



**WHAT WE [ ] MAKE IT**

**DRAFT STRATEGIC COMMUNITY PLAN  
2025-2035**

# Acknowledgement of Country

The City of Karratha acknowledges the Traditional Owners throughout this vast land and their continuing connection to the land, waters and community. We pay our respects to Elders past, present and emerging; and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

## Acknowledgements

The City of Karratha thanks everyone who contributed to this plan by joining the What We Make It conversation.

We thank you and look forward to working together as we strive to achieve the City's vision.

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## MESSAGE FROM THE MAYOR



I am proud to share the City of Karratha Strategic Community Plan 2025 - 2035, shaped by your voices, vision and aspirations. This plan reflects our strong community spirit and sets our path forward. Thank you to everyone who contributed to the 'What We Make It' engagement campaign.

The insights from more than 900 contributors shows what we value: our strong sense of community, connection to the natural environment, our rich Aboriginal culture and heritage, the diversity of our community, and our outdoor lifestyle. This is the place we call home.

We aim for Karratha to take its place on the State, national and international stage. We power the State and national economy. This is a pivotal time in our history, where we need to boldly look further to imagine our industry transformation, what our contribution will be, and how our community will benefit. We need to grow in a way that secures our future, while ensuring our whole community will always be proud to call Karratha home.

**Daniel Scott**  
Mayor, City of Karratha

## MESSAGE FROM THE CEO

As CEO of the City of Karratha, I am pleased to present our refreshed Strategic Community Plan. The development of this plan was made possible by the invaluable feedback from the 'What We Make It' engagement program.

This plan recognises the strengths in our community and sets out clear strategies to advance economic opportunities, improve facilities, and safeguard our environment. It also prioritises recognition of Traditional Owners, inclusive growth and balanced investment to ensure all of our five towns thrive.

As an organisation, we are committed to implementing this plan with diligence, fostering partnerships, and leveraging local expertise. The key actions and projects that will deliver these commitments will be added to this document to form a Council Plan, and announced to the community before June 2025.

Regular updates will be provided to keep you informed on our progress as we work together to achieve our shared goals.

**Virginia Miltrup**  
Chief Executive Officer, City of Karratha



## SUMMARY OF THE PLAN

Our vision for the City of Karratha

City of the North. Powerhouse of the Nation. A Place we are Proud to call Home.

Our guiding commitments

We will uphold the following commitments as we implement this plan.

### Place-based

Tailoring policies and services to the unique needs, characteristics, and aspirations of local communities.

### Culturally-informed

Respecting and uniting diverse cultural identities and values, including Traditional Owners, in planning and decision-making processes.

### Inclusive

Ensuring equitable access to resources and services, fostering participation and belonging for all community members.

### Sustainable

Balancing economic, environmental, and social factors to support long-term community wellbeing and resilience.

### Dynamic

Embracing innovation and adaptability to address emerging challenges and opportunities.

### Fair

Promoting fairness, transparency, and equity while challenging inequalities and upholding individual rights.

## Our Goals and Priority Focus Areas for achieving the 2035 Vision

<div>1</div> <p><b>We respect Aboriginal peoples' cultural authority and connection to Country</b></p> <ul style="list-style-type: none"> <li>Reconciliation and truth telling</li> <li>Genuine and meaningful engagement</li> <li>Culture, art and heritage recognition and celebration</li> <li>Support for on-country activities</li> </ul>					
<div>2</div> <p><b>Our community is welcoming, connected, vibrant, healthy, and safe</b></p> <ul style="list-style-type: none"> <li>Community infrastructure</li> <li>Water play and indoor leisure and recreation</li> <li>Community capacity building</li> <li>Access to health services</li> </ul>	<div>3</div> <p><b>Everyone is included</b></p> <ul style="list-style-type: none"> <li>Lifestyle Village and aged care facilities</li> <li>Disability Access and Inclusion</li> <li>Celebration of our diverse community, and combatting discrimination</li> </ul>	<div>4</div> <p><b>Our places and spaces are functional, attractive and reflect our unique identity</b></p> <ul style="list-style-type: none"> <li>Planting, public art, shade, seating, water stations, signage, public toilets</li> <li>Public transport solutions within and between towns</li> <li>Land use planning</li> </ul>	<div>5</div> <p><b>We respect and care for the natural environment</b></p> <ul style="list-style-type: none"> <li>Waste management and resource recovery</li> <li>Foreshore protection and enhancement</li> <li>Environmental Sustainability, including decarbonisation</li> </ul>	<div>6</div> <p><b>The local economy is diverse and thriving, with opportunities for all</b></p> <ul style="list-style-type: none"> <li>Affordable and diverse housing</li> <li>Higher education, training and innovation</li> <li>Tourism development</li> <li>Small to medium business support and diversification</li> <li>Aboriginal economic participation</li> <li>Interstate and international connections</li> </ul>	<div>7</div> <p><b>Our civic leaders are innovative, listening and balanced in meeting community needs</b></p> <ul style="list-style-type: none"> <li>Proactive community engagement with all segments of the community</li> <li>Industry and government advocacy and partnerships</li> <li>Equalise townscape standards across the towns</li> </ul>

# ABOUT US

## Our City

The City of Karratha is the heart of civic, cultural and economic life in the North-West of Western Australia.

