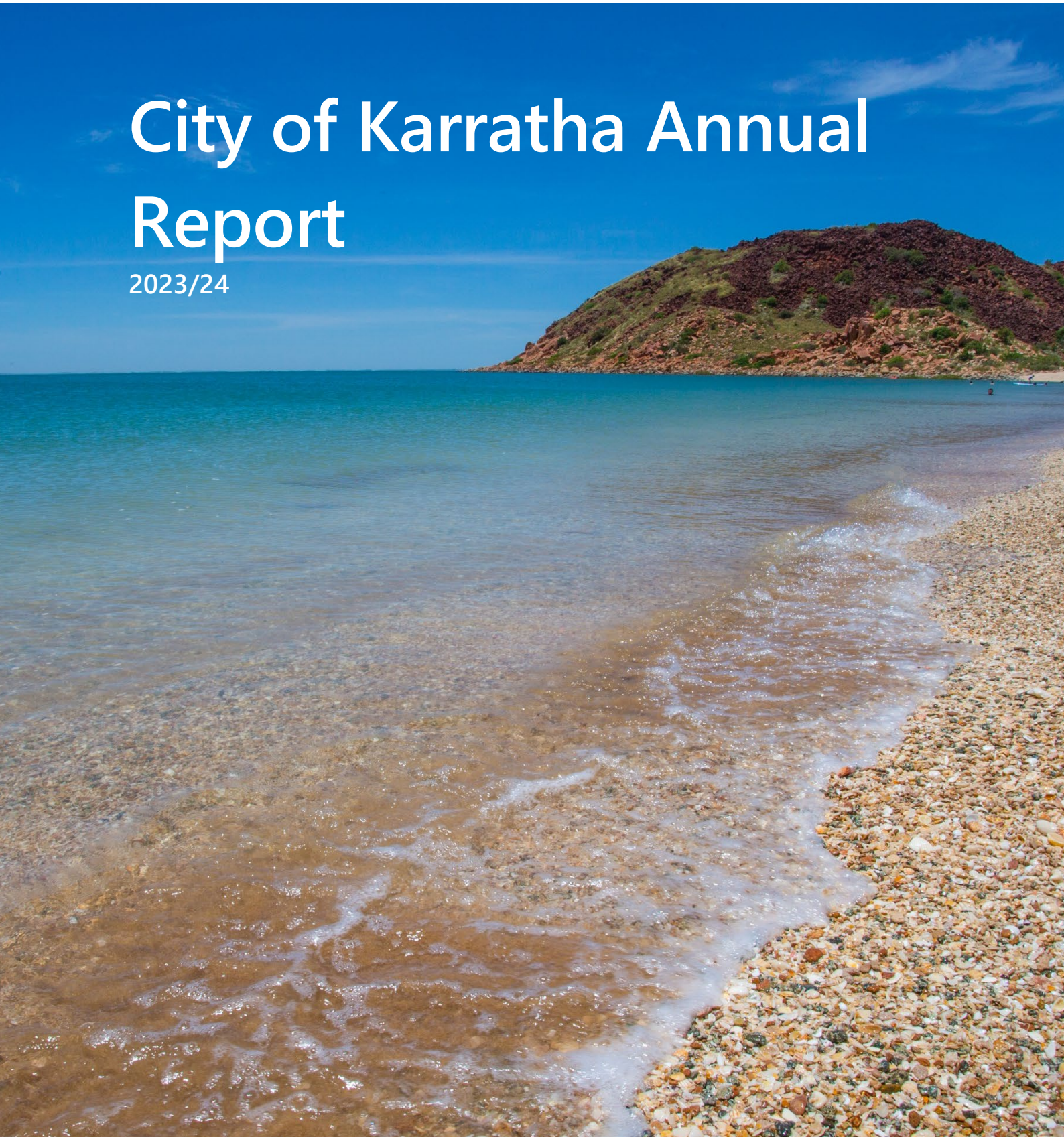


City of Karratha Annual Report

2023/24



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2 Welcome to the 2023/24 City of Karratha Annual Report

Our Annual Report provides an overview of the City of Karratha's activities as we work to achieve our vision of becoming Australia's most liveable regional city.

Driven by four strategic pillars; Our Community; Our Economy; Our Natural and Built Environment; and Our Leadership, this report showcases our achievements alongside areas where there is still room to grow. This in-depth look at our work across the 2023/24 financial year includes not only the public-facing elements of the City's work but also encompasses our financial performance and the governance and statutory regulations by which we operate.

Throughout the 2023/24 financial year, the City of Karratha continued to provide a high level of services and amenities for residents. We also launched the What We Make It engagement program as part of our review of the Strategic Community Plan 2020 – 2030, which saw the City conduct its largest ever community consultation process.

2.1 Acknowledgement of Country

Wayiba! Wanthiwa! Tharnardu!

The City of Karratha recognises the ancient and ongoing connection of the Ngarluma people as traditional custodians of this land and their deep historical and spiritual connection to the region's country, waterways, rivers, and seas.

We acknowledge the significance of the traditional welcoming rituals of Aboriginal and Torres Strait Islander people and pay respect to the Ngarluma people and their Elders, past, present, and emerging.

We also acknowledge that Indigenous Australians were the first inhabitants of Australia and have unique languages and spiritual relationships with the land. The name "Karratha" is derived from an Aboriginal word meaning "good country" or "soft earth."

2.2 Why We Report

Under the *Local Government Act 1995*, local governments are required to produce an Annual Report. This document provides a snapshot of performance at the City of Karratha alongside an overview of the City's vision for the future.

This report recognises the City's major successes and growth, while also assessing areas that warrant further development, providing a timely opportunity for reflection and improvement.

The City of Karratha Annual Report is a public document that provides the disclosure requirements outlined in the State Government of Western Australia's *Local Government Act 1995*.

An electronic version of this report is available on the City of Karratha website:
karratha.wa.gov.au

2.3 Mayors Message

The 2023/24 financial year saw a smooth transition to preferential voting, welcoming a publicly elected Mayor for the first time, as well as, commencing review of our Strategic Community Plan 2020 – 2030.

Over the course of the financial year, we remained focused on our goal of making Karratha Australia's most liveable regional city. As part of this effort, we supported our community, enhanced our infrastructure, and tackled challenges that affect the City's liveability.

Over the financial year, the City awarded several contracts for projects to revitalise our community with \$32.5m allocated to local businesses.

Highlights from this period included, awarding the tender for the transformative Roebourne Streetscape Master Plan, continuing to work on increasing housing stock through, and being named a Gold Waterwise Council for the second year in a row.

We continued to advocate the State and Federal Government for our community and their needs, such as housing to help sustain and support the growth of Karratha.

Our Council and City staff have accomplished a great deal in 2023/24 including the commencement of the City's 10 year Strategic Community Plan 2020 – 2030 Review supported by the launch of a new 'What We Make It' engagement brand and online engagement platform. The Strategic Community Plan 2020 – 2030 Review saw the City undertake its largest. community consultation process with 945 people directly contributing feedback.

We also successfully hosted the National Economic Development Conference in August 2023 welcoming delegates from around Australia and overseas, as well as the Pilbara Summit in June 2024.

As we embark on a new financial year, I am eager to move forward with transforming our City into Australia's most liveable regional City, enhancing it further as a wonderful place to live, work, and invest.

2.4 CEO's Message

The 2023/24 Financial year has seen the City of Karratha work hard to maintain the high standard of service, events, and infrastructure our community deserves while advocating on behalf of the community at a state and federal level.

Over the past year, we have focused on delivering services and programs that address the current and future needs of our community.

The 2023/24 capital works program was worth \$41M focusing on service improvements such as Karratha Leisureplex Outdoor Court Shading upgrades, expanding the local road and footpath network and playground upgrades and progressing the Roebourne Streetscape Masterplan.

A responsible and sustainable financial management approach by the City has minimised the impact to ratepayers with two thirds of revenue coming from sources other than rates, such as income generated from The Quarter building, grants, funding, and fees and charges.

The City did this while maintaining an average rate increase of just 3.5 per cent for residential properties. We continue to face a critical shortage of affordable housing in our community and we worked hard in 2023/24 to help address this issue. The City is working on this issue directly by delivering more housing in its Hancock Way subdivision, partnering with key stakeholders on its Service Worker Accommodation Scheme and advocating strongly for State and Federal Government support.

We also began the review of our Strategic Community Plan 2020 – 2030 which shows the community's vision, and how the City will work towards the vision, with and for the community over the next 10 years.

My team and I are extremely proud of the accomplishments we have made, and I look forward to the challenges and rewards that lie ahead in the coming year.

3 Our City

This section provides an overview of the people and the places that make up the City of Karratha.

3.1 Highlights

Our Strategic Community Plan 2020 – 2030 articulates our community vision for the City of Karratha as an attractive, vibrant and liveable regional city.

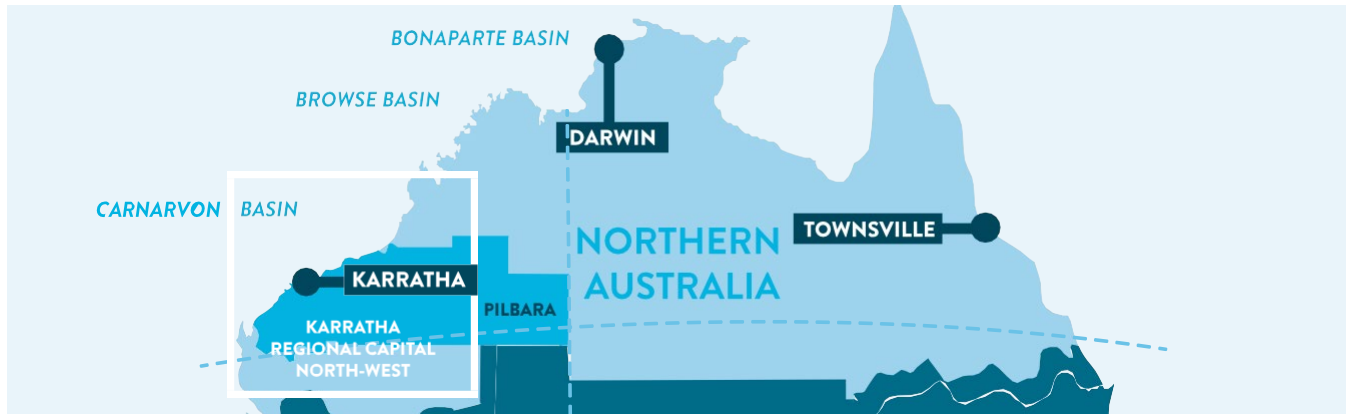
Our goals from the Strategic Community Plan 2020 – 2030 are integrated into our Corporate Business Plan and yearly Operational Plan. Some of our key achievements from the past financial year are highlighted under relevant strategic pillars below:

- Tender awarded for Roebourne Streetscape Masterplan phase 1 and 2 works.
- The City was certified as a Gold Waterwise Council for the second year in a row.
- Hosted the National Economic Development Conference and Pilbara Summit conferences at our Red Earth Arts Precinct.
- Record-breaking attendance at Karratha Leisureplex, with over 580,000 visits.
- Our efforts to engage with the local youth saw more than 1300 attendees across Youth Week.
- Construction began on the \$5.7m Hillview/Balmoral Road upgrade.
- Karratha Golf Course was named Regional Golf Facility of the Year
- The City progressed a number of initiatives aimed at improving affordability and availability of housing.

3.2 City Profile

The City of Karratha is surrounded by the Shire of Ashburton to the south, Port Hedland to the east, and the Indian Ocean to the north and west.

It boasts four industrial ports and generates about \$12.31 billion for the country's economy annually.



The City stands out with its combination of modern industry and a cultural, natural landscape. It holds both national economic significance and global heritage value for its history of the Ngarluma Yindjibarndi, Yaburara, Mardudhunera and Wong-Goo-Tt-Oo people.

3.2.1 Demographics

- Population: 23,787
- 55.8% of residents are couples with children
- 27% increase in families over last 10 years
- Median age of 32
- 15,882km² land area

3.2.2 Natural

The City of Karratha offers a unique natural environment with the Dampier Archipelago and Murujuga National Park (Burrup Peninsula). This blend of world-class fishing and rich cultural history make for an exceptional lifestyle. The Dampier Archipelago consists of 42 islands, inlets and rock formations within a 45km radius of Dampier and Point Samson. These islands feature scenic coastal cliffs, sand plains, and pristine beaches perfect for fishing, swimming and snorkelling. The Burrup Peninsula boasts the highest concentration of rock art globally with over one million engravings showcasing 50,000 years of human habitation.

- 1 million+ petroglyphs
- 42 islands

- 2 national parks
- 7 walking trails
- 400km of coastline (approx.)

3.2.3 Economic

A large percentage of the City's industry output is derived from the mining industry, which in 2023/24 produced an estimated \$16.1billion in annual output.

Unlike other mining towns in the region, the City's economy is based primarily on exports and oil and gas processing. The City has four busy industrial ports and 231ha of industrial land with 507ha planned for future use. The mining industry is the largest employer, generating 4,755 local jobs.

