

Strategic Community Plan 2016 - 2026

Welcome Statement

Welcome to our [2016-2026](#) 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

Our Strategic Community Plan 2016-2026 provides a direction for the City of Karratha for the next ten years.

It is a document infused with the aspirations, goals and ideas of our community and our stakeholders that will work to make the City an even greater place to live. Outlining strategies to achieve the unique visions of each our towns, projects and services this document provides the guidelines for every facet of our organisation as we continue transforming the City of Karratha from a mining town to *“Australia’s Most Liveable Port City”*

Thank you for being involved in the future of your City.

Peter Long

Our Vision

Australia's most liveable port 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.

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.

About the City

The City of Karratha encompasses a total land area of 15,882 square kilometres and is home to approximately 26,228 residents. Located in the dynamic Pilbara region of Western Australia and 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 a centre known only for its resource industry, the City of Karratha is fast developing into a regional destination and home for an increasingly diverse range of visitors and residents. Today, major features of the City include unparalleled access to the Indian Ocean through the Dampier Archipelago and Burrup Peninsula, an extensive calendar of annual events and a growing number of modern recreational facilities and services for residents and visitors.

Home to the Ngarluma and Yindjibarndi people the City also contains the largest collection of indigenous rock art in the world; over 10,000 individual pieces dating back over 30,000 years.

Economy

In the last decade the City of Karratha has been a powerhouse of economic growth for Western Australia and the nation. Its extensive resource exports have resulted in the City of Karratha being recognised as the fifth largest LGA economy in Australia with a GRP of \$27.346 b after the cities of Brisbane, Sydney, Melbourne and Perth in 2015.

Today the City is home to 2,198 local businesses. Economic growth has risen 8.8% from 2014 to 2015 and our local economy makes up approximately 10% of WA's Gross Regional Product.

The City of Karratha produces 42% (\$23 billion) of Western Australia's iron ore production and also services the north-west shelf oil and gas fields, which, produce approximately two thirds of Australia's oil and gas.

In addition to the main economic activities of iron ore and petroleum exports, the city's other main outputs are in construction, transport and logistics, professional, scientific and technical services and public administration.

Resource Profile

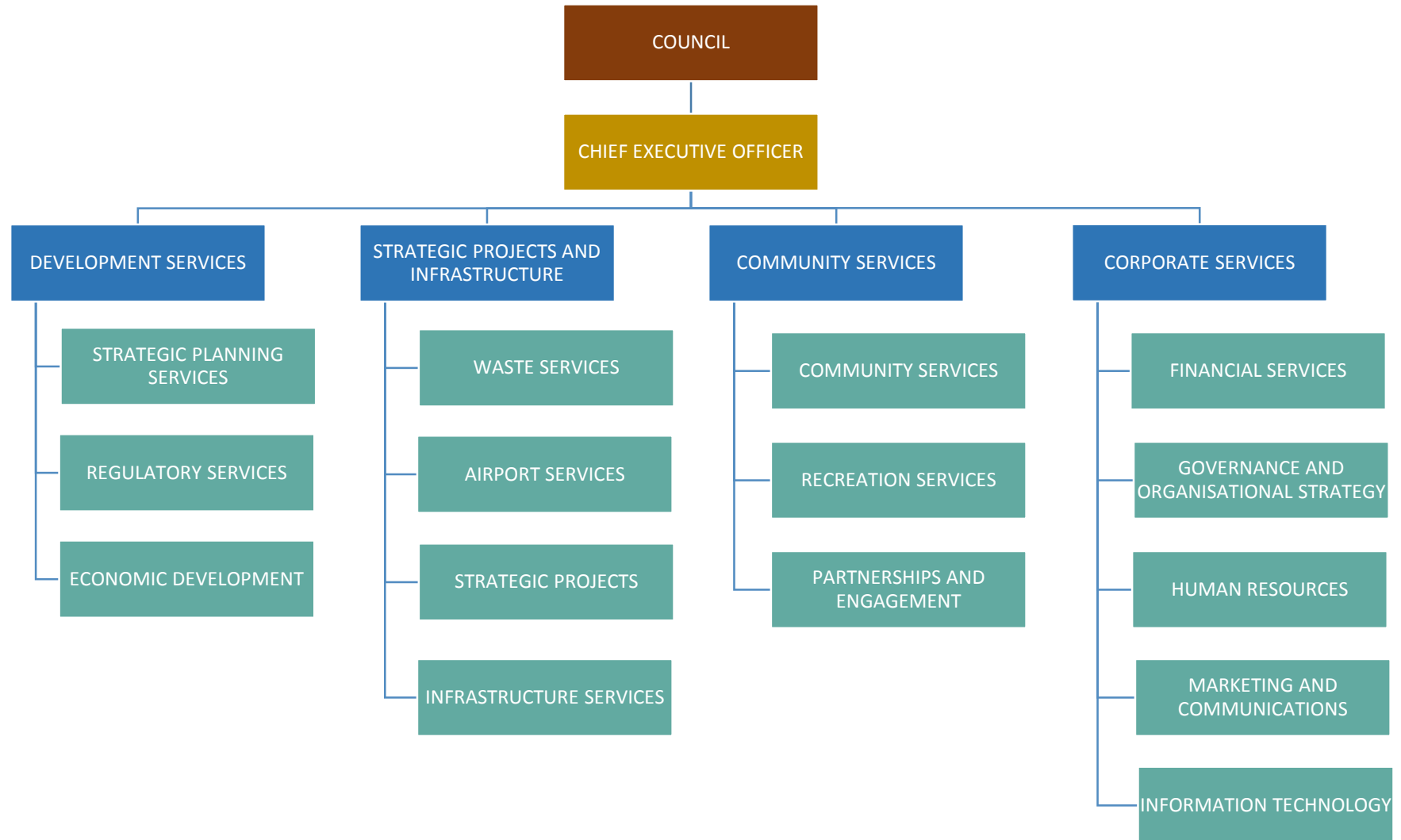
The City of Karratha is well planned and positioned to manage, facilitate and support ongoing investment in capital and social infrastructure by government and private investors both now and into the future.

