



## **PUBLIC BRIEFING**

## **AGENDA**

**NOTICE IS HEREBY GIVEN** that the Public  
Agenda Briefing will be held in the  
Council Chambers, Welcome Road, Karratha,  
on Monday, 16 February 2026 at 6pm



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**VIRGINIA MILTRUP**  
**CHIEF EXECUTIVE OFFICER**



No responsibility whatsoever is implied or accepted by the City of Karratha for any act, omission or statement or intimation occurring during Council or Committee Meetings. The City of Karratha disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council or Committee Meetings.

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In particular, and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a license, any statement or intimation of approval made by any member or Officer of the City of Karratha during the course of any meeting is not intended to be and is not taken as notice of approval from the City of Karratha.

The City of Karratha warns that anyone who has any application lodged with the City of Karratha must obtain and should only rely on **WRITTEN CONFIRMATION** of the outcome of the application, and any conditions attaching to the decision made by the City of Karratha in respect of the application.

  
Signed: \_\_\_\_\_  
**Virginia Miltrup - Chief Executive Officer**

## DECLARATION OF INTERESTS (NOTES FOR YOUR GUIDANCE) (updated 13 March 2000)

A member who has a **Financial Interest** in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest:

- (a) In a written notice given to the Chief Executive Officer before the Meeting or;
- (b) At the Meeting, immediately before the matter is discussed.

A member, who makes a disclosure in respect to an interest, must not:

- (c) Preside at the part of the Meeting, relating to the matter or;
- (d) Participate in, or be present during any discussion or decision-making procedure relative to the matter, unless to the extent that the disclosing member is allowed to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

## NOTES ON FINANCIAL INTEREST (FOR YOUR GUIDANCE)

The following notes are a basic guide for Councillors when they are considering whether they have a **Financial Interest** in a matter. I intend to include these notes in each agenda for the time being so that Councillors may refresh their memory.

1. A Financial Interest requiring disclosure occurs when a Council decision might advantageously or detrimentally affect the Councillor or a person closely associated with the Councillor and is capable of being measured in money terms. There are exceptions in the *Local Government Act 1995* but they should not be relied on without advice, unless the situation is very clear.
2. If a Councillor is a member of an Association (which is a Body Corporate) with not less than 10 members i.e. sporting, social, religious etc, and the Councillor is not a holder of office of profit or a guarantor, and has not leased land to or from the club, i.e., if the Councillor is an ordinary member of the Association, the Councillor has a common and not a financial interest in any matter to that Association.
3. If an interest is shared in common with a significant number of electors or ratepayers, then the obligation to disclose that interest does not arise. Each case needs to be considered.
4. If in doubt declare.
5. As stated in (b) above, if written notice disclosing the interest has not been given to the Chief Executive Officer before the meeting, then it **MUST** be given when the matter arises in the Agenda, and immediately before the matter is discussed.
6. Ordinarily the disclosing Councillor must leave the meeting room before discussion commences. The **only** exceptions are:
  - 6.1 Where the Councillor discloses the **extent** of the interest, and Council carries a motion under s.5.68(1)(b)(ii) or the *Local Government Act*; or
  - 6.2 Where the Minister allows the Councillor to participate under s5.69 (3) of the *Local Government Act*, with or without conditions.

## INTERESTS AFFECTING IMPARTIALITY

**DEFINITION:** *An interest that would give rise to a reasonable belief that the impartiality of the person having the interest would be adversely affected, but does not include an interest as referred to in Section 5.60 of the 'Act'.*

A member who has an **Interest Affecting Impartiality** in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest;

- (a) in a written notice given to the Chief Executive Officer before the Meeting; or
- (b) at the Meeting, immediately before the matter is discussed.

## IMPACT OF AN IMPARTIALITY CLOSURE

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest. With the declaration of a financial interest, an elected member leaves the room and does not vote.

With the declaration of this new type of interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the Meeting continues as if no interest existed.