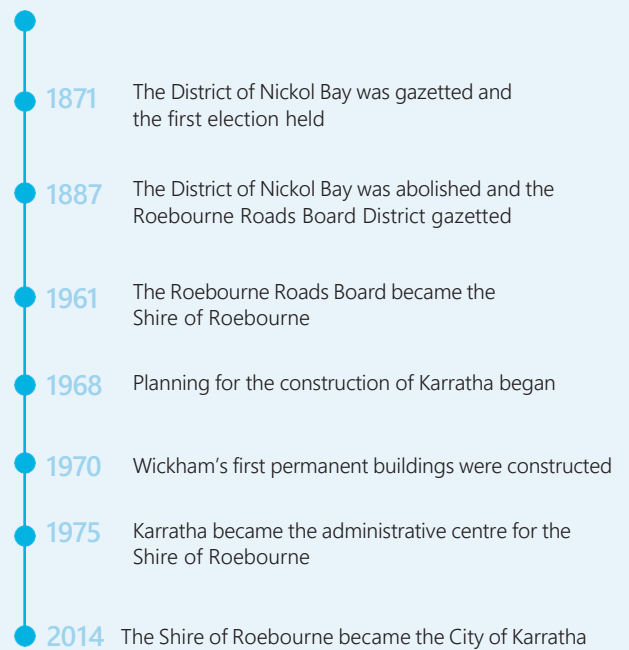
The City of Karratha is well planned and positioned to manage, facilitate and support ongoing investment in capital and social infrastructure by government and private investors. The Council has worked diligently over the last five years to ensure that adequate services and amenities are available to serve a population of 50,000 comfortably.

- \$14.68 billion Gross Regional Product
- \$3,158 Median weekly household income
- 4 industrial ports
- 14,910 local jobs, 4,755 in mining industry
- 1,162 local businesses
- 5.1% of all registered business in the City linked to construction
- 9,646 employed residents
- 231ha industrial land
- 12.7% of residents linked to mining

*Data sourced from REMPLAN

History of Council

The lands within City of Karratha boundaries have been occupied by ancestors of the Ngarluma, Yindjibarndi, Mardudhunera and Yaburara peoples for more than 30,000 years.



3.2.4 Community

The City of Karratha is home to a vibrant and diverse community that enjoys a level of amenity and service usually only seen in much larger metropolitan areas. Home to more than 200 registered community groups, sporting clubs, associations and cultural groups, the City embraces social events and experiences, providing more than 86 parks, ovals, streetscapes, buildings, open spaces, foreshores and creeks, hosting roughly 50 events and festivals each year and offering more than \$500,000 in community funding grants annually.

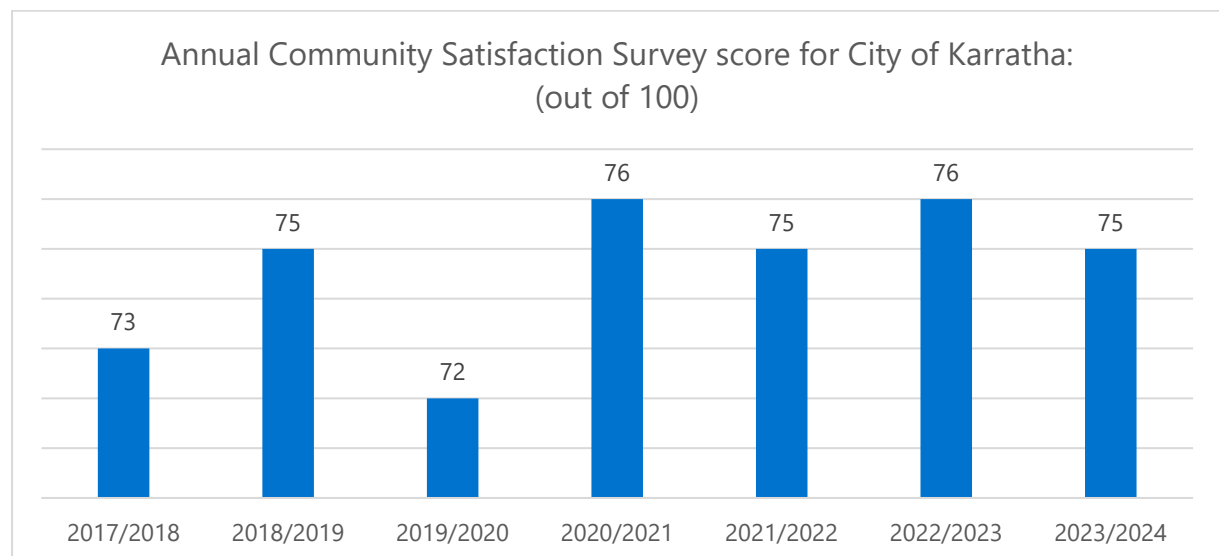
2023/24

- 4 Libraries
- 3 Major Recreation Centres
- 86 Parks and Open Spaces
- 7 Community Hubs and Pavilions
- 160.5km of Footpaths
- 639.8km of Road
- 109 sports clubs and associations
- 12 Primary and High Schools and the Pilbara University centre
- \$600,000 community grants funding available

Residents who rate the town as an excellent/good place to live:	
2017/2018	60%
2018/2019	64%
2019/2020	62%
2020/2021	67%
2021/2022	63%
2022/2023	71%
2023/2024	71%

Results from the 2024 Annual Community Survey

Annual Community Satisfaction Survey score for City of Karratha: (out of 100)



3.2.5 2023/24 In Numbers

Processed waste (tonnes)	Waste accepted to landfill	75,671.79
	Liquid Waste Accepted	21,116.43
	Waste collected kerbside residentially	6,548.27
	Recycling collected kerbside residentially	1,679.82
	Tip Shop Income	\$135,922.90
	Waste Diverted from Landfill	5,088.91
Environmental Health inspections and registrations	Food Premises	238
	Public buildings	57
	Public Swimming Pools	28
	Hair and Beauty Premises	80
	Caravan Parks	6
	Lodging Houses	29
	Applications and Enquiries handled	316
	Healthy Dog Day Events	5
	Health nuisances/ complaints investigated	251
Ranger Inspections/Audits	Abandoned Vehicles	206
	Off-road vehicles	36
	Camping inspections	41
	Litter inspections	166
	Parking inspections	223
	Cyclone inspections and Fire Permits	234
	Animal (dog/cat trapping, sterilisation, rehoming, euthanising)	2,451
KLP Visits	Total visits	58,1347
	Group Fitness classes participants	18,512
	Aquatic Centre	11,0632
	Gym facilities	44,483
	KLP Creche	15,000
WRP Visits	Total visits	49,173
	Group Fitness Participants	2,434
	Recreation/Play Programs	6,212
	Wickham Pool	23,809
	Gym Facilities	16,718

Libraries Visits	Karratha Library	85,261
	Wickham	17,108
	Roebourne	1,391
	Dampier	12,429
Children and Youth	The Base Wickham Visits	19,230
	The Youth Shed Karratha Visits	11,542
	Youth Week 2024 Attendance	1,343
	IPC visits	31,333
Community Survey	Responses	2,075
	Overall Score	75
Karratha Airport	Passengers	661,779
	Aircraft Movements	26,871
Planning and Building Services	Building Permits Issued	564
	Dev Applications Issued	140
	Land Tenure/ Use Referrals responded to	190
REAP	Movie attendees	17,973
	Performances	5,637
	Workshops	11
	Total events	824

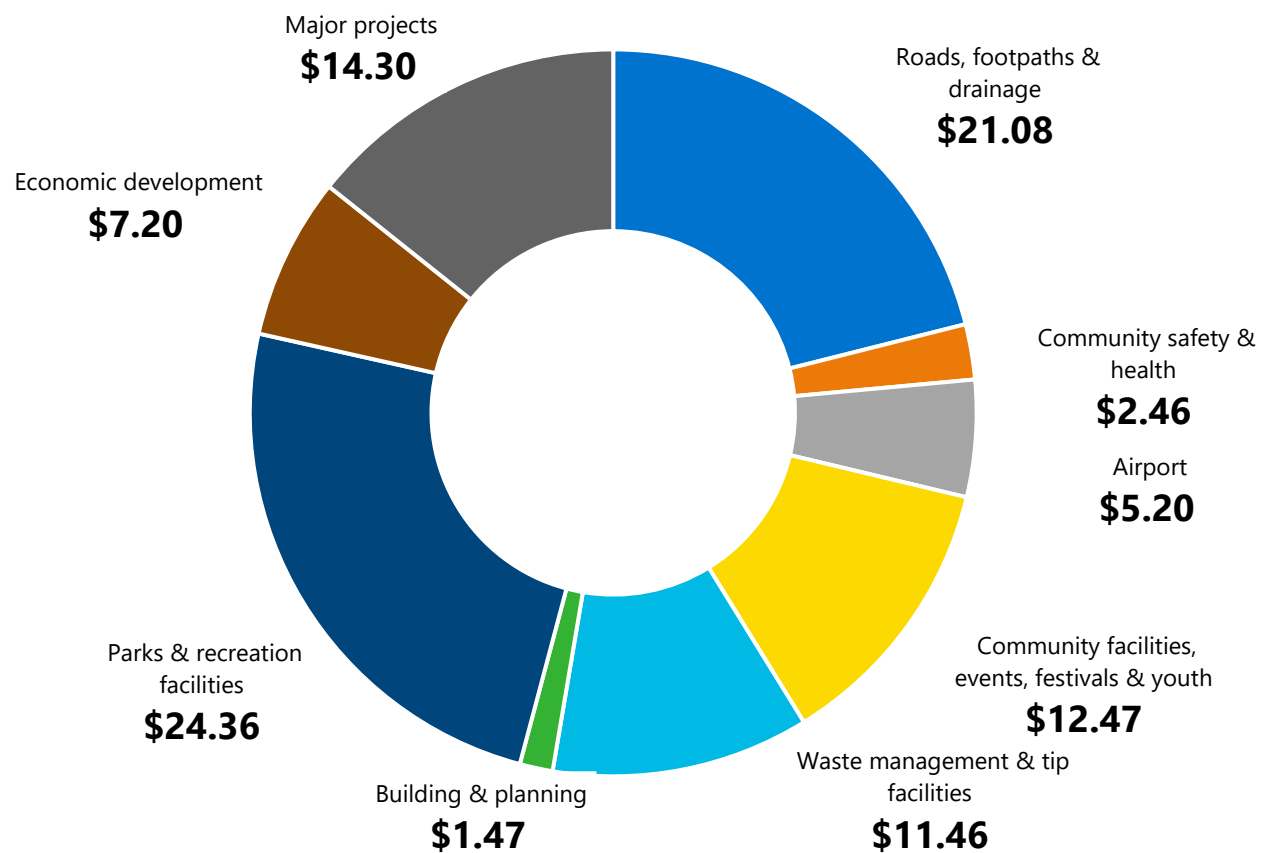
3.3 Your Rates at Work

The City of Karratha provides extensive services, amenity and facilities to residents each year and in addition to current provisions, is working on several developments that will enhance the entertainment options and liveability of our community.

Below is a summary of where the City of Karratha gets its revenue from and how it is spent to provide the best outcomes for residents.

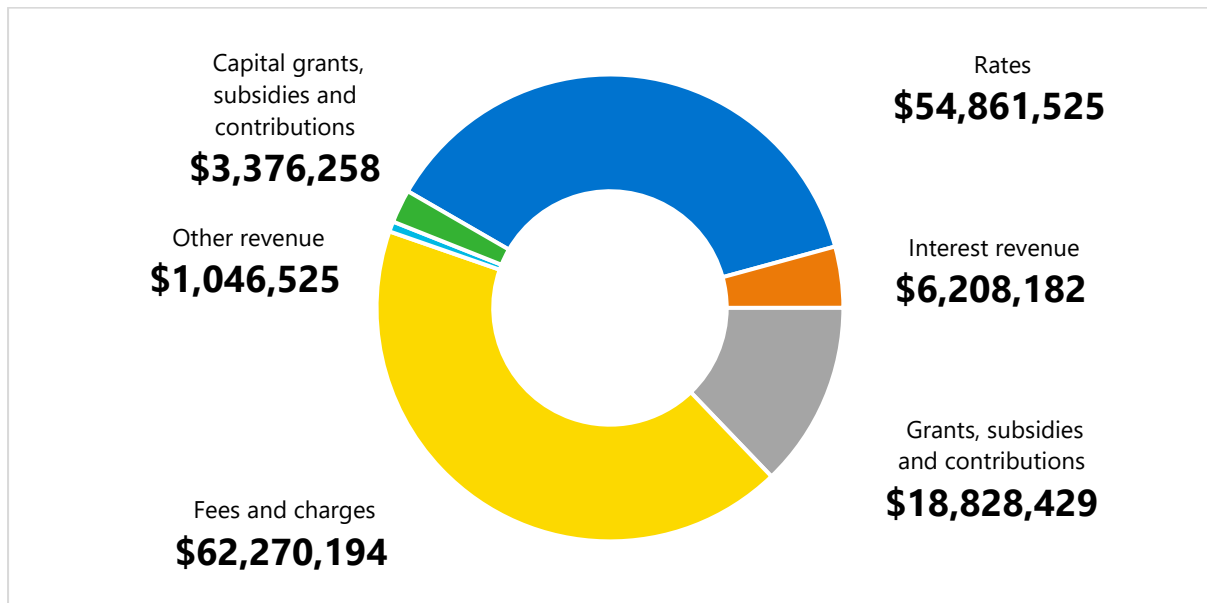
3.3.1 Where do your rates go?

For every \$100 in expenditure this is where your money goes.



3.3.2 Where does the City of Karratha get its money?

Our total revenue for 2023/24 was \$146,591,113 which came from the following sources:



3.4 Supporting our Stakeholders

The City of Karratha is a high performing, progressive local government focused on delivering exceptional services, facilities and amenities to our community. We support residents, businesses and industry and work hard to maintain meaningful relationships with all of our stakeholders.