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 2016 – 2026.

Resource Profile	2011/2012	2015/2016	2020 (Estimates)
Population	23,619	26,228	31,600
Number of Electors	8,400	9,200	9,500
Employees (FTE)	246	283	298
Budget	\$67.5M	\$139.2M	\$99.2M
Rates	\$18.6M	\$40.1M	\$52.9M
Financial Assistance Grants	\$3.5M	\$2.5M	\$1.5M
Other Grants	\$29.2M	\$65.9M	\$7.2M
Capital Expenditure	\$39.4M	\$33.7M	\$28.5M
Operational Expenditure	\$47.3M	\$98.4M	\$99.3M
Value of Assets	\$260.3M	\$843.4M (Revaluation in 2015)	\$917.9M

Our Organisational Structure

The City offers a number of core services essential to providing support and infrastructure in our communities. Over 270 (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

The Integrated Strategic Planning Framework consists of the following elements:

1. Strategic Community Plan - 10 year plan
2. Corporate Business Plan – 4 to 5 year plan, reviewed annually through an Operational Plan
3. Annual Budget - 1 year plan, reviewed annually
4. Informing Strategies – including Financial Management, Asset Management and Workforce Planning
5. Annual Report published each year to report to the Community the overall progress of the Community Strategic Plan and the Operational 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 through 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 in the next 10 years.

Key Essentials of a Strategic Community Plan

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

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

Strategic Community Plan Review

It is also required that:

1. A desktop review of the Strategic Community Plan is scheduled for 2 years from when it is adopted; and
2. A full review of the Strategic Community Plan is scheduled for 4 years from when it is adopted.

The 2016 Strategic Community Plan is a result of the 4 year full review.

The Informing Strategies Supporting the Strategic Plan

It is envisaged that the Strategic Community Plan is supported by a Forward 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 2016-2026 represents our new 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 in the next 10 years to work towards achieving our community vision. This requires aligning our community vision with a clear strategic direction for the City of Karratha.