The towns of Dampier, Roebourne (Ieramugadu), Point Samson, Wickham and Karratha sit within the traditional lands of the Ngarluma people, with a history reaching back more than 30,000 years.

The area now known as the City of Karratha also includes traditional lands of the Yindjibarndi, Mardudhunera, Yaburara and Wong-Goo-Tt-Oo peoples.

European settlers first landed at Cossack in 1863 and established pastoral stations. As the settlements grew into towns, other industries such as pearling, mining (gold, tin and lead) and fishing emerged.

The iron ore industry began in the early 1960s. Dampier was chosen as the port for Hamersley Iron's operations, signalling the beginning of major development in the area.

Today, iron ore, salt and gas, pastoralism and fishing remain mainstays of our economy, while newer industries, like tourism and renewables, leverage the advantages of our richly unique area.

Our City has a diverse natural environment, from rich marine waters and offshore islands, to beaches and mangrove forests, to inland mountain ranges with cliffs, deep gorges and grass plains.

We are an attractive and contemporary City with substantial cultural, entertainment, and recreational facilities and events. The Red Earth Arts Precinct and Karratha LeisurePlex are major regional facilities.

Our City is known for being resilient and trailblazing. This spirit has seen us withstand cyclones as well as times of global social and economic disruption. We have built a reputation as a major regional hub for new ideas, investment and innovation.

We're building on our strengths and looking ahead to create an exceptional City that all residents can proudly call home.

## People

The population of the City of Karratha is 24,237<sup>1</sup>. All figures below are from 2021 Census.

Demographic	City of Karratha	Western Australia
Aboriginal and Torres Strait Islander peoples	12%	3.3%
Male:Female ratio	54:46	50:50
People with disability (core need for assistance)	2%	4.6%
Median age (years)	32	38
Children and young teens (0-14)	25 %	19%
Working age (15-64)	71%	65%
Seniors (65+)	3%	16%
Born overseas	19%	38%
Volunteering	16%	16%
Unemployment rate	3%	5%
Workforce participation rate	69%	64%
Median household weekly income	\$3,158	\$1,815
Completed Yr 12+	60%	66%

## Place

The City of Karratha is 1,535km north of Perth, encompassing 15,882 square kilometres. Our City is made up of five diverse and unique towns, and the historic village of Cossack.

**Dampier** blends industrial significance with natural beauty and a small-town feel. It is located on the doorstep of the Dampier Archipelago, renowned for internationally significant reefs and marine species. The Burrup Peninsula is home to the richest prehistoric rock art collections in the world.

**Roebourne (Ieramugadu)** was the first town to be established between Geraldton and Darwin. It is home to the oldest surviving culture on Earth. The town has a vibrant and rich Aboriginal arts scene.

**Point Samson** is a relaxed and picturesque coastal village, famous for its beaches, fishing spots, natural environment and fresh seafood.

**Wickham** is a mining company town with a wide range of amenities, peaceful beaches, and proud community-focused lifestyle.

**Cossack** was originally established as the North West's main shipping port and was the birthplace of Western Australia's pearling industry. Restored stone buildings provide fascinating insights into Cossack's history.

**Karratha** is undergoing a radical transformation, evolving from a mining town into a dynamic regional city. Karratha has a range of modern high-quality amenities and popular natural attractions including Murujuga National Park and Hearson's Cove.

<sup>1</sup> 2023 ABS Estimated Resident Population

## Economy

The City of Karratha is of global significance, hosting multi-national corporations and exporting resources worldwide. With a long history of exporting iron ore, liquefied natural gas, and salt and ammonium products, the City of Karratha is poised for a new era of economic growth. Several major mining, energy, and industrial infrastructure projects are in the pipeline, while key sectors under exploration for future development include tourism, renewable energy, manufacturing, and aviation and drone technology.

- Gross Regional Product \$14.680 billion (2025)<sup>2</sup>
- Annual economic output \$21.313 billion (2025)<sup>2</sup>
- 1,187 businesses<sup>3</sup>
- 14,910 jobs<sup>2</sup>
- Top three industries by employment are Iron Ore Mining; Other Non-Metallic Mineral Mining and Quarrying; and Oil and Gas Extraction<sup>4</sup>.

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<sup>2</sup> Remplan, 2025

<sup>3</sup> 2023 ABS Counts of Australian Businesses

<sup>4</sup> 2021 Australian Census



## Strengths

The City of Karratha is a leading regional centre with considerable strengths.

**Aboriginal cultural heritage and population:** the local area is rich in Aboriginal culture and heritage, with local Aboriginal people maintaining strong and ongoing connection to Country, culture, and language.

**Increasing population diversity:** the local economy is a magnet for a diverse population base, supporting global connections and a healthy multicultural community.

**Thriving arts scene:** exceptional facilities and a rich talent pool of local artists combine to create a strong and growing arts scene.

**Geographic position and economic significance:** economic activity in the City of Karratha, and the Pilbara region generally, plays a vital role in driving the national economy.