The International Association of Public Participation (IAP2) Public Participation Spectrum provides the preferred framework for determining the level of community participation required to inform the City's decision making.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Why are our stakeholders important to us?

Our stakeholders provide feedback, engagement, knowledge and guidance in regard to City projects and services, helping us to create strong and mutually beneficial relationships that deliver improved services and facilities for our community.

Government



- Federal Government
- State Government
- Other LGAs

Why are we important to our stakeholders?

Council provides services, resources and amenity that contribute to making the City of Karratha a great place to live, work, play and visit, from business and community support through grants funding to kerbside recycling collections and parks and gardens maintenance.

How we communicate

Council website: karratha.wa.gov.au •

City of Karratha Facebook page • What We Make It engagement platform • Community events • surveys • Advisory Groups • Community surveys • Council administration offices • Public notifications • Community workshops • Facilities • Fortnightly e-newsletter • SharePoint intranet • Quarterly staff briefings

• Management meetings • Annual staff events • Staff training • Place branding website: karrathaiscalling.com.au • Karratha is Calling Facebook page • Partnerships report • Project reports • Electors meetings • Council meetings • Annual report • Media liaising • Quarterly breakfast briefings • Publications • Policy workshops • Grant funding programs • Economic Development Bulletin • Emails • Formal meetings

• Partnership agreements • Invitations • Events



- Resource Industry
- Business Community
- Business Support Service
- Industry Associations
- Peak Bodies

Business and Industry



- Residents
- Traditional Owners
- Ratepayers
- Employees
- Community Groups
- Schools and Higher Education
- Community Associations
- Visitors
- Media
- Aboriginal Corporations

Community

3.5 Supporting our Volunteers

The City of Karratha strongly supports volunteering in our local community. Given this, the City has developed a number of volunteer policies to ensure residents and employees have the support they need for these activities to be a success.

The City of Karratha volunteering policies provide employees the opportunity to:

- actively engage volunteer participation by residents;
- respect the rights and interests of volunteers and staff;
- complement the work of paid staff and services provided by Council;
- encourage and acknowledge the contribution of volunteers who provide services to the community; and
- ensure adequate orientation, support, training and supervision is provided for volunteers during their period of volunteering.

More information on these policies is available at www.karratha.wa.gov.au/policies

Dampier, Wickham and Point Samson each have community associations run by local volunteers. The City of Karratha is home to more than 300 emergency service volunteers supporting the following services:

- Fire and rescue
- Bush Fire Brigades
- St John Ambulance
- State Emergency Service
- Marine rescue

In recognition of this, the City holds annual Emergency Services Volunteer Recognition Evenings that celebrate these volunteers and recognise terms of service.

3.6 Events

July	<ul style="list-style-type: none"> • NAIDOC Flag Raising • Cossack Art Awards • Euphoria
August	<ul style="list-style-type: none"> • FeNAclNG Festival • Cossack Art Awards Public Program, Education Program & Family Day • West Australian Symphony Orchestra community concert • Citizenship Ceremony • National Economic Development Conference
September	<ul style="list-style-type: none"> • WASO/Draft How the west was won • Tura – The Journey Down
October	<ul style="list-style-type: none"> • Citizenship Ceremony • Walkington Awards • Community Sports Awards
November	<ul style="list-style-type: none"> • Remembrance Day • Seniors Week
December	<ul style="list-style-type: none"> • International Day of People with Disability • Sharpe Avenue Christmas Light Walk • Christmas on the Green • Seniors Christmas Lunch – Karratha and Roebourne • Karratha & Districts Chamber of Commerce & Industry Christmas Markets
January	<ul style="list-style-type: none"> • Australia Day Celebration • Australia Day Fireworks
February	<ul style="list-style-type: none"> • Perth Film Festival
March	
April	<ul style="list-style-type: none"> • ANZAC Day • Youth Week
May	<ul style="list-style-type: none"> • Red Earth Arts Festival
June	<ul style="list-style-type: none"> • Pilbara Summit
ADDITIONAL EVENTS IN THE CITY OF KARRATHA SUPPORTED BY THE CITY	<ul style="list-style-type: none"> • City to Surf

3.7 Awards and Recognition

The 2023/24 financial year has seen representatives from the City of Karratha speak at national events as well as continue the provision of a number of community and sporting awards that celebrate leadership and high performance.

June 2024

Pilbara Summit: Cr Brenton Johannsen; Cr Daiva Gillam; Cr Kelly Nunn; Cr Sarah Roots; Cr Tony Simpson; Cr Travis McNaught; Cr Daniel Scott

3.7.1 Australia Day Awards

Each year the City of Karratha joins many other local governments across Australia to recognise those groups and individuals who have made an outstanding contribution to their community. Presenting three awards at a breakfast ceremony for nominees and dignitaries, the City of Karratha Australia Day Awards highlight the importance of community participation to the wellbeing and connectedness of our city and celebrate the diversity of our community.

The 2024 Australia Day Award winners were:

- Citizen of the Year – Rhian Ambrosius Presented by City of Karratha
- Young Citizen of the Year – Toby Fountain Presented by Pilbara Ports Authority
- Active Citizenship –Dampier Community Association Presented by Rio Tinto

3.7.2 Community Sports Awards

The 2023 City of Karratha Community Sports Awards saw nominations received across 10 categories. These annual awards recognise volunteers, players, officials, and coaches who have made a significant contribution to their code.

The 2023 Community Sports Award recipients were:

- Woodside Energy Junior Sportsman – Toby Fountain
- Rio Tinto Junior Sportswoman – Ariana Nuska
- Santos Sportswoman – Ashleigh Greenwell
- Pilbara Ports Authority Sportsman – Jordan Shand
- Sport & Rec WA Official – Nathaniel Kett
- Xtreme Sports Coach – Cassie Perry
- City of Karratha Inclusion Award – Tanya Watkins
- Woodside Energy Club – Karratha Country Club
- Rio Tinto Association – Karratha Basketball Association
- Powerlift Industries Volunteer – Sho-ella Tahiti

3.7.3 Walkington Award

The City of Karratha annual Walkington Award is a \$5,000 prize awarded to a student considered to have achieved academic excellence over the previous 12 months while also demonstrating a strong commitment to the local community. This award is open to Year 12 students studying a full ATAR program at a high school within the City of Karratha and aims to encourage students to continue full or part time study at a recognised educational institute.

St Lukes College Year 12 student, Zane Goes received the prestigious 2023 Walkington Award

3.7.4 Employee Recognition

The City of Karratha Executive Management Team considers nominations for employee recognition awards every quarter in the categories of excellence, teamwork, accountability/safety, continual improvement/initiative and community focus.

Employees who receive these awards throughout the year are then considered for annual employee recognition awards and the City of Karratha Employee of the Year.

The 2023 City of Karratha Employee of the Year was Librarian Taylor Coventry.

4 Achievements

This section provides an in-depth look at the work Council completed across the 2023/24 financial year as we work to achieve our goal of becoming Australia's most liveable regional city.

4.1 Our vision for the City of Karratha

The City of Karratha provides more than 100 services and activities to the local community, from kerbside waste collection and ranger services to town beautification and public facilities such as libraries and aquatic centres. These services all work to meet local community needs and support the priorities of the City of Karratha Strategic Community Plan 2020 – 2030.

Our vision: To be Australia's most liveable regional city.

Our mission: 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.
- Teamwork – We will encourage cooperation and teamwork within and between our employees and our community stakeholders.
- Integrity – We will act in an honest, professional, accountable and transparent manner.
- Innovation – We will encourage creativity, innovation and initiative to achieve Council's vision.

We are committed to achieving the goals set out in our Strategic Community Plan 2020 – 2030 that articulate our community vision for the future of the City of Karratha.

Strategic themes: As part of the City of Karratha Strategic Community Plan 2020 – 2030, Council has four strategic themes that work together to provide cohesive and coherent goals and objectives that support our vision to become Australia's most liveable regional city.



OUR OUTCOMES <i>The end result we would like to achieve</i>		OUR OUTCOMES <i>The end result we would like to achieve</i>		OUR OUTCOMES <i>The end result we would like to achieve</i>		OUR OUTCOMES <i>The end result we would like to achieve</i>	
1.a	Quality Community Facilities	2.a	Diverse Industry	3.a	Well managed natural assets	4.a	Raised profile of the City
1.b	Improved Community Safety	2.b	Business prosperity	3.b	Attractive built environment	4.b	Continuous improvement and innovation
1.c	Accessible Services	2.c	Quality infrastructure to support business investment	3.c	Improved resource recovery and waste management	4.c	Financial Sustainability
1.d	Healthy Residents	2.d	Role clarity	3.d	Sustainable use and management of resources	4.d	Strong partnerships and indigenous relations
1.e	Recognition of Diversity					4.e	Services that meet community needs
1.f	Connected Communities						

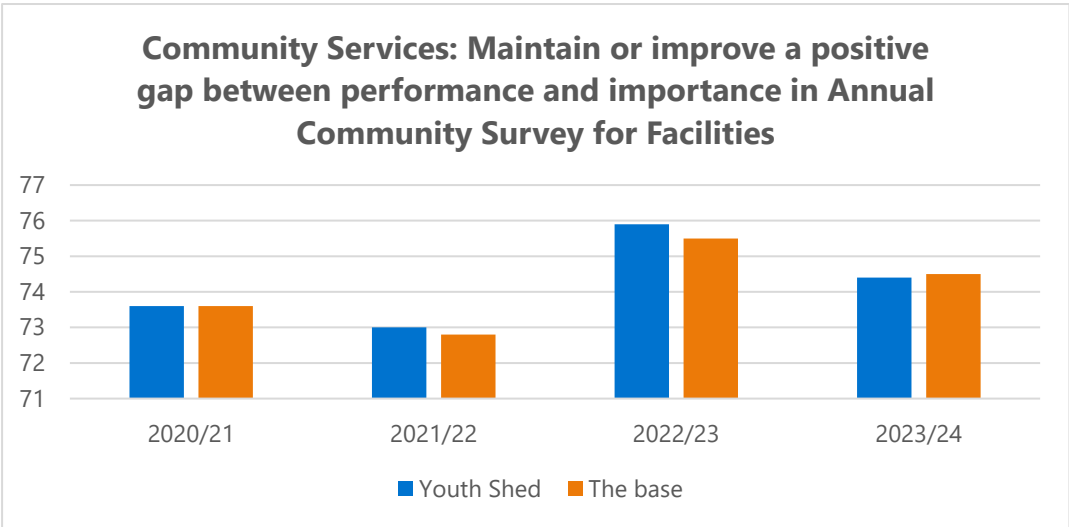
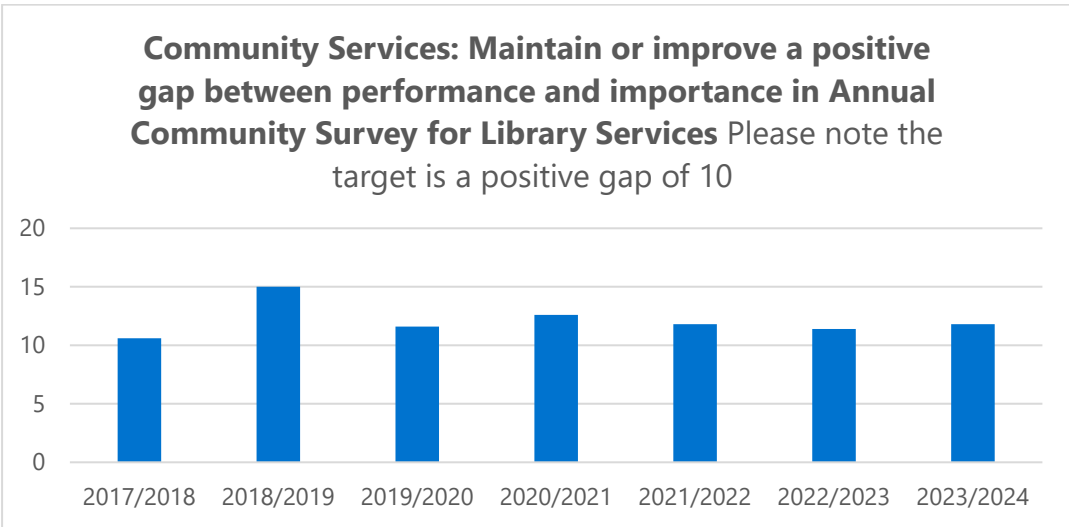
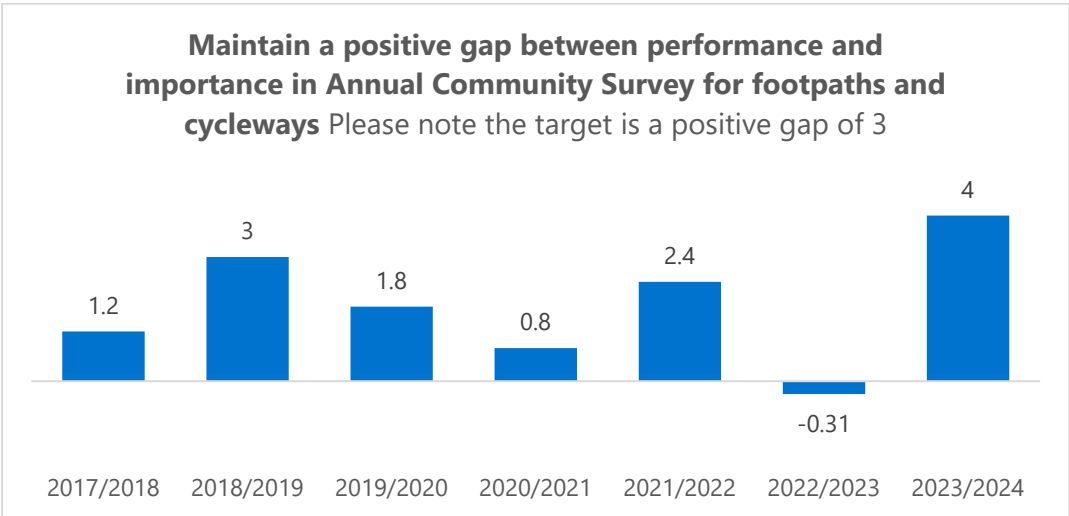
4.1.1 Our Community: Inclusive and engaged