The new Strategic Community Plan 2016 -2026 incorporates consultation work done in the past including our Strategic Community Plan in 2011 and 2012-2022, our Community Survey's from 2010-2016, and our Staff Surveys from 2009-2015. 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)", "City of Karratha Local Planning Strategy" and the "Pilbara Regional Council Strategic Plan 2012-2014". 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:

ADDRESSING 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?
	Condition and capability of our current assets servicing current levels of services
	What can be done on a "regional basis" with other Councils to deliver priorities identified through Strategic Community Plan?
Where do we want to be in 10 years time?	What will happen once we implement our strategies?
	What will be the overall outlook once long term objectives are achieved?
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 provides a road map for the future of the City of Karratha local government area but also outlines the strategies needed to achieve that 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 2016-2026 Framework

The Strategic Community Plan 2016-2026 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 set of strategies over the next 10 years outlined under the four strategic themes:

1. Our Community – Diverse and Balanced;
2. Our Economy – Well Managed and Diversified;
3. Our Natural and Built Environment – Thriving and Sustainable; and
4. Our Leadership – Responsive 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 2016-2026** outlines those desired 'Outcomes' expressed by our community.

'Our Response' is how the City will achieve these outcomes in the next 10 years through delivering strategies given in the five year focused **Corporate Business Plan**.

The **Annual Operational Plan** goes one step further and describes the Projects and Services that each service unit will deliver to achieve the strategies 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. Our quarterly reviews are available on the City of Karratha website.

About The Plan

How the Plan was developed

The Strategic Community Plan 2016 -2026 has been developed through a number of different resources including previous Strategic Community Plans, community and Councillor aspirations and assessment of the City's other planning documents including the Long Term Financial Plan, Asset Management Plan, Youth Development Plan, the Arts and Cultural Plan, the Community Safety and Crime Prevention Plan, the Ageing Strategy, the Economic Development Plan and the Community Facilities Plan.

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 work alongside these documents whilst articulating a clear and coherent strategy for the development of the district

Reviewing the Plan

A minor review of the Strategic Plan 2016- 2026 will be conducted in 2018 whereas a major review will be conducted in 2020.

Public Exhibition of the Plan

The draft Strategic Community Plan 2016-2026 was put up for public exhibition for a period of 28 days from May 18, 2016 to July 3, 2016 and letters were sent to over 76 community groups and associations. During this period, copies of the draft Strategic Community Plan 2016-2026 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 captured correctly. Copies of the draft Strategic Plan 2016-2026 were made available to the public through the Council website www.karratha.wa.gov.au, social media, City of Karratha libraries and customer service centres.

How to Read the Plan

The main components of the strategic community plan include:

Our Aspiration – to achieve the State Government ‘Pilbara Cities’ vision by transforming the City of Karratha into a ‘world class City of the North’ that has the associated infrastructure and services.

Our Themes - involve a quadruple bottom line approach (QBL) to achieving our primary community aspiration. These themes include ‘Our community – Diverse and Balanced’, ‘Our Economy – Well Managed and Diversified’, ‘Our Natural and Built Environment – Thriving and Sustainable’ and ‘Our Leadership – Responsive 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
 Our Community – Diverse and Balanced	To create safe, healthy and liveable communities
 Our Economy – Well Managed and Diversified	To attract diverse and sustainable business and employment opportunities
 Our Natural and Built Environment – Thriving and Sustainable	To protect our natural and built environment
 Our Leadership – Responsive and Accountable	To provide accessible, transparent and responsive leadership

Our Outcomes – the ‘end result’ we would like to achieve

Our Response - outline what Council and its partners can do towards achieving the identified outcomes. Council 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 City of Karratha community.

Strategic Indicators – contribute to an overall picture of council’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 'Community Surveys' annually since 2008 gathering feedback from our communities to identify service gaps, assess community needs and take proactive measures for 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 952 respondents received in 2015 and 1,451 respondents in 2016. 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, provided data for external grants and lobbying.

The Four Strategic Themes

Theme 1 – Our Community – Diverse and Balanced

 Theme 1: Our Community - Diverse and Balanced <i>Our Goal: To create safe, healthy and liveable communities</i>	
STRATEGIC COMMUNITY PLAN (2016 - 2026)	
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 A full range of city-standard facilities and community infrastructure are provided
	1.a.2 Future facility needs are planned for and developed in line with industry best practice
	1.a.3 Collaborative long term relationships are in place to fund and operate facilities
1.b Improved Community Safety	1.b.1 High quality environmental design is employed to prevent crime
	1.b.2 The community is educated and engaged in crime prevention and community safety
	1.b.3 Safe environments are established through effective programs and partnerships with enforcement agencies
1.c Accessible Services	1.c.1 Best practice community engagement methods are employed to determine community needs
	1.c.2 Public services are accessible and affordable
	1.c.3 Partnerships are established with key stakeholders to deliver services
1.d Healthy Residents	1.d.1 Residents are empowered to enhance their health and wellbeing
	1.d.2 Programs and services that improve community wellbeing are developed and promoted
1.e Recognition of Diversity	1.e.1 Diversity in the region is highlighted and celebrated
	1.e.2 The City is recognised as a leader in engaging with and supporting culturally diverse groups
1.f Connected Communities	1.f.1 Social interaction is fostered across the community
	1.f.2 New technologies are employed to connect communities