**Natural landscape:** the natural landscape across the area covered by the City of Karratha is unique and nothing short of spectacular.

**Outdoor lifestyle:** the natural environment offers abundant opportunities for passive and active leisure, recreation and sport.

## Challenges

Many of the following challenges are interrelated. Solutions need to be cohesive, with long term community wellbeing at the forefront.

**Affordability:** the high cost of living puts considerable pressure on many individuals and families, and is a challenge for population attraction and retention.

**Available housing and housing choice:** there is a lack of available, affordable and diverse housing for families to singles, across age and income groups, and housing style preferences.

**Economic diversification:** business in the region is heavily reliant on resource industries with a relatively narrow range of small and medium enterprises, and a weak innovation system.

**Settlement challenges:** newcomers are a feature of the community, however, some groups face challenges in settling, resulting in reduced wellbeing for those groups and missed opportunities for the community to tap into the strengths of diverse migrants.

**Liveability gaps:** there are significant gaps in health and community services, town amenity, and year-round climate-appropriate recreation and leisure activities, for all ages and abilities.

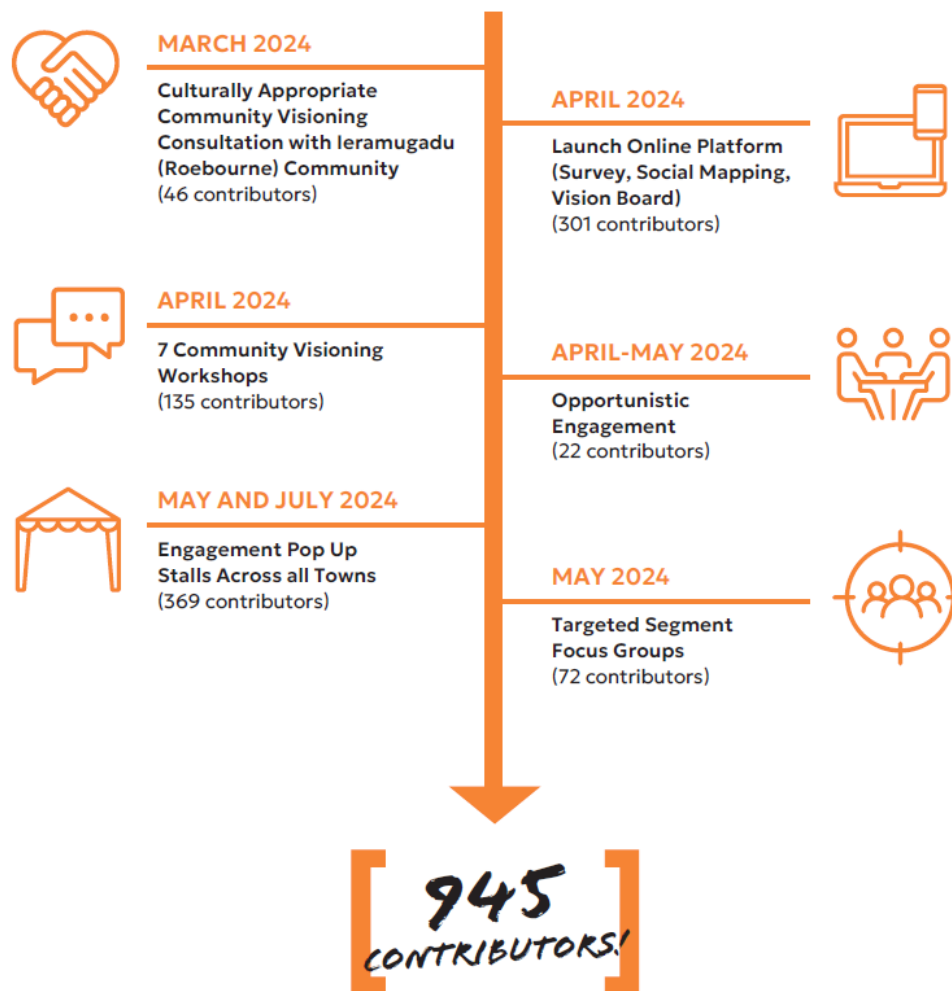
## LISTENING TO THE COMMUNITY

For the review of this Strategic Community Plan, the City engaged with the community on a wider and deeper level. The *What We Make It* engagement program consisted of a series of conversations, some more structured, some less so. It took the engagement to where the people were in their own communities. There were specific conversations to capture the voices of community groups who are sometimes not heard. Online opportunities for input were provided. If none of those options worked for a particular person, business or group, they could call, email or arrange to meet the City's engagement officers.

The questions were open ended and invited everyone to speak their mind freely. The community's input was thoughtful, constructive and positive. Overall, 945 people contributed.

The full engagement report can be found here:

<https://whatwemakeit.karratha.wa.gov.au/strategic-community-plan-review>



## WHAT YOU'VE TOLD US

### Your vision

The place we're proud to call home, where we have the opportunities and lifestyle of a City, the close-knit community of a country town, and one of the greatest natural environments in the world.