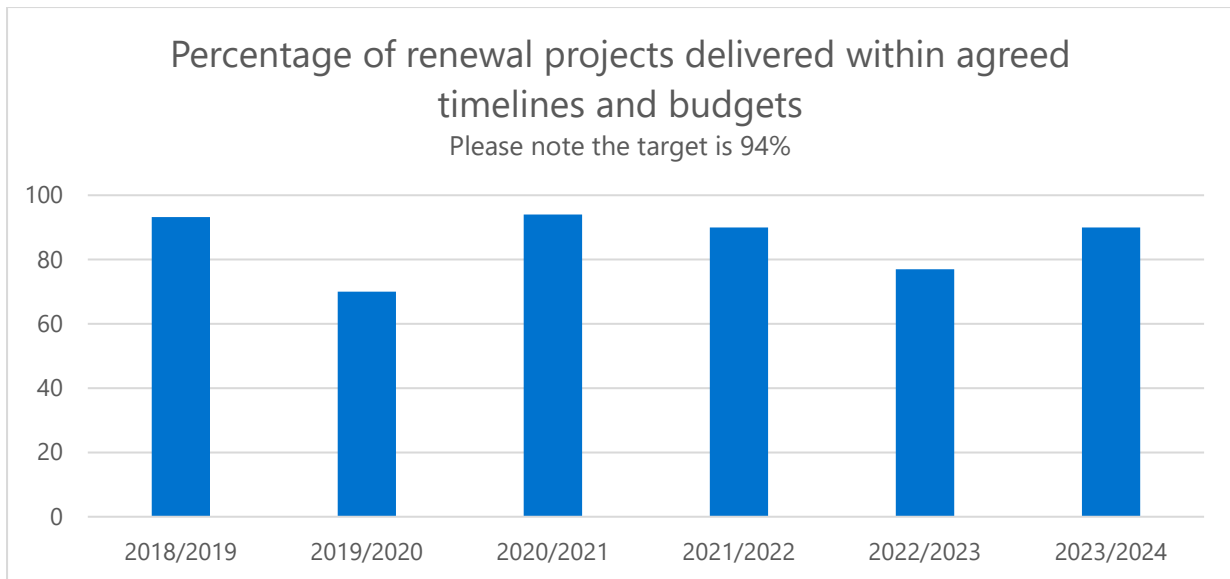
Our goal is to activate safe, healthy and liveable communities.

Achievements:

- Total Attendance at Leisure Facilities: Record-breaking attendance at Karratha Leisureplex, with over 580,000 visits.
- The area in front of the Quarter was grassed – providing the community with a revitalised public space to enjoy.
- The City worked with Development WA to deliver additional residential land in the Madigan Estate to help grow the community.
- 58,000 visits to the Red Earth Arts Precinct with high-profile events including the 2024 Pilbara Summit, Eskimo Joe, and Melbourne International Comedy Festival.
- Indoor Play Centre attendance increased by more than 4000 to a total of 31,333. Just the second time since opening it has recorded an attendance above 30,000.
- The City awarded more than \$180,000 to local community and sporting organisations across the Local Government Area through the City's Community Grants Scheme.
- This financial year, the City began its review of the Strategic Community Plan 2020 – 2030, outlying Council and the community's vision for the next 10 years. This involved the largest community engagement program the City has conducted through the launch of the What We Make It engagement brand.
- The City of Karratha Libraries Memory Preservation Station received the Library Board Award for Innovation and Collaboration.
- Ready Set Grow Competition saw 35 entries across five categories including Mayor's Best Overall Garden Best Use of Small Space, and Waterwise Garden. The goal of the competition is to enhance neighbourhood appearance, addressing community safety perception, and build community/neighbourhood connection.
- Airport Passenger growth has exceeded forecasts, with 661,779 passengers over the financial year, driven by increased seating capacity and heightened demand spurred by ongoing project activity in Karratha.
- As part of the City's Disability Access Inclusion Plan, we implemented a series of strategies including installing additional Australian Council for Rehabilitation of Disabled (ACROD) parking bays provided at FeNaCING Festival and opened the grounds Friday afternoon for our community organisations and members to go through and experience the "festival" with fewer crowds and less noise.
- The 31st Cossack Art Awards were held in 2023 with more than \$85,000 in prize money awarded across 10 categories. The 2023 Awards saw more than 8,000 visitors enjoy the gallery.
- The 2024 Red Earth Arts Festival (REAF) attracted 4,285 attendees and boasted more than 70 programs.
- The tender for the Roebourne Streetscape Master Plan was awarded in March 2024. The Master Plan will see the main streets of Roebourne transformed and strengthen

its links to existing natural assets such as the Ngurin, enhance amenities as well as encouraging cultural expression in the townsite.





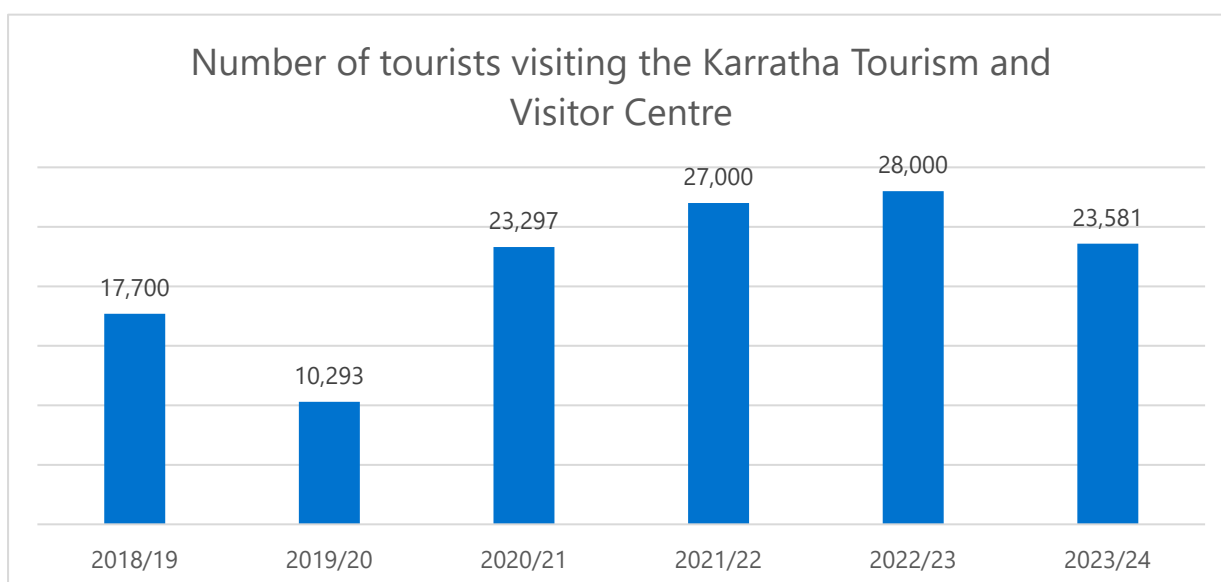
4.1.2 Our Economy: Well-managed and diversified

Our goal is to attract diverse and sustainable business and employment opportunities for our community.

Achievements:

- The City provided \$102,829 in Take Your Business Online Grants to 40 local businesses. As well as \$170,000 in Business Development Support Grants to three local business support providers.
- \$32,750 in Economic Development Grants were provided to one local business.
- Four events were secured through the Major Events Sponsorship & Attraction Scheme including the Pilbara Summit.
- We continued five formal partnerships with Pilbara Kimberley University Centre, Karratha and Districts Chamber of Commerce, Karratha Business Enterprise Centre Incorporated, SEED, and Pilbara Tourism Association.
- As part of the City's efforts to support local industry, approximately \$10M was spent locally across 3469 payments. This meant 68.97% of invoices were to local suppliers well above our target of 50%.
- The City continued to support the Designated Area Migration Agreement (DAMA) in collaboration with the Town of Port Hedland and Regional Development Australia Pilbara, including subsidising the cost to businesses located in the City of Karratha. This financial year 134 positions were applied for under the Pilbara DAMA.
- As part of its efforts to support a diverse and thriving industry, the City approved a development application lodged by WRS Bioproducts for an algae farm on the salt flats at the eastern end of the Karratha Airport. The application saw the algae ponds from the previously endorsed proposal in 2020 expanded from two 60ha lakes to two 98ha algae lakes.
- The Karratha Tourism and Visitor Centre recorded strong visitation and booking numbers, boasting more than 23,581 tourists through the Centre.

- In addition to grant funding, the City of Karratha works closely with the Karratha Districts Chamber of Commerce and Industry to provide quarterly business breakfast briefings for the local business community. These briefings are free to attend and provide valuable industry and government updates to business owners as well as networking opportunities across multiple sectors.
- The City continued to provide funding to support skills and education development through the Pilbara Universities Centre.
- The annual Business Climate Scorecard was delivered with 141 participants, confirming the two priorities for local businesses were access to affordable housing and efforts to support and retain existing businesses.
- The City continued to manage leases at its facilities including The Quarter with currently 90.9 per cent of available area leased as well as assisting Development WA and businesses to progress development of the Gap Ridge Industrial Estate



Large Community Grant Scheme	19	\$413,585
Small Community Grants	28	\$100,031
Computers for Communities	5	N/A
Major Event Sponsorship and Attraction Program	9	\$408,620
Take Your Business Online Grants	40	\$102,829

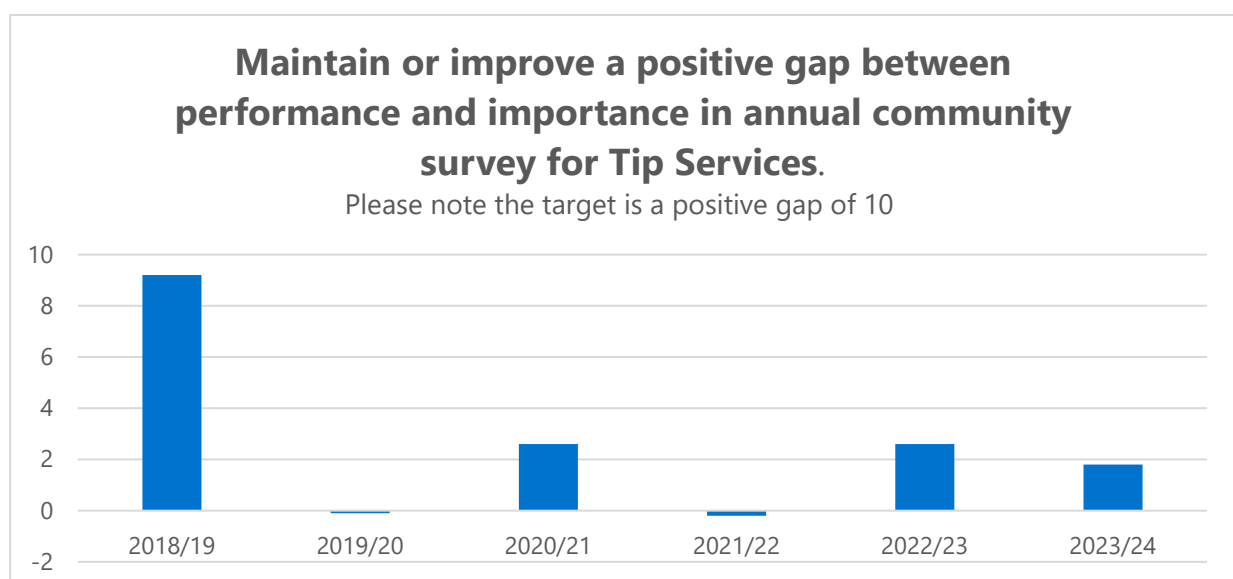
\$102,829 in Take Your Business Online Grants to 40 local businesses. \$170,000 in Business Development Support Grants to three local business support providers. \$32,750 in Economic Development Grants to one local business

4.1.3 Our Environment: Thriving and sustainable

Our goal is to protect our natural and built environment.