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. Developing 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. Sustainable asset management practices
4. Actioning Safer Community Outcomes
5. Increased access to online services

Theme 2 – Our Economy – Well Managed and Diversified

 Theme 2: Our Economy - Well Managed and Diversified <i>Our Goal: To attract diverse and sustainable business and employment opportunities</i>			
STRATEGIC COMMUNITY PLAN (2016 - 2026)			
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	Key industry and business groups are partners in advocacy
		2.a.2	Business opportunities are highlighted and promoted
		2.a.3	Local procurement is prioritised internally and promoted externally
2.b	Reduce business costs	2.b.1	Red tape is minimised in line with leading business-friendly local governments
		2.b.2	Business support initiatives are established to attract and develop new enterprises
2.c	Good infrastructure to support business investment	2.c.1	Serviced land is prepared and available for a variety of new enterprise purposes
		2.c.2	Public private partnerships are in place for the development of key infrastructure
2.d	Role clarity	2.d.1	Local business leadership is identified, supported and enhanced
		2.d.2	A strong reputation as a business destination is established

Progress Measures:

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

1. New business registrations
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

Theme 3 – Our Natural and Built Environment – Thriving and Sustainable

 Theme 3: Our Natural and Built Environment - Thriving and Sustainable <i>Our Goal: To protect our natural and built environment</i>	
STRATEGIC COMMUNITY PLAN (2016 - 2026)	
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 Appropriately managed natural assets	3.a.1 Biodiversity values are recognised and protected 3.a.2 Natural assets are well-managed and promoted 3.a.3 An inclusive approach to management of natural assets is employed, including with traditional owners
3.b Greater energy efficiency	3.b.1 Energy efficiency of Council assets is continuously improving 3.b.2 Sustainable energy sources and providers are actively sought and partnered 3.b.3 The City is a leader in promoting energy efficiency to the community
3.c Improved recycling and waste management	3.c.1 Investigate and implement new waste management technologies to improve resource recovery and recycling outcomes. 3.c.2 Enhance community use of waste and recycling facilities through promotional activities.
3.d Sustainable use and management of resources	3.d.1 Efficiency of electrical usage is continually improving 3.d.2 Efficiency of water usage is continually improving 3.d.3 Waste management resource recovery employs new technologies
3.e Attractive built environment	3.e.1 Good citizenship and pride in the City is fostered and encouraged 3.e.2 Property owners are partners in creating an attractive built environment

Progress Measures:

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

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 – Responsive and Accountable

 Theme 4: Our Leadership - Responsive and Accountable <i>Our Goal: To provide accessible, transparent and responsive leadership</i>		
STRATEGIC COMMUNITY PLAN (2016 - 2026)		
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 A strong position and identity in national and statewide media is achieved
		4.a.2 Established as the leading local government area in the region
4.b	Continous improvement and innovation	4.b.1 An environment that supports continous improvement and innovation is well established
		4.b.2 Technology is employed to enhance service delivery
		4.b.3 A highly qualified staff of leading local government practitioners is maintained
4.c	Financial Sustainability	4.c.1 Recognised as a leader in local government financial management
		4.c.2 Long term planning is employed to ensure financial sustainability
		4.c.3 A suite of sustainable revenue sources funding Council activities
4.d	Strong partnerships and indigenous relations	4.d.1 Robust partnerships are in place with key indigenous groups
		4.d.2 Industry and government are effectively engaged to collaborate on shared value projects
4.e	Services that meet community needs	4.e.1 Services to our community area are socially responsible and financially sustainable
		4.e.2 Service levels are determined by evidence based analysis of community needs
		4.e.3 Reviews of service levels and standards are regularly undertaken

Progress Measures:

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

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