### You value

Our heartfelt connection to each other, our towns, and the natural wonders on our doorstep.

Our relaxed, balanced lifestyle and sense of freedom.

The rich culture and heritage of the Ngarluma people.

### You want more/better

- Arts, culture, markets and community events
- Sport, recreation, leisure, and community facilities and activities
- Health services and wellness support
- Welcoming of newcomers
- Healing, truth telling and reconciliation
- Attractive, clean, green, shaded and well-maintained towns
- Inter-town transport solutions
- Available, affordable and diverse housing
- Small business and start-up support
- Tourism development
- Direct inter-state and international air travel options

## ABOUT THIS PLAN

### What is the plan?

The Western Australian Integrated Planning and Reporting (IPR) Framework aims to ensure Council's decisions take the community's vision and priorities into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

The Strategic Community Plan (this document) outlines the roadmap for our City's future, detailing the long-term vision, priorities, and objectives for change. While it is a ten-year plan, it is not static. Rather, it is a "rolling" plan which is reviewed every two years. The reviews alternate between a minor review (updating as needed) and a major review, which involves re-engaging with the community on the vision.

Council determines the projects and key actions for the first four years of the plan. Once completed, these will be added to this document, to form the **Council Plan**. This consolidated document will replace the previous IPR documents (Strategic Community Plan and Corporate Business Plan) following recent State Government changes to the Framework .

The Long Term Financial Plan, Asset Management Plans and Workforce Plan show how the Plan will be managed and resourced (see page 23).

The Annual Budget resources the relevant year of the Council Plan, with any adjustments as needed.

### How will it be used?

The plan will be used to:

- ensure our strategies and plans give effect to our vision and priorities
- align our annual work programs and budgets to the delivery of the plan
- support our partnerships, advocacy and grant applications
- enable regular monitoring and reporting

## How to read this plan

### Our Roles

These are the key responsibilities of the City, covering its role in delivery, regulation, empowerment, partnership and advocacy for the community. It explains how we work with residents, businesses, and other levels of government to achieve shared outcomes.

### Our Goals

This section sets out the long-term aspirations for our community, guiding our planning and decision-making. These goals reflect your feedback and align with the vision of the Strategic Community Plan.

### Our Services

This part lists the core services and programs the City undertakes to meet community needs and help deliver this plan. These range from essential infrastructure and waste management to recreation, cultural, and environmental services. They are grouped under the goal on a best fit basis, while recognising that many services contribute to more than one goal.

### For each goal

#### *Description*

What the goal represents, strongly influenced by the community's aspirations.

#### *Objectives*

The direction for each goal, providing clear guidance when prioritising our actions.

#### *Priority focus areas*

The key areas of emphasis that will drive progress towards each goal. These focus areas address the most pressing community needs and opportunities.

#### *Informing strategies*

The plans, strategies, and frameworks that guide *how* we deliver the goals, ensuring they are well-informed and aligned with broader policies and community needs in each specific area.

#### *Success measures*

How we'll track progress and evaluate success in achieving each goal at a high level, using measurable and transparent indicators.

### Resourcing the plan

This section explains how the City will allocate resources – people, funding, and assets – to achieve the goals, objectives and priorities outlined in the plan. It ensures our actions are sustainable and financially responsible.

### Staying on track

This is where we explain how the City will monitor progress, manage risks, and report back to the community to ensure accountability and transparency throughout the plan's lifecycle.

## OUR ROLES

### Deliver

Play a lead role in providing services, programs, facilities, and infrastructure to meet community needs.

### Regulate

Regulate particular planning and public health matters (e.g., licensing and monitoring food premises), local laws, the appropriateness and safety of new buildings, and the use of land to ensure compliance and maintain community standards.

### Empower

Facilitate and support others to deliver services and programs to the community.

### Partner

Collaborate and build partnerships with others to achieve shared goals and deliver community outcomes.

### Advocate

Advocate on behalf of the community to influence decisions and secure resources to meet the needs of the community.

## OUR GOALS

<div>1</div> <p><b>We respect Aboriginal peoples' cultural authority and connection to Country</b></p> <ul style="list-style-type: none"> <li>Reconciliation and truth telling</li> <li>Genuine and meaningful engagement</li> <li>Culture, art and heritage recognition and celebration</li> <li>Support for on-country activities</li> </ul>					
<div>2</div> <p><b>Our community is welcoming, connected, vibrant, healthy, and safe</b></p>	<div>3</div> <p><b>Everyone is included</b></p>	<div>4</div> <p><b>Our places and spaces are functional, attractive and reflect our unique identity</b></p>	<div>5</div> <p><b>We respect and care for the natural environment</b></p>	<div>6</div> <p><b>The local economy is diverse and thriving, with opportunities for all</b></p>	<div>7</div> <p><b>Our civic leaders are innovative, listening and balanced in meeting community needs</b></p>

The goals are inter-linked. They set out the aspirations for our community, guiding our planning and decision-making for the services shown in the next section.

Goal one is an overarching goal. Its objectives will also be applied to every other goal as this plan is implemented.