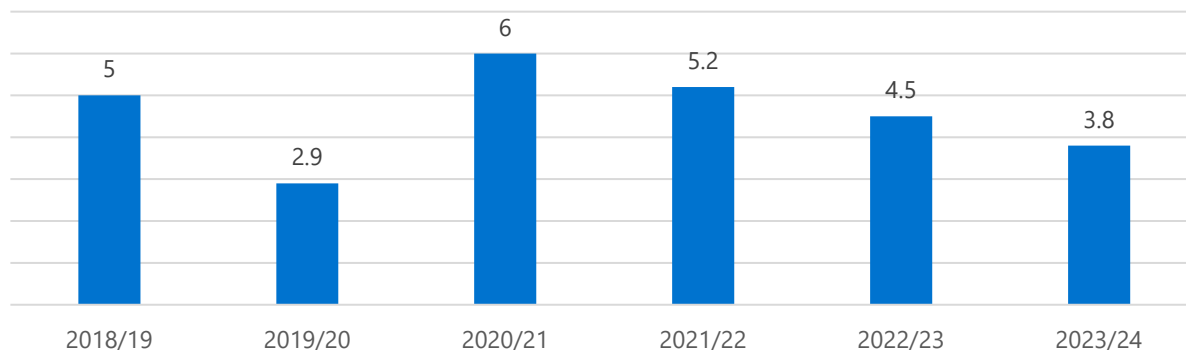
Achievements

- Three key initiatives of the City's Environment Sustainability Strategy (ESS) commenced. These being carbon accounting, Waterwise Council program implementation, and utility monitoring working group. The City will review the ESS in the 2024/25 financial year including developing an implementation plan of projects.
- City officers continued to collect any reported abandoned vehicles, with officers collecting 206 abandoned vehicles during the reporting period.
- City Rangers also conducted 2451 animal calls and 234 cyclone inspections and fire permits.
- Over the financial year, more than 75,000 tonnes of waste was accepted to landfill with 21,116 tonnes of liquid waste.
- The City collected 6548 tonnes of residential kerbside waste and 1679 tonnes of kerbside recycling collected, with 5088 tonnes of waste diverted from landfill.
- 29 subscriptions taken up through the Climate Clever Program. Under the program, Council agreed to subsidise up to 50 community subscriptions as a way of promoting uptake and removing barriers to the use of the platform, procuring software designed to assist in the sustainable use of utilities and to assist in measuring the City's carbon emissions.
- Continued monitoring of the Effluent Reuse Scheme used to irrigate parks, ovals, and verge gardens to ensure public safety is not compromised. Using treated effluent in this water reduces pressure on potable water sources.



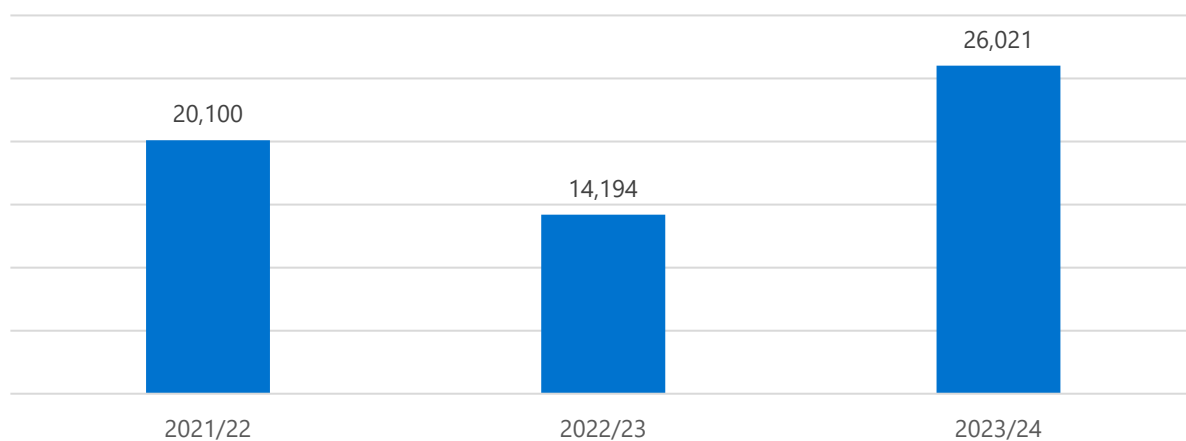
Maintain or improve a positive gap between performance and importance in annual community survey for Kerbside Waste Collection Services.

Please note the target is a positive gap of 5, 6 in 2019/20



Amount of hazardous waste diverted from landfill (Kg).

Please note the target is 20,000kg



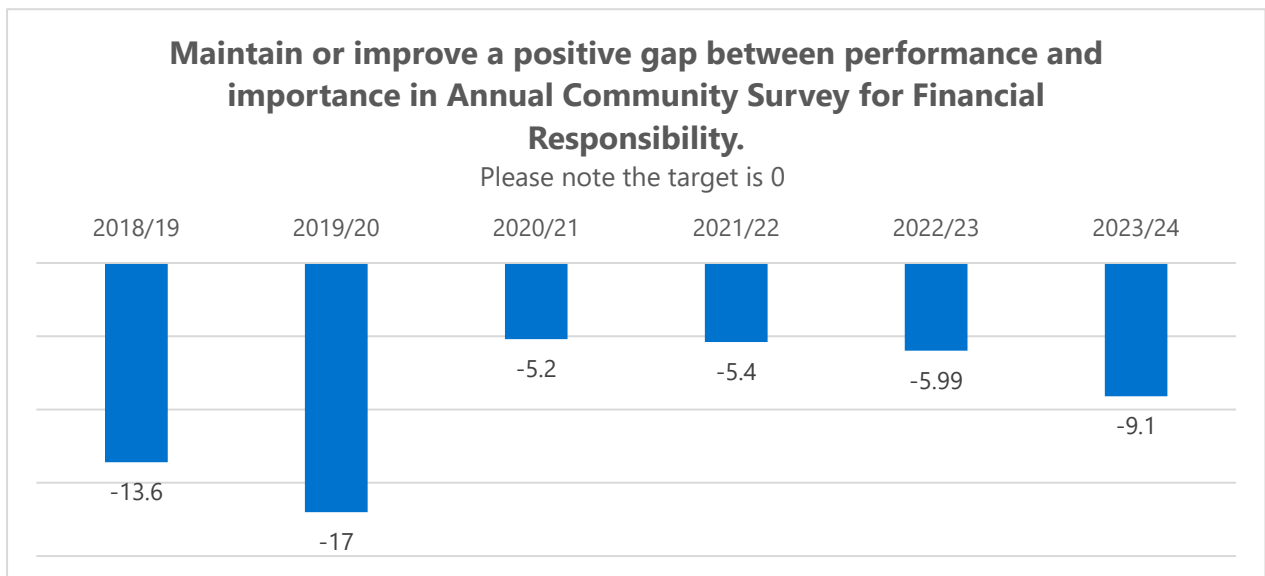
4.1.4 Our Leadership: Proactive and accountable

Our goal is to provide accessible, transparent and responsive leadership.

Achievements:

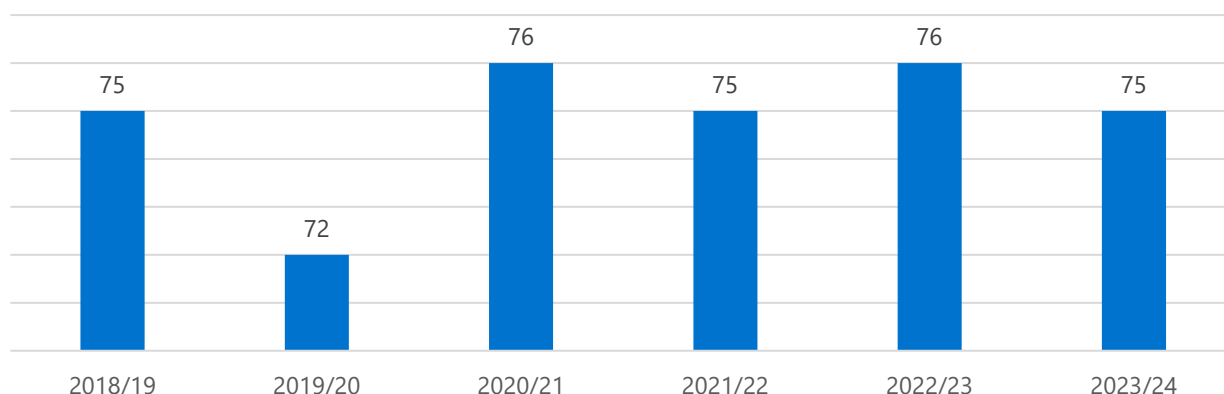
- As part of our goal to be a proactive and accountable Local Government, the City continued to develop, maintain, monitor, and report on the Strategic Community Plan 2020 – 2030, Corporate Business Plan, and Operational Plan. An annual desktop review is conducted in collaboration with the annual budget and results of the 102 key performance measures are reported quarterly to Council. In 2023/24, 73% of the key performance measures were achieved or substantially achieved.
- During the 2023/24 financial year, the City put out 65 media releases, an increase of 20 from the previous year, with a pick up of 75 per cent. Highlights included the promotion of the Red Earth Arts Festival which received statewide coverage with an equivalent ad spend revenue of \$ 71,359 in May 2024. Another highlight included the Project Dorothy media release which received television, radio, and newspaper coverage including the front page of the West Australian.
- The City Ensured Councillors met their obligations under the newly Elected Member's training and professional Development program, established by the Department of Local Government to enable councillors to gain minimum competencies. Councillors who pass their course have a valid qualification for five years after which it will need to be renewed if they continue to remain on Council.
- The annual review of the Delegated Authority Register to ensure appropriate, inclusive, and efficient decision-making activity was completed. This action is undertaken before June when all Council and CEO delegations are reviewed to ensure that they remain relevant.
- Following the review of the Local Government Act by the State Government, the 2023 election saw the implementation of a preferential voting method and the mayor is now elected by electors as a separate election to councillor elections. Councillor Daniel Scott was elected Mayor.
- All new employees undertake records management induction and training within two weeks of commencement. Additional training sessions are also provided.
- The City continued to improve and refine our delivery of services through collaboration and investment in system and process improvements.
- The City received 2,075 completed responses to the 2024 Annual Community Survey, representing a 128% increase in participation, and received an overall score of 75%. This feedback was a valuable tool to inform budget allocations, track our performance, improve service delivery, and advocate for our community.
- The City continues to build strong partnerships and indigenous relations including strong traction with three Roebourne entities who have partnered with us to deliver engagement activities.

- A new long-term community partnership was established between the City and Woodside Energy and its Joint Venture Partners. The commitment of Woodside and its joint venture partners to \$ 5.5 million over a five-year period supports the continued provision of a number of important and much-loved community programs and liveability initiatives, as well as allowing for contribution to significant City projects.
- The City currently has a 10 year partnership with Rio Tinto to the value of \$37.5M over ten years. This partnership through the Strategic Objectives of Thriving Communities, Caring for Country, Walking Together, Creating Opportunities, Environmental Stewardship, aims to deliver community development and social investment activities to contribute to community life
- Pilbara Ports Authority – \$72,500 to contribute to a variety of community events and activities to enhance community liveability.
- Santos – Two year agreement @\$40K per year to support the ongoing management of Gnoorea point foreshore and campgrounds, building relationships with Traditional owner groups and capacity building of Aboriginal landowners to undertake land and sea management programs.
- Staff turnover has reduced by 7% over the past year as of 30 August 2024.



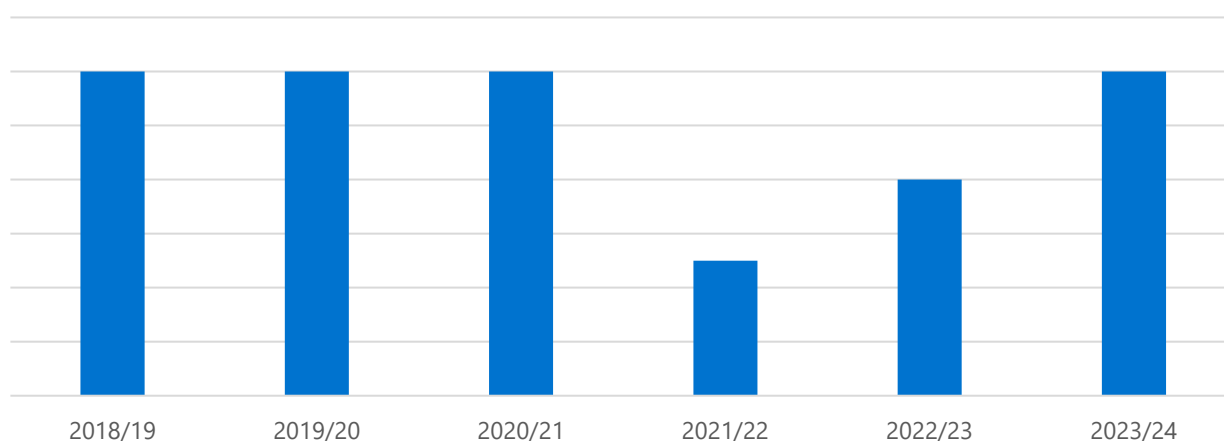
Increase in overall community satisfaction score through the Annual Community Survey.

Please note the target is 68.



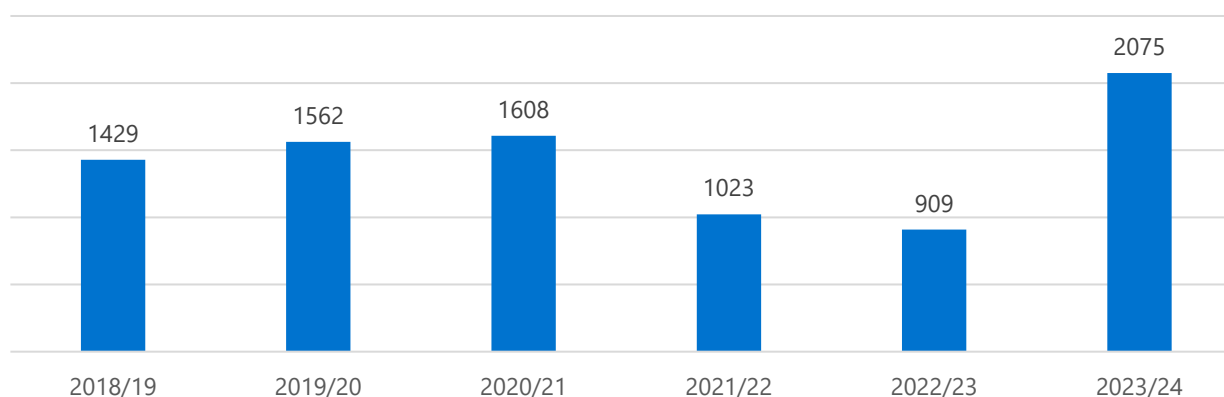
Assess all building applications within the statutory time frames.