As outlined above, the City of Karratha performs a number of different roles. The City cannot achieve these goals on its own. Partnership with the community, Traditional Owners, government, industry and other key stakeholders is a critical success factor.

In the pages following the table of services, you will find the detail of each goal: a description, objectives, priority focus areas, relevant informing strategies and success measures.

## ALIGNMENT WITH STATE GOVERNMENT PRIORITIES

Our Strategic Community Plan is unique and specific to the City of Karratha, while also aligning with the priorities of the WA State Government<sup>5</sup>.

State Government 24/25 Priorities	SCP Goals						
	1. We respect Aboriginal peoples' cultural authority and connection to Country	2. Our community is welcoming, connected, vibrant, healthy, and safe	3. Everyone is included	4. Our places and spaces are functional, attractive, and reflect our unique identity	5. We respect and care for the natural environment	6. The local economy is diverse and thriving, with opportunities for all	7. Our civic leaders are innovative, listening and balanced in meeting community needs
	Initiatives to support Aboriginal wellbeing	●	●	●	●	●	●
	Cost of living support					●	
	Taking action on climate change				●		
	Health and our hospitals		●				
	Mental health		●				
	Investing in housing					●	
	Building stronger, fairer communities	●	●	●	●	●	●
	Community safety		●				

<sup>5</sup> WA Budget Overview 2024-25



State Government 24/25 Priorities	SCP Goals						
	1. We respect Aboriginal peoples' cultural authority and connection to Country	2. Our community is welcoming, connected, vibrant, healthy, and safe	3. Everyone is included	4. Our places and spaces are functional, attractive, and reflect our unique identity	5. We respect and care for the natural environment	6. The local economy is diverse and thriving, with opportunities for all	7. Our civic leaders are innovative, listening and balanced in meeting community needs
	Diversifying the economy, future jobs					●	
	Investing in education and training					●	
	Transport, roads and ports			●			
Investing in our regions	●	●	●	●	●	●	●

# OUR SERVICES

Council will deliver and support ongoing services that contribute to achievement of the vision and each goal.

<div>1</div> <div>We respect Aboriginal peoples' cultural authority and connection to Country</div> <div> <ul style="list-style-type: none"> <li>Role in civic leadership</li> <li>Reconciliation</li> </ul> </div>					
<div>2</div> <div>Our community is welcoming, connected, vibrant, healthy, and safe</div> <ul style="list-style-type: none"> <li>Red Earth Arts Precinct</li> <li>Arts &amp; Culture</li> <li>Events &amp; Activation</li> <li>Community Development</li> <li>Community Funding</li> <li>Community Hubs</li> <li>Other Community Facilities</li> <li>Libraries</li> <li>Local History</li> <li>Club Development</li> <li>Sport and Recreation</li> <li>Community Safety</li> <li>Environmental Health</li> <li>Rangers</li> <li>Emergency Management</li> </ul>	<div>3</div> <div>Everyone is included</div> <ul style="list-style-type: none"> <li>Diversity, Equity &amp; Inclusion</li> <li>Youth Development</li> <li>Early Years</li> <li>Older Adults</li> <li>Child &amp; Youth Spaces</li> </ul>	<div>4</div> <div>Our places and spaces are functional, attractive, reflect our unique identity</div> <ul style="list-style-type: none"> <li>Foreshores</li> <li>Streetscapes</li> <li>Parks Maintenance</li> <li>Roads, Drainage &amp; Footpaths</li> <li>Community Planning</li> <li>Heritage Protection</li> <li>Strategic &amp; Statutory Town Planning</li> <li>Building Control</li> </ul>	<div>5</div> <div>We respect and care for the natural environment</div> <ul style="list-style-type: none"> <li>Sustainability Strategy</li> <li>Waste Management &amp; Sanitation Services</li> <li>Open Space, Weed Control &amp; Education</li> </ul>	<div>6</div> <div>The local economy is diverse and thriving, with opportunities for all</div> <ul style="list-style-type: none"> <li>Housing Strategy &amp; Support</li> <li>Small &amp; Medium Business Support</li> <li>Economic Development Grants</li> <li>Economic Development Strategy &amp; Strategic Partnerships</li> <li>Karratha Visitor Centre</li> <li>Nature Based Camping</li> <li>Airport</li> </ul>	<div>7</div> <div>Our civic leaders are innovative, listening and balanced in meeting community needs</div> <ul style="list-style-type: none"> <li>Community &amp; Aboriginal Engagement</li> <li>Marketing and communications</li> <li>Advocacy &amp; Government Relations</li> <li>Industry Partnerships</li> <li>Residential &amp; Commercial Property Management</li> <li>Council Support Services</li> <li>Corporate Services</li> <li>Customer Service</li> <li>Cemetery Planning &amp; Management</li> </ul>

# GOAL 1

## We respect Aboriginal peoples' cultural authority and connection to Country

Our community is enriched by the culture and heritage of the Traditional Owners and all Aboriginal people living in our City.

We recognise and celebrate Aboriginal culture, building a shared pride in the ancient history of Australia through the sharing of culture. We embrace truth telling and reconciliation.

Aboriginal cultural knowledge and practice is sustained and passed on to new generations, enabled by ongoing access to Country.

Genuine and meaningful engagement supports Aboriginal leadership and underpins how we work together in planning and decision-making processes.

### Objectives

- 1.1 Foster understanding and respect for Traditional Owners and Aboriginal culture and histories in the City of Karratha
- 1.2 Develop and implement authentic partnership processes with Traditional Owners and other Aboriginal communities in the City of Karratha
- 1.3 Support opportunities for Traditional Owners to exercise cultural authority, access Country and practice lore and culture
- 1.4 Recognise and celebrate the history and cultures of Traditional Owners and Aboriginal people in the public realm

### Informing strategies

- Reconciliation Action Plan (NEW)
- Aboriginal and Torres Strait Islander Engagement Strategy 2017

### Priority focus areas

- Reconciliation and truth telling
- Genuine and meaningful engagement
- Culture, art and heritage recognition and celebration
- Support on-country activities

### Success measures

- Successfully deliver Reconciliation Action Plan (RAP) actions
- Increasing percentage of respondents who agree that 'Aboriginal histories and cultures are values and celebrated in the City of Karratha' (Community Survey, new measure)

# GOAL 2

**Our community is welcoming, connected, vibrant, healthy, and safe**

Connection with family, friends and community is central to this goal. Community events, arts and cultural activities, sport, recreation and leisure enable families, friends and communities to be together.

Opportunities for connection, vibrancy and healthy activity are closely inter-woven.

Our community is safe and feels safe. This includes safety in public spaces and in the home. We join forces with other organisations and the community to address anti-social behaviour and family domestic violence.

We advocate for our community to have access to a full suite of health and community services and facilitate public health outcomes.

## Objectives

- 2.1 Increase events, markets, arts and cultural activities
- 2.2 Provide community centres, spaces and facilities to cater for diverse groups and needs
- 2.3 Provide sport, recreation, cultural and leisure facilities and year-round activities, for all ages and abilities
- 2.4 Advocate for, facilitate and support the provision of a full suite of health and community services
- 2.5 Promote community safety and public health

## Informing strategies

- Community Infrastructure Plan (NEW)
- Arts and Culture Strategy (NEW)
- Arts Development and Events Plan (NEW)
- Events Strategy (NEW)
- Library Strategy (NEW)
- CCTV Strategy 2019 – 2024
- Community Safety Strategy (NEW)
- Local Emergency Management Arrangements and Local Recovery Plan 2021
- Public Health Plan 2022-2027

## Priority focus areas

- Community infrastructure
- Water play and indoor leisure and recreation
- Community capacity building
- Family and domestic violence
- Access to health services

## Success measures

- The same or higher number of City events, markets, arts and cultural activities per year
- The same or higher ratings in the Community Survey for:
  - Performance of 'Leisure, Recreation, and Entertainment'
  - Performance of 'Access to Health Services'
  - Performance of 'Safety, Security and Policing'
  - Average performance across all our 'Facilities'
  - Performance of 'Sense of Community'
- Successfully deliver Public Health Plan actions

# GOAL 3

## Everyone is included

Everyone is free to participate in community life, without discrimination, and taking into account diverse needs across all ages and stages of life, cultural backgrounds and abilities.

### Objectives

- 3.1 Improve accessibility of the City of Karratha's facilities, places, spaces, events and infrastructure for all abilities
- 3.2 Provide, directly and through others, for the needs of young families and enabling the best start in life in the early years
- 3.3 Create opportunities for young people to engage in pro-social activities, civic life and leadership development
- 3.4 Create an aged friendly community
- 3.5 Promote safety, equal opportunity, and appreciation of all diverse groups in the community

### Informing strategies

- Disability Access and Inclusion Plan (DAIP) 2024 – 2029
- Aged Friendly Strategy 2021 – 2026
- Early Years Strategy (NEW)
- Youth Strategy 2019 – 2024
- Public Health Plan 2022 – 2027

### Priority focus areas

- Lifestyle Village and aged care facilities
- Disability Access and Inclusion
- Celebration of our diverse community, and addressing discrimination

### Success measures

- Increased number of initiatives and consultations conducted with the City's Youth Advisory Group each year
- Increased participation in the City's youth programs
- Increased percentage of City facilities that meet accessibility standards
- Increased number of/attendance at City events and programs for Seniors
- Increased number of/attendance at multi-cultural events and programs run by the City
- Successful delivery of Early Years Strategy

# GOAL 4

**Our places and spaces are functional, attractive and reflect our unique identity**

Our towns are attractive, clean, green and well-maintained. This includes our parks and foreshore areas, playgrounds and picnic facilities. Great footpaths, lighting, shade, seating, water fountains, and public toilets ensure our public spaces are utilised and enjoyed.

Public art is integral to our public places and spaces, including the design of community infrastructure.

The distinctive character of our towns is retained, and we plan for development at an appropriate scale and style.

Transport options make it easy to get around within and between towns, which is especially important for young people and seniors.