Please note the target is 100%.



Statistically relevant number of participants in Annual Community Survey.

Please note the target is 1500.



5 Governance

This section details the corporate governance systems in place that ensure the City of Karratha operates transparently and in the best interests of our community.

5.1 Governance

The City of Karratha is one of 138 local governments in Western Australia and is led by a Council consisting of 9 elected members.

The City of Karratha operates in accordance with the *Local Government Act 1995* which sets out a framework for operating transparently as a local government authority. Further information regarding the Act can be found at www.dlgsc.wa.gov.au.

- The risk management framework is regularly reviewed by the Administration taking into consideration the continued impact of COVID across the world and the emergence of artificial intelligence in our day-to-day activities. Management review existing data and ensure risks ratings are reflective of current risk mitigation strategies and controls.
- A total of nine policies were reviewed over the 2023/24 period influenced by changes in direction by Council or legislative changes.

For the 2023 calendar year, the City obtained a compliance rate on 91.6%. Areas of non-compliance included minor misdemeanours related to complying with delegations of power/duty, non-disclosure of interest in a timely manner, audits not being completed in a timely manner and non-compliance with the City's procurement policy.

5.1.1 Role of Council

City of Karratha Councillors are democratically elected by our community to represent the best interests of our residents and make transparent decisions around the priorities and future needs of our towns.

Councillors have a responsibility to the entire community and must act in accordance with all local government legislation.

5.1.2 Election of Mayor and Councillors

The City of Karratha is required to conduct Councillor elections every second year on the third Saturday in October. The members of Council are elected for four year terms, with half of these terms concluding at each biennial election. The City has chosen to conduct its ordinary elections as postal elections by the Western Australian Electoral Commission.

The Commission appoints a Returning Officer who oversees the elections which include taking candidate nominations and supervising the count on election night.

The 2023 local government elections marked a change in the local government electoral process as a result of legislative reforms and consequential impacts to the City's representation. The ward system was abandoned in favour of one district election, the number of representative councillors reduced from 11 to 10, a popular elected mayor being

voted by the electors as opposed to the Council itself and the elections now under an optional preferential voting system rather than by first past the post.

On 21 October 2023, the conduct of the mayoral election resulted in a newly elected mayor Dan Scott attaining a four (4) year term and the former mayor Peter Long being unsuccessful in his bid after representing Council since 2011.

In the councillor elections, Councillors Gary Bailey retired after 20 years on Council and Marg Bertling retired from office since 2015. Councillor Geoff Harris was unsuccessful in his bid after a four-year term and new councillors Brenton Johannsen, Sarah Roots and Tony Simpson were for four year terms. The next date for ordinary local government elections is Saturday 18th October 2025.

5.1.3 Councillors

Mayor	Councillor since 2015 Mayor Since 2023 T 0438 938 332 E Cr.Scott@karratha.wa.gov.au	Daniel Scott	<p>Mayor Scott was elected the City of Karratha Mayor in October 2023.</p> <p>Mayor Scott was born and raised in the Pilbara, spending his childhood in Dampier and the last 14 years in Karratha. He is the Director of North West Brewing Company and has served as a councillor for the past 7 years.</p> <p>He has a rich background in economic development, strategic planning, and community engagement. Mr Scott's understanding of the Pilbara's unique landscape is enhanced by his appreciation for its potential in driving economic prosperity and diversification, and his commitment to the Pilbara community is shown through his active involvement in local initiatives, highlighting Mr Scott's community-focused mindset. Mayor Scott's vision for the Pilbara includes its economic</p>
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			transformation and the enhancement of its liveability and sustainability, promising a future where the region is recognised for its dynamic, diversified economy and vibrant community life.
Deputy Mayor	Councillor since 2021 Deputy Mayor since 2023 T 0400 007 082 E Cr.Gillam@karratha.wa.gov.au	Daiva Gillam	Councillor Gillam holds a degree in commerce, is studying a master's in leadership, strategy and innovation, and hopes to use this expertise to advocate for the community and local businesses in the City of Karratha. Cr Gillam has served on five junior sports committees and a community board, and advocates to alleviate challenges faced by those living in regional communities, such as high rents, building costs and day care affordability.
Councillors	Councillor since 2021 T 0400 162 346 E Cr.Furlong@karratha.wa.gov.au	Gillian Furlong	Councillor Furlong has called Dampier home for almost 14 years. Also a Registered Nurse, Cr Furlong serves a variety of local organisations, committees and groups, and is the current President of the Dampier Community Association. She cites her motivation as contributing to the strong, safe, connected community of the City of Karratha, now and for the future.
	Councillor since 2017 T 0448 882 508 E Cr.Nunn@karratha.wa.gov.au	Kelly Nunn	Councillor Nunn is an active community volunteer working with and representing a number of Wickham community groups including the Wickham Tidy Towns and Wickham Primary School P&C. Through her

			engagement role with Volunteering WA she also works with a large variety of community organisations. Cr Nunn is focused on seeking opportunities and solutions to issues that will make the region a better place for families to live.
	Councillor since 2017 T 0437 283 287 E Cr.Waterstrom-Muller@karratha.wa.gov.au	Joanne Waterstrom Muller	Councillor Waterstrom Muller is a long-term resident of Karratha and has volunteered with the Karratha SES for nearly 30 years. In 2017, she was named the City of Karratha Citizen of the Year. Cr Waterstrom Muller is driven to make Karratha the most liveable regional city.
	Councillor since 2017 T 0402 515 996 E Cr.Miller@karratha.wa.gov.au	Pablo Miller	Councillor Miller works in local media which has seen him embrace the Pilbara community over the past 10 years. Cr Miller is an active member in the community, taking part in the Karratha Basketball Association and Park Run Karratha
	Councillor since October 2023 T 0474 502 034 E cr.johannsen@karratha.wa.gov.au	Brenton Johannsen	Councillor Johannsen is a long time resident and active member of the community. In 2023, he received the Active Citizenship Award. Cr Johannsen is focused on making Karratha sustainable to everyone and managing and maintaining the next boom cycle.
	Councillor since October 2023 T 0438 354 236 E cr.simpson@karratha.wa.gov.au	Tony Simpson	Councillor Simpson has several diverse roles under his belt having previously served as a Shire Councillor as well as a Member for Parliament. Cr Simpson is currently the Chief Executive of Regional Development

			Association Pilbara and is driven to continue Karratha's growth.
	Councillor since October 2023 T 0433 434 731 E cr.roots@karratha.wa.gov.au	Sarah Roots	Councillor Roots has lived in Karratha for more than 12 years and has worked across a broad intersection of the community. Cr Roots is an active member of the community and has strong interests in community wellbeing, youth services as well as arts and cultural activities.
	Councillor since 2021 T 0409 209 628 E Cr.McNaught@karratha.wa.gov.au	Travis McNaught	Councillor McNaught is a Justice of the Peace and Chair of the Baynton West Primary School Board. With 17 years' experience working in project management, he has contributed to local projects including the city centre revitalisation and the award-winning Balyarra Park, and is currently working with local Aboriginal people to deliver a tourism facility on Murujuga.

5.2 Mayor and Councillor Attendance

Council is the decision-making body for the City and meets on the fourth Monday of every month at 6:00pm.

The Chief Executive Officer and Directors also attend this meeting with the Mayor as the presiding member. The CEO with the support of Directors, assist Council with any information further to the agenda that they may require to make well-informed decisions.

Members of the public are welcome to attend Council Meetings but must save any comment or question for Public Question Time, included on the agenda of every meeting. Members of the public are required to leave the meeting should confidential items need to be discussed.

The minutes of each Council Meeting are available to the public and are published to the City of Karratha website.

[Council attendance table.docx](#)

	Name	Date	Term
Elections	Cr Johannsen	21/10/2023	4 Years
	Cr Roots	21/10/2023	4 Years
	Cr Simpson	21/10/2023	4 Years
	Cr Scott (Mayor)	21/10/2023	4 Years
Resignations			
Retirement	Cr Bailey	20/10/2023	2003-2023
	Cr Bertling	20/10/2023	2011-2013, 2015-2023
	Cr Harris	20/10/2023	2013-2017, 2019-2023
	Cr Long	20/10/2023	2011-2023
Councillors	Cr Furlong	16/10/2021	4 Years
	Cr Gillam	16/10/2021	4 Years
	Cr McNaught	16/10/2021	4 Years
	Cr Miller	16/10/2021	4 Years
	Cr Nunn	16/10/2021	4 Years
	Cr Waterstrom Muller	16/10/2021	4 Years

5.2.1 Details of Council sub-committee and number of meeting days

Audit and Organisational Risk Committee for a two-year term

- Cr Long, Cr McNaught, Cr Bailey and Cr Scott No. of sitting days in 2023: one
- Cr Gillam, Cr Scott, Cr Simpson and Cr McNaught No. of sitting days in 2024: two

5.2.2 Internal advisory groups with councillor representation

Environment and Sustainability Advisory Group for a two-year term

- Cr Nunn, Cr Roots, Cr Furlong

Arts Development & Events Advisory Group for a two-year term

- Cr Waterstrom-Muller, Cr Miller, Cr Roots, Cr Furlong

Youth Advisory Group

- Cr Nunn, Cr Furlong, Cr Waterstrom-Muller

5.2.3 External bodies with councillor representation

Council representatives to the Murujuga Rock Art Stakeholder Reference Group for a two-year term

- Cr Roots

Council representative to the Pilbara Joint Development Assessment Panel

- Cr Nunn, Cr McNaught, Cr Scott (Proxy), Cr Simpson (Proxy)

Council representative to the Pilbara Ports Community Consultation Group

- Cr Johannsen

Council representative to the Pilbara Regional Road Group for a two-year term

- Cr Waterstrom-Muller

Rio Tinto Coastal Communities Environment forum for a two-year term

- Cr Furlong

Council representatives to the Western Australia Local Government Association (WALGA) Pilbara Zone for a two-year term

- Cr Scott, Cr Johannsen, Cr Waterstrom-Muller

Council representative to the Wickham Key Stakeholders Meeting

- Cr Johannsen

Council representative to Woodside Community Liaison Group

- Cr Gillam

5.3 Corporate Governance

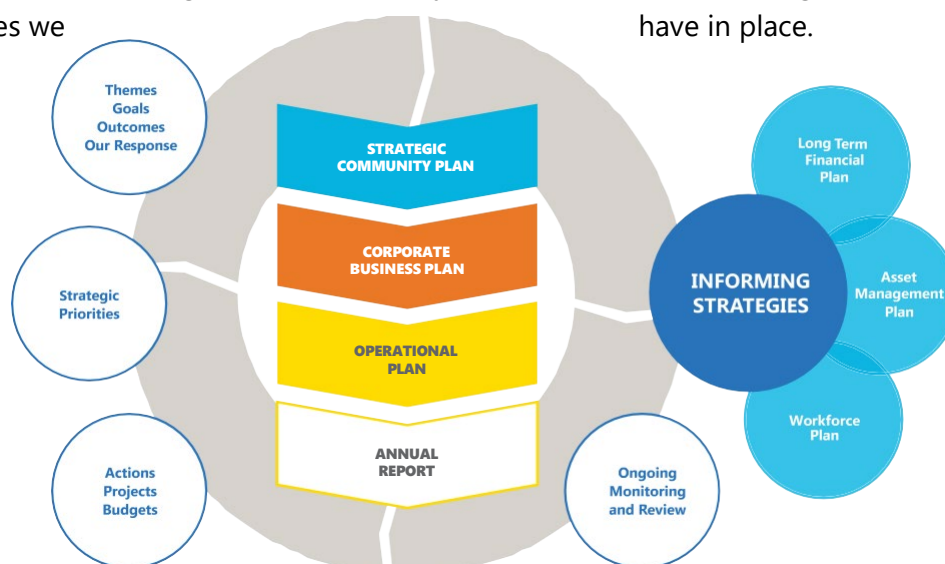
Corporate governance is the framework that serves as a control for the decision-making of local governments. This system ensures that the decisions made by Council are informed, transparent and balanced.

Integrated planning and reporting framework is provided to assist local governments in meeting its responsibilities. The Integrated Strategic Planning framework consists of the following plans for the City of Karratha:

1. Strategic Community Plan 2020 – 2030
2. Corporate Business Plan 2020-2025
3. Operational Plan 2023-24



To ensure best possible outcomes for our community at each stage of our journey to becoming Australia's most liveable regional city we have developed strategies for the long term, medium and short term futures. These plans are integrated, feeding into one another so that when we are working on short term projects we are also contributing to the long term strategies we have in place.



5.3.1 Our organisation

The City of Karratha's organisational structure supports Council in making expertly informed and transparent decisions on behalf of the community that provide value for money to ratepayers. Organisational structure is the responsibility of the Chief Executive Officer and is endorsed by Council.