## Objectives

- 4.1 Provide high amenity, well-maintained foreshores, parks, playgrounds, toilet amenities and streetscapes
- 4.2 Provide a complete network of well-maintained infrastructure assets (e.g. roads, drainage, footpaths, and lighting)
- 4.3 Advocate for and facilitate improved community transport options between and within communities
- 4.4 Plan for future development that enables growth while respecting local identity

## Informing strategies

- Local Planning Strategy 2021
- Bus Shelter Plan (NEW)
- Playground Strategy 2023
- Street Tree Strategy 2023
- Footpath Lighting Strategy 2019
- Footpath Strategy 2018 – 2028
- Place Plans (NEW)
- Public Art Strategy (NEW)
- Signage Strategy (NEW)
- Tracks and Trails Masterplan 2013
- Transport Strategy (NEW)
- Weed Management Strategy (NEW)

## Priority focus areas

- Foreshore protection and enhancement
- Planting, public art, shade, seating, water stations, signage, public toilets
- Public transport solutions between and within communities
- Land use planning

## Success measures

- The same or higher ratings in the Community Survey for:
  - Performance of 'Parks, Gardens and Open Space'
  - Performance of 'Footpaths and Cycleways'
  - Performance of 'Streetscapes and Verges'
  - Performance of 'Foreshore and Beach Amenity'
  - Performance of 'Shade Provision' (new measure)
  - Performance of 'Connectivity and Public Transport'

# GOAL 5

## We respect and care for the natural environment

Our community has a deep affinity with the natural environment. For the Traditional Owners, Country is intrinsic to life.

Our natural environment is protected and enjoyed now and for generations to come.

We promote the sustainable use of resources, particularly with respect to decarbonisation and waste minimisation, in our own operations, in the community, and in industry.

### Objectives

- 5.1 Provide waste management, resource recovery and recycling services
- 5.2 Implement sustainability measures in City operations and promote sustainability amongst community and industry
- 5.3 Conserve and enhance the natural environment for current and future generations

### Informing strategies

- City Waste Strategy 2024 – 2034
- Environment Sustainability Strategy 2021
- Coastal Management Strategy 2020
- Bushfire Risk Management Plan 2018 – 2023
- Karratha Water Management Strategy 2016

### Priority focus areas

- Waste minimisation
- Environmental sustainability
- Decarbonisation

### Success measures

- The same or higher ratings in the Community Survey for:
  - Performance of 'Waste Facilities'
  - Performance of 'Sustainability Initiatives'
- Increased residential Waste diverted from Landfill
- Reduced corporate Scope1 and Scope 2 greenhouse gas emissions (new)

# GOAL 6

**The local economy is diverse and thriving, with opportunities for all**

The City of Karratha is an affordable place to live and do business.

We advocate, partner, plan and provide support for a strong and future-proofed local economy, including the fundamentals of:

- housing availability, affordability, and choice
- a wide range of local retail, hospitality and entertainment options
- a prosperous small business sector and thriving tourism industry
- improved education and training opportunities as pathways to local jobs for local people
- being a safe place to invest, diversification beyond the resources sector, and decarbonising existing industries

We are relentless in our pursuit of expanded air travel routes, including direct inter-state and international air travel options.

## Objectives

- 6.1 Advocate for, facilitate and support the provision of affordable housing choices
- 6.2 Support a diverse and sustainable local labour market
- 6.3 Support the local small and medium business sector to grow and diversify
- 6.4 Support increased education and training opportunities
- 6.5 Effectively market and promote the diverse attractions and amenities of the City of Karratha to attract residents and businesses
- 6.6 Support local tourism development and visitor services
- 6.7 Pursue expansion of the flight network (both domestic and international)

## Informing strategies

- Airport Masterplan
- Housing Strategy (NEW)
- Economic Development Strategy (NEW)
- Tourism Strategy (NEW)
- Karratha Destination Management Plan 2018

## Priority focus areas

- Affordable and diverse housing
- Higher education, training and innovation
- Tourism development
- Small to medium business support and diversification
- Aboriginal economic participation
- Interstate and inter-national connections

## Success measures

- Progress on availability of affordable housing choices
- Higher ratings in the Community Survey for:
  - Performance of 'Housing'
  - Performance of 'Business Development and Support'
- Same or higher number of local Pilbara Kimberly University Centre (PKUC) graduates
- Same or increased value of local tourism sector
- Same or higher number of destinations available from Karratha Airport



# GOAL 7

**Our civic leaders are innovative, listening and balanced in meeting community needs**

We provide strong, dynamic, innovative and proactive leadership. We engage with our community in a meaningful way, listen and respond. The community sees the actions we take through regular updates on progress.

People understand that other parties, particularly industry and State and Federal Governments play a key role in the community's future. With the community's strong support, Council goes into bat for them, through effective partnerships and advocacy.

We take a place-based approach and balance investment across all the towns in the district, reflecting local needs, especially in townscapes and facilities.