CEO				
OFFICE OF THE CEO	DIRECTOR CORPORATE AND COMMERCIAL	DIRECTOR STRATEGIC PROJECTS AND INFRASTRUCTURE SERVICES	DIRECTOR COMMUNITY EXPERIENCE	DIRECTOR DEVELOPMENT SERVICES
Manager Human Resources Manager Marketing and Communications Manager Corporate Development	Manager Financial Services/CFO Manager Governance and Organisational Strategy Manager Information Services	Manager Airport Manager City Services Manager Infrastructure Projects Manager Infrastructure Services	Manager Community Facilities Manager Community Programs Manager Community Planning Manager Engagement & Partnerships	Manager Approvals & Compliance Manager City Growth

5.3.2 Executive Team

The City of Karratha Executive Management Team is made up of directorate leaders, each experts in their field and strong industry leaders.

Virginia Miltrup	<p>Chief Executive Officer, Appointed: October, 2022</p> <p>Masters, Leadership & Management, Bachelor of Commerce</p>	<p>Virginia is an experienced Executive and Company Director with expertise in supporting businesses to adapt to change. She has a passion for bringing customer-centric thinking to the improvement of business performance.</p> <p>Virginia is the Chief Executive Officer of the City of Karratha, having previously served as the Executive Director, Community & Business Services at the City of Vincent. She has lead Strategy, Corporate Services and Operational teams across the public and private sectors.</p> <p>She has also led transformative programs at the CBH Group, Synergy, Unisys and Thomson Reuters.</p> <p>She holds a Masters of Leadership and Management, Bachelor of Commerce, and a Graduate Diploma from the Australian Institute of Company Directors.</p> <p>Virginia is the Chair of 100 Women and Mosaic Community Care.</p>
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Alistair Pinto	<p>Director Corporate & Commercial Appointed: October 2023</p> <p>Master of Health Management (MHM), Doctor of Medicine in Psychiatry (MD), Bachelor of Medicine & Bachelor of Surgery (M.B.B.S.), Diploma in Community Development</p>	<p>Alistair is new to local government having worked for a decade with the WA Country Health Service.</p> <p>Alistair has experience working in senior Executive roles across multiple WA health regions and has provided leadership on key health programs and initiatives targeted at improving health outcomes for regional communities.</p> <p>Alistair has lived in the Pilbara for over 6 years and is passionate about working with other stakeholders to support and empower our regional communities.</p>
Simon Kot	<p>Director Strategic Projects & Infrastructure Appointed: February, 2013</p> <p>Diploma in Project Management, Diploma Management & Public Sector Management Bachelor of Applied Science, Leisure Science</p>	<p>Simon has over 20 years experience working in management and executive teams for local government with previous roles including Manager Community Services at the Shire of Katanning as well as Executive Manager Community Services at City of Karratha. Simon became Director Strategic Projects & Infrastructure in 2013 and has overseen the development of \$300 million worth of City-led infrastructure projects including the Karratha Leisureplex, Karratha Airport Redevelopment and the Red Earth Arts Precinct.</p>
Lee Reddell	<p>Director Development Services Appointed: July, 2022</p> <p>Bachelor of Arts Post Graduate Diploma Urban Planning</p>	<p>Lee is a qualified town planner with over 16 years' experience working across local government and private consultancy in Western Australia and Victoria. Prior to joining the City of Karratha, Lee held leadership positions in both metropolitan and regional local governments including the City of Cockburn, Shire of Ashburton and the City of Busselton and has a broad range of experience across development issues. Raised in the Goldfields, Lee is conscious of issues faced by regional communities, particularly those around the resources industry. Lee has been an executive committee member for the Local Government Professionals (Pilbara Kimberley and South West branches) for a number of years, advocating for continuous</p>

		improvement in the local government sector.
Emma Landers	Director Community Experience Appointed: August 2023	Emma has nearly two decades of experience within local government, serving in project, business management and leadership roles. Overseen and managed operating budgets and set the strategic direction in collaboration with communities and stakeholders.

5.3.3 Our Employees

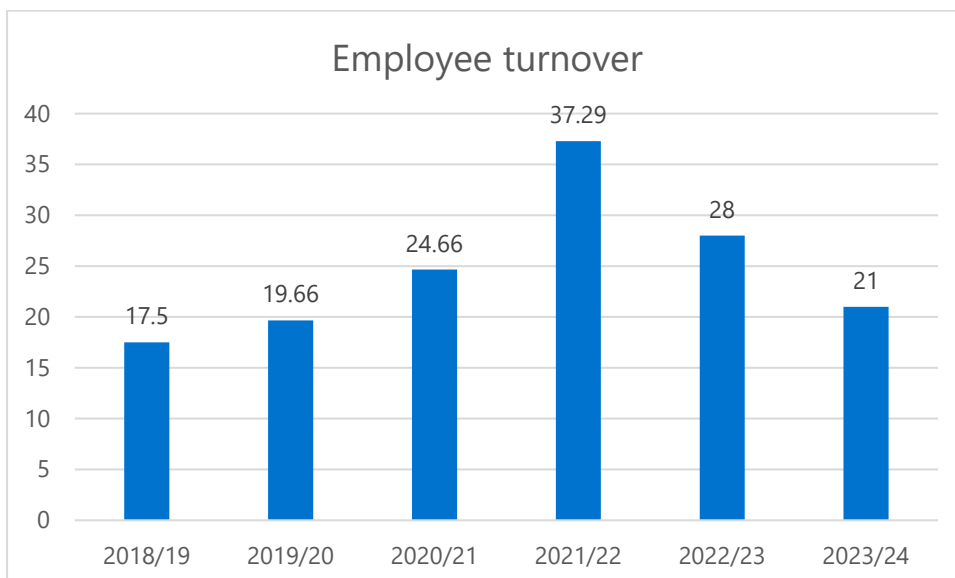
The City of Karratha employs 534 staff members, working across four directorates and based in 15 locations:

- Full Time Equivalent: 315
- Full Time: 274
- Part Time: 79
- Casual: 181

5.3.4 Employee turnover rate

Employee turnover rate for the 2023/24 financial year has decreased by 7.00 per cent on last year.

Employee Turnover



Staff turnover rate: 131 employees for 23/24 at a turnover rate of 21%

5.3.5 Workforce remuneration

Regulation 19B of the *Local Government Regulations 1996* requires the reporting of the number of employees within the City of Karratha with an annual salary of \$100,000 or more and the number of those employees with an annual salary entitlement that falls within each of our salary bands.

Employee salary more than \$100,000:

BRACKETS	2023-24
\$100,000 - \$109,999	28
\$110,000 - \$119,999	5
\$120,000 - \$129,999	3
\$130,000 - \$139,999	6
\$140,000 - \$149,999	1
\$150,000 - \$159,999	3
\$160,000 - \$169,999	6
\$170,000 - \$179,999	2
\$180,000 - \$189,999	0
\$190,000 - \$199,999	1
\$200,000 - \$209,999	2
\$210,000 - \$219,999	1
\$220,000 - \$229,999	0
\$230,000 - \$239,999	0
\$240,000 - \$249,999	0
\$250,000 - \$259,999	0
\$260,000 - \$269,999	1
\$310,000 - \$319,999	1

Employee diversification statistics

Female Workforce: 65.3% for Female Workforce

Young People: 16.10% for Youth

Mature Employees: 13.65% for Mature employees

Aboriginal and Torres Strait Islander Australians: 5.5% for Aboriginal and Torres Strait Islander Australians

5.3.6 Development of Employees

The City of Karratha encourages the professional development of employees providing optional training sessions for staff on topics ranging from cultural awareness to interpersonal communication, process mapping to records management.

The Annual Performance and Development Review gives employees the opportunity to discuss their achievements, challenges and the actions they need to take to continue improving.

The Performance and Development Review allows for individual employee goals and work tasks to be aligned with the goals of the City. Together, employees and management staff rate performance and engage in two-way discussion about roles, tasks and achievements

5.3.7 Equal opportunity employment in the workplace

Council has an Equal Employment Opportunity policy in place to ensure that we provide a working environment that embodies our core value of respect and upholds State and Commonwealth laws concerning harassment and discrimination.

The Aboriginal Employment Strategy, Disability Access and Inclusion Plan and a Reconciliation Action Plan continues to increase the number of traineeships and apprenticeships offered to young people.

During 2023/24 the city provided two traineeship and apprenticeship opportunities. To ensure hiring processes are fair and objective all staff receive training around unconscious bias and a human resources representative is present at all employment interviews.

Additional highlights:

- 165 workplace inspections across City facilities
- 129 employees undertook a skin screen
- 55 employees completed a health risk assessment

Our Recruitment Processes

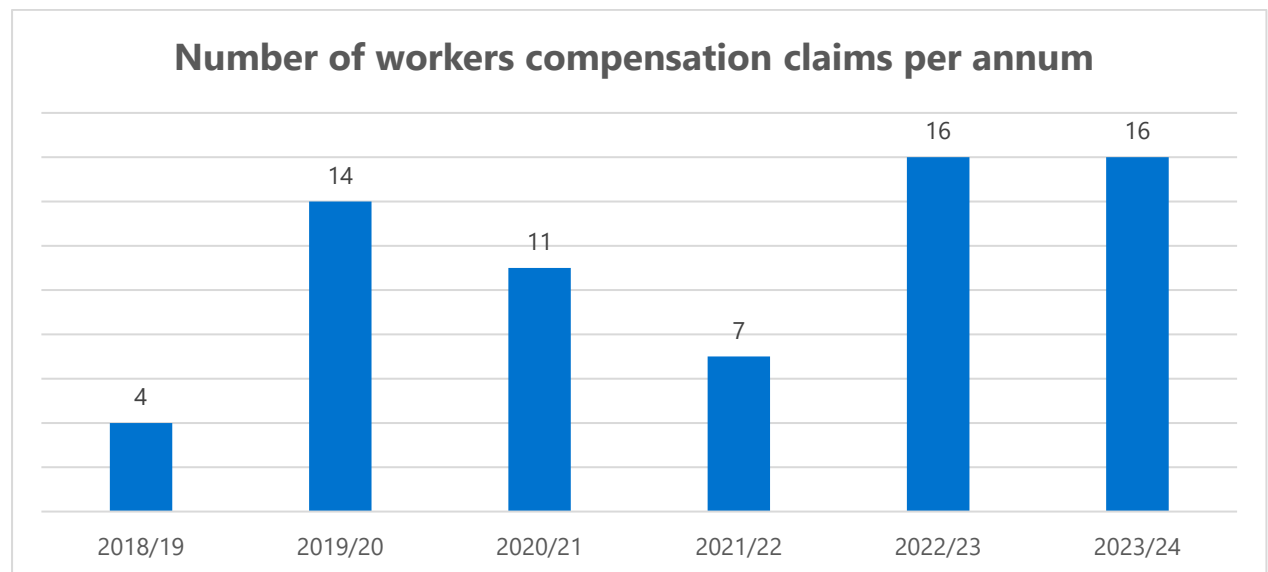
The City has a People and Culture team that facilitates merit based selection processes to ensure that it remains an Equal Opportunity Employer. The City of Karratha considers its workforce its most valuable asset and so it is increasingly important that the correct people are hired to fill roles. In 2023/24, the People and Culture team undertook 221 recruitment processes across all levels of the organisation

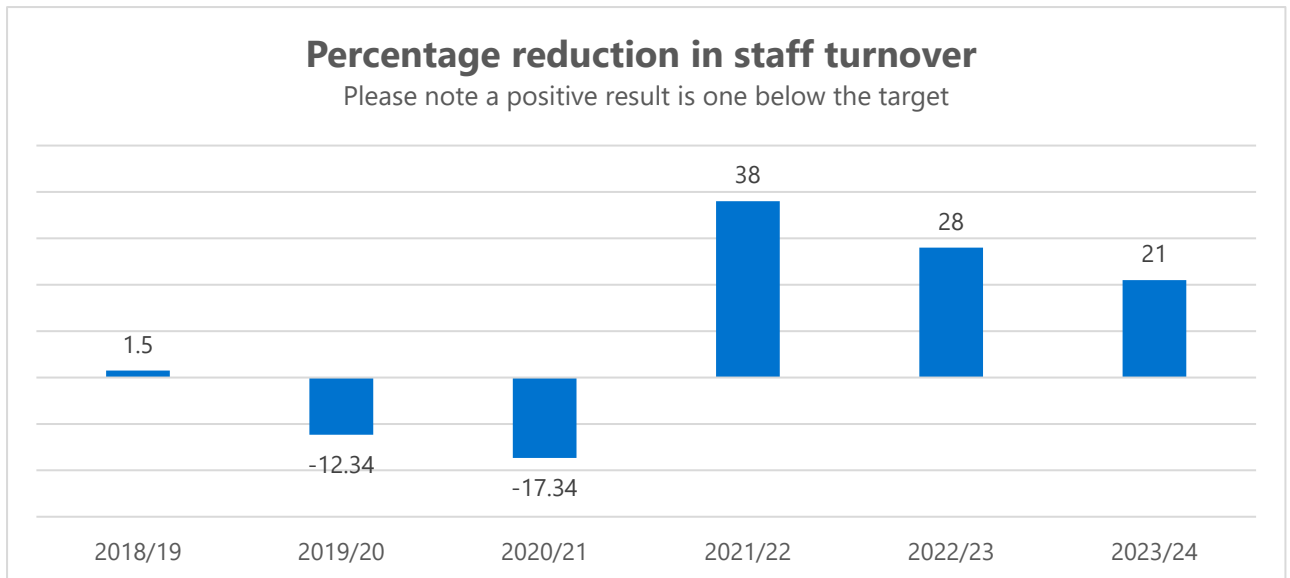
5.3.8 Workplace occupational safety and health

The City of Karratha has made a commitment to provide employees a safe working environment. Our key focus is on providing appropriate information, training and supervision to all employees and contractors, employing the kinds of people who hold the same values as Council; integrity, teamwork, innovation and leadership to ensure a coherent workforce that prioritises safety in the workplace.

A number of risk management strategies are in place organisation-wide which promote and continuously improve health and safety performance. Each of our 16 worksites has a designated Work Health and Safety representative who checks in with employees and inspects working areas regularly, providing assistance where required.

Any serious concerns are reported immediately to the City of Karratha Work Health and Safety Officer and actioned appropriately. The Occupational Health and Safety policy is reviewed every four years.





131 staff left the organisation in 2023/24, making a total turnover figure of 21%. Increased demand for employees across the district continues with the cost of living continuing to rise.

5.3.9 Matters referred to government body

In Western Australia there are a number of bodies who monitor the behaviour of Council. They are the WA Ombudsman, Corruption and Crime Commission (WA), Public Sector Commission (WA) and the Local Government Standards Panel. During the 2023/24 financial year, no matters were referred to any government agency.

5.3.9.1 Councillor Conduct

No complaints were received in 2023/24.

5.3.9.2 Records Management

The City of Karratha has a demonstrated commitment to *State Records Act 2000* compliant recordkeeping practices. We have sound recordkeeping policies, standards and procedures in place to ensure compliance and its approach to information management.

It is a requirement for all new employees to undertake a compulsory records management induction within two weeks of commencement, quarterly training sessions are also provided. This is supported by ongoing consultation and support to ensure good recordkeeping practices across the organisation.

After a comprehensive review, the City's Amended Recordkeeping Plan was approved by the State Records Commission on 5 April 2022 and is next due for revision in 2027.

The City of Karratha is committed to continuous improvement and is currently progressing a phased implementation of a new Enterprise Resource Planning (ERP) system across the organisation called Ci Anywhere – which incorporates a new Records Management System called Enterprise Content Management (ECM). This greatly assists with transitioning our

organisation into a more paperless work environment which creates further efficiency and productivity

5.3.9.3 Freedom of Information

In accordance with Section 96 and 97 of the *Freedom of Information Act 1992*, the City is required to publish an Information Statement that is available on our website that details the process of applying for information under the Act, as well as information that the City provides outside of the Act.

During the 2023/24 financial year, 14 FOI applications were received. 12 applications were settled within the statutory 45-day period and two applicants approved an extension to allow the FOI to be finalised. One matter was referred to the Office of Information Commissioner for an external review.

The following are some of the documents available for public inspection at the City of Karratha free of charge:

- Council agenda and minutes
- Annual budgets
- Annual reports.

Many of the above documents are also available for download on the City of Karratha website: www.karratha.wa.gov.au.

5.3.9.4 National Competition Policy

The Competition Principles Agreement (CPA) is a contractual agreement between the Federal Government and all State and Territory Governments. The CPA aims to ensure that all public enterprises operate in a transparent manner in the best interests of the public.

The City of Karratha continues to meet its obligations to the competition policy and monitors introduction of Council policies and local laws which may be subject to anticompetitive practices

5.3.10 Strategic asset management

The City of Karratha manages an asset portfolio of more than \$650m and has extensive management policies in place to ensure best results for the community

5.3.10.1 Asset Management Planning

The Strategic Asset Management Plan outlines how the City will meet the service delivery needs of our communities into the future. The plan takes into account long-term demand, asset renewal and projected expenditure required to continue a high standard of operation. Each of the City of Karratha's asset management protocols are in line with state government's Integrated Planning and Reporting Framework.

The City of Karratha reviews its Asset Management Planning documents and Policy to ensure planning in place remains current and takes into account any new, replaced or improved assets as they stand. A major review of the Strategic Asset Management Plan was undertaken in 2019, with the updated plan adopted by Council in February 2020. The next substantial review will take place in 2024.

Trend data relating to value of assets City of Karratha has held over past five years:

2018/19	\$675M
2019/20*	\$693M
2020/21*	\$704M
2021/22*	\$754M
2022/23	\$762M
2023/24	\$757M

*Restated

5.3.11 Enterprise risk management

Enterprise Risk Management (ERM) is a strategy employed by an organisation to consider all the different types of risks associated with each element of a business. This process is used to help guide decision-making and manage the potential impact of identified risks on the success of organisational goals. The City of Karratha uses best practice ERM methodology to identify, prioritise and respond to issues that have the potential to prevent us from achieving Council objectives.

5.3.11.1 Strategic, Corporate and Operational Risks

Where appropriate, risks are reported to the Audit and Organisational Risk Committee. Risks are reviewed at every level of the City from those that could affect a single project or service to those that could affect the entire organisation and community.

5.3.11.2 Audit and Organisational Risk Committee

The City of Karratha Audit and Organisational Risk Committee liaises with internal and external auditors to ensure the appropriate performance and management of Council affairs. In addition to this, the committee provides advice on the managements of risks and risk registers.

The Audit and Organisational Risk Committee membership is comprised of four elected members. During 2023/24 Mayor Daniel Scott held the position of Chair.

The Audit and Organisational Risk Committee met three times in the last financial year on 11 September 2023, 26 February 2024 and 20 May 2024.

5.3.11.3 Internal Auditing

As a local government, the City of Karratha is responsible for reviewing and auditing the procedures and systems in place in regard to risk management, internal controls and legislative compliance. The City of Karratha has an internal audit function that provides internal reports to the Audit & Organisation Risk Committee.

5.3.11.4 Independent Auditing

The Office of Auditor General (OAG) continues to undertake the financial audit of the City. For the 2023/24 financial year the OAG provided an unqualified audit. The management reports identified three moderate and two minor risks that are being actioned by the administration.

5.3.12 Contracts and procurement

All procurement is carried out as required by the *Local Government Act 1995*, the *Local Government (Functions and General) Regulations 1996* (as amended) and the City of Karratha's own purchasing policies. The City is continually reviewing the procurement framework and delivers procurement training to employees to ensure value for money is being delivered to ratepayers.

The City released 24 tenders and 70 formal requests for quotation during 2023/24.

Significant contracts awarded included:

- Minor Works Airconditioning – Estimated \$4M
- Grounds Maintenance – Eastern Areas – Estimated \$4.5M
- Coolawanyah – De Witt Roads Intersection Upgrade \$1.9M
- Cossack Road Culvert Replacement – \$1.3M
- The Supply and Laying of Concrete & Kerbing – Estimated \$2.5M

In 2023/24 the City issued 10,193 purchase orders with 66 per cent of all work allocated to local business, to the value of \$32.5 million. As part of our commitment to the local economy and value-for-money outcomes, the City has a number of processes in place to guide and facilitate procurement. These processes provide support to City officers while ensuring transparency and statutory compliance.

The City also uses online platforms like Tenderlink and Vendorpanel (eQuotes) to undertake procurement activities and to engage with suppliers. In the 2023/24 Financial year there are 270 suppliers registered with the City's Tenderlink Portal for the purpose of tendering and more than 279 local suppliers registered as Marketplace suppliers in Vendorpanel for quoting.

5.3.12.1 Regional Price Preference Policy

The Council has a Regional Price Preference Policy in place to promote local business partnerships within the City of Karratha by giving preferential consideration to regional suppliers in the procurement of goods or services via tender or quotation. A preference is

given to a regional respondent by assessing their quotation as if the price bids were reduced by up to 10 per cent which is the maximum allowed under the Local Government Act.

5.3.12.2 Social Responsibility

The City of Karratha is committed to working with organisations that implement a high level of corporate responsibility and businesses that operate in a sustainable manner. The City has policies in place that allow for direct contract arrangements with WALGA listed businesses, registered Aboriginal businesses and Australia Disability Enterprises.

5.3.13 Information about trading undertaking

Regulation 19BB of the *Local Government (Administration) Regulations 1996* states that we need to provide information about trading undertakings in the annual report.

In the 2023/24 financial year the City operated two trading undertakings: The Quarter, and Karratha Airport.

The Quarter

As part of the City's investment strategy, a commercial property 'The Quarter', was purchased in June 2017.

	2023/24 Actual \$	2023/24 Budget \$
Operating Revenue		
Leases	\$2,731,734	\$2,904,936
Other Revenue	\$1,425,711	\$1,279,411
	\$4,157,445	\$ 4,184,347
Operating Expenditure		
Employee Costs	-\$10,817	\$ -
Materials & Contracts	-\$1,297,211	-\$1,061,392
Utilities	-\$538,407	-\$320,501
Insurance	-\$167,808	-\$167,808
Other Expenditure	-\$686,290	-\$209,659
	-\$2,700,533	-\$1,759,360
	\$1,456,912	\$2,424,987
The Quarter Gain/(Loss)	\$1,456,912	\$2,424,987
Current Assets		
Trade and other receivables	\$388,130	
	\$388,130	
Non-Current Assets		
Land	\$3,024,800	
Buildings	\$43,325,200	
Current Liabilities	\$46,350,000	
Equity	\$46,738,130	
Retained Surplus	\$46,738,130	
Total Equity	\$46,738,130	

Karratha Airport

The City operates the only public airport within the district and operates the aerodrome with the purpose of producing a profit.

	2023/24 Actual \$	2023/24 Budget \$
Operating Revenue		
Fees and Charges	\$28,478,521	\$27,857,860
Grants and Contributions	\$426,992	\$376,992
Other Revenue	\$63,352	\$39,160
	\$28,968,864	\$28,274,012
Operating Expenditure		
Employee Costs	-\$2,150,629	-\$2,399,415
Materials & Contracts	-\$5,830,975	-\$5,842,831
Utilities	-\$1,797,833	-\$1,655,207
Insurance	-\$806,979	-\$798,539
Depreciation	-\$4,531,148	-\$4,419,304
Other Expenditure	-\$94,566	-\$45,192
	-\$15,212,129	-\$15,160,488
Capital Revenue		
Transfer to City Operations	\$15,250	\$12,500
	\$15,250	\$12,500
Capital Expense		
Capital Expenditure	-\$244,714	-\$533,620
	-\$244,714	-\$533,620
Airport Gain/(Loss)	\$13,527,271	\$12,592,404
Current Assets		
Trade and other receivables	\$2,631,564	
Reserves - Cash Backed	\$17,853,223	
	\$20,484,787	
Non-Current Assets		
Buildings	\$1,148,000	
Less Accumulated Depreciation	-\$677,730	
Infrastructure	\$162,869,799	
Less Accumulated Depreciation	-\$45,298,625	
Plant & Equipment	\$380,250	
Less Accumulated Depreciation	-\$138,239	
Furniture & Equipment	\$996,085	

Less Accumulated Depreciation	-\$640,514
Artwork	\$147,500
Less Accumulated Depreciation	-\$17,536
	\$118,768,989
Current Liabilities	
Trade and other payables	\$1,509,700
	\$1,509,700
Net Assets	
	\$137,744,076
Equity	
Reserves - cash backed	\$17,853,223
Retained Surplus	\$119,890,853
Total Equity	\$137,744,076

5.3.14 Information about land transactions

Regulation 19BC of the *Local Government (Administration) Regulations 1996* states that we need to provide information about land transactions in the annual report.

In the 2023/24 financial year no new major land transactions occurred.

5.3.15 Fees, expenses or allowances for the 2023/24 financial year

Elected Member	Mayor & Deputy Mayor Allowance	Meeting Attendance Fees	ICT Allowance	Travel and Accommodation Expenses	Other Approved Expenses	Total
Mayor - Cr Daniel Scott (Oct 2024 onwards)	\$62,729	\$43,274	\$3,500	\$858	\$446	\$110,807
Mayor - Cr Peter Long (Jul 2024 to Oct 2024)	\$28,016	\$14,832	\$1,076	\$2,240	-	\$46,165
Deputy Mayor - Cr Daiva Gillam (Oct 2024 onwards)	\$15,183	\$32,153	\$3,500	\$291	\$460	\$51,586
Deputy Mayor - Cr Kelly Nunn (Jul 2024 to Oct 2024)	\$7,565	\$32,153	\$3,500	\$2,283	-	\$45,501
Cr Garry Bailey	-	\$9,888	\$1,076	\$663	-	\$11,627
Cr Margaret Bertling	-	\$9,888	\$1,076	-	-	\$10,965
Cr Gillian Furlong	-	\$32,153	\$3,500	-	\$104	\$35,757

Cr Geoffrey Harris	-	\$9,888	\$1,076	\$123	-	\$11,088
Cr Brenton Johannsen	-	\$22,314	\$2,333	\$488	-	\$25,136
Cr Travis McNaught	-	\$32,153	\$3,500	-	-	\$35,653
Cr Pablo Miller	-	\$32,153	\$3,500	\$95	-	\$35,748
Cr - Sarah Roots	-	\$22,314	\$2,333	-	-	\$24,648
Cr Anthony Simpson	-	\$22,314	\$2,333	\$639	-	\$25,287
Cr Joanne Waterstrom-Muller	-	\$32,153	\$3,500	\$84	-	\$35,737

5.3.16 Capital Grants for the Renewal of Assets

	2024 Actual \$	2023 Actual \$	2022 Actual \$
Law, order, public safety		-	14,324
Housing		-	500,000
Community amenities		-	338,303
Recreation and culture	1,303,687	674,071	1,461,698
Transport	2,072,571	2,148,793	827,334
	3,376,258	2,822,864	3,141,659

6 Finances

The final section of this report outlines the City of Karratha's finances for 2023/24 and the ways in which we work with our stakeholders. It provides insight into decision making and summarises the sound financial position of Council moving forward.

[Financial Report - City of Karratha - 30 June 2024.docx](#)