## Objectives

- 7.1 Engage with the community on what matters to them, in ways that inspire participation by all
- 7.2 Advocate and partner with government and industry for the wellbeing and future of the community
- 7.3 Ensure the City is well governed and managed
- 7.4 Provide the community with responsive customer service
- 7.5 Provide strong financial management and transparency
- 7.6 Deliver a place response that responds to unique needs

## Informing strategies

- Community Engagement Strategy & Framework (NEW)
- Long Term Financial plan 2022 – 2042
- Annual Operational Plan
- Strategic Asset Management Plan 2019-2024
- Workforce Plan
- Place Plans (NEW)
- Advocacy Plan (NEW)

## Priority focus areas

- Proactive community engagement with all segments of the community
- Industry and government advocacy and partnerships
- Equalise townscape standards across the towns

## Success measures

- Higher ratings in the Community Survey for:
  - Performance of 'Engagement and Communication Activities'
  - Overall community satisfaction with the City of Karratha as a 'Place to Live'
  - Performance of 'Financial Management'
- Successfully deliver on Advocacy Plan actions

# RESOURCING THE PLAN

## Overview

The three key mechanisms for resourcing the Strategic Community Plan are the Long Term Financial Plan, Asset Management Plans and Workforce Plan. These form part of Western Australia's Integrated Planning and Reporting Framework as shown on page 10. Each of these are outlined below.

## Long Term Financial Plan

The City has a Long Term Financial Plan (LTFP), which is a ten year 'rolling' plan. It is refined and updated through each year's Annual Budget. More substantial reviews occur every second year.

Identifying resourcing requirements is fundamental to prioritisation, which is how Council balances aspirations with affordability. This is essential to achieving and demonstrating financial sustainability.

The LTFP is a key tool in the prioritisation process and ensures the Strategic Community Plan is financially viable. The LTFP identifies key assumptions including demographic projections, rating base growth, consumer price index (or local government cost index), and interest rates.

Major capital and operational expenditure identified in the Strategic Community Plan are included in the LTFP. The LTFP also reflects the City's key financial policies.

## Asset Management Plans

The City ensures assets are well managed through Asset Management Plans (AMPs). The effective management of assets is crucial to the sustainable delivery of local government services. The City holds a large portfolio of long-lived assets, so it is critical to plan and prioritise the maintenance, renewal and eventual replacement of those assets, manage upgrades, and provide for the acquisition of new assets as required.

The City takes a "whole of life" view of asset management and ensures the plans and costings are robust.

## Workforce Plan

The Workforce Plan addresses the skills, expertise and knowledge required by the organisation; the desired organisational culture and how to develop it; what organisational structure will work best; recruitment and retention in the context of labour market challenges and opportunities; and the facilities and equipment needed to support a productive and inclusive workforce.

The Workforce Plan identifies the costs of the workforce, and also has regard to other regulatory requirements such as Workplace Health and Safety, Equal Employment Opportunity and the Disability Access and Inclusion Plan.

## STAYING ON TRACK

Risk	Risk controls
Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> <li>■ LTFP and Budget</li> <li>■ Lobbying and advocacy</li> </ul>
Breakdown in relationship between Mayor/Council and CEO	<ul style="list-style-type: none"> <li>■ Code of Conduct and relevant policies</li> <li>■ Regular meetings CEO/City Mayor</li> <li>■ CEO performance review process</li> <li>■ Councillor induction and training</li> </ul>
Breakdown in relationships amongst Councillors	<ul style="list-style-type: none"> <li>■ Code of Conduct and relevant policies</li> <li>■ Councillor induction and training</li> <li>■ Conflict resolution process</li> </ul>
Reduced community awareness and engagement with Council's direction	<ul style="list-style-type: none"> <li>■ Communications</li> <li>■ Community engagement</li> </ul>
Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> <li>■ Rigor of project management</li> <li>■ LTFP and Budget</li> <li>■ Asset Management Plans</li> </ul>
Employee cost rises above assumption	<ul style="list-style-type: none"> <li>■ LTFP and Budget</li> <li>■ Workforce Plan</li> </ul>
Reduced external grants/funding	<ul style="list-style-type: none"> <li>■ LTFP and Budget</li> <li>■ Lobbying and advocacy</li> </ul>
Misappropriation of funds	<ul style="list-style-type: none"> <li>■ Policies and Procedures</li> <li>■ Audit controls</li> </ul>
Staff turnover and recruitment difficulty	<ul style="list-style-type: none"> <li>■ Workforce Plan</li> </ul>
Lack of available skilled contractors/suppliers	<ul style="list-style-type: none"> <li>■ Tender and Procurement Process</li> <li>■ Workforce Plan</li> </ul>
Disasters i.e. COVID 19 re-emergence/other pandemic/bushfire/flood/storm	<ul style="list-style-type: none"> <li>■ Local Emergency Management</li> <li>■ Business continuity arrangements</li> </ul>

### Risk Management

The City of Karratha maintains a robust strategic and operational risk management system. The table on the left identifies the key strategic risks associated with this Strategic Community Plan and the controls that are (or would be) applied to mitigate those risks.

### Monitoring and Reporting

The City's regular communication channels will be utilised to notify the community of progress or significant changes in connection with the Strategic Community Plan.

In addition, there will be annual updates on progress published in each year's Annual Report, and provided to the community separately.

Once the 4-year projects and actions are added to the plan, forming the Council Plan, these will be monitored by the Council quarterly.