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# PUBLIC BRIEFING AGENDA

## 1 OFFICIAL OPENING

Mayor Scott acknowledges the traditions of the Ngarluma people, on whose land we are gathered here today.

Mayor Scott notifies all attendees that this meeting will be live streamed and a recording of the meeting will be made.

## 2 ABOUT THIS MEETING

Mayor Scott provides the following statement at the beginning of the Public Briefing Agenda meeting:

***PURPOSE*** - *The purpose of the Public Agenda Briefing Session is for Councillors to ask questions, and obtain additional information, relating to items for consideration at the next Ordinary Council Meeting. No decisions are made at Public Agenda Briefing Sessions.*

***MEETING PROCEDURES*** - *This meeting is conducted as a public meeting of Council, and the City of Karratha's Standing Orders will apply.*

***COUNCILLOR QUESTIONS*** - *Questions asked by Councillors are to be answered by the CEO or a person nominated by the CEO.*

***LIVE STREAMED*** - *this meeting will be live streamed and a recording of the meeting will be available. Meeting recordings are copyright material and cannot be used without written permission of the CEO.*

### **3 RECORD OF ATTENDANCE / APOLOGIES**

<b>Councillors:</b>	Cr Daniel Scott [Mayor] Cr Jodie Swaffer [Deputy Mayor] Cr Daiva Gillam Cr Gillian Furlong Cr Brenton Johannsen Cr Sarah Roots Cr Tony Simpson Cr Martin Byrne Cr Geoff Harris	
<b>Staff:</b>	Virginia Miltrup Emma Landers Chloe Morris Lee Reddell Simon Kot Henry Eaton Izabella Brandis	Chief Executive Officer Director Community Experience Director Corporate Services Director Development Services Director Projects & Infrastructure Manager Governance Minute Secretary

**Apologies:****Absent:****Leave of Absence:****Members of Public:****Members of Media:**

## **4 PUBLIC QUESTION TIME**

Mayor Scott provides the following introduction to Public Question Time.

*Public questions at this meeting must relate to an item on the Agenda.*

*You are required to provide your name, address and question in writing on arrival and the Mayor will invite you to ask your question.*

*Questions are to be directed to the Presiding Member and shall be asked politely, in good faith, and are not to be framed in such a way as to reflect adversely or be defamatory to particular Elected Members or City employees.*

*Verbal questions are limited to two minutes per person, with a limit of two verbal questions per person and may be responded to at the meeting or taken on notice.*

## **5 PETITIONS/DEPUTATIONS/PRESENTATIONS**

## **6 DECLARATIONS OF INTEREST**

Mayor Scott will invite Councillors to declare Financial, Impartiality and Proximity Interests relevant to this meeting.

## **7 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETINGS**

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### **OFFICER'S RECOMMENDATION**

**That the Minutes of the Ordinary Meeting of Council held on Monday, 15 December 2025, be confirmed as a true and correct record of proceedings.**

## **8 ANNOUNCEMENTS BY PERSON PRESIDING WITHOUT DISCUSSION**

<b>Date</b>	<b>Mayor Meetings – December 2025 &amp; January 2026</b>	<b>Location</b>
1 Dec	Triple M Radio Interview	Karratha
4 Dec	WA Police Force Meeting	Karratha
4 Dec	ABC Interviews – Radio and TV	Karratha
5 Dec	Dampier Artificial Reef Launch	Burrup
8 Dec	Premiers visit to Karratha	Karratha
9 Dec	Pilbara Development Commission Meeting	Perth
10 Dec	Pilbara Development Commission Meeting	Perth
12 Dec	RCAWA AGM and GM (zoom meeting)	Karratha
26 Jan	Citizenship Ceremony and AUSPIRE Awards	Karratha
27 Jan	Autonomous Vehicle Discussion	Karratha
29 Jan	AMCA Board Meeting	Karratha

## 9 CORPORATE & COMMERCIAL REPORTS

### 9.1 STATEMENTS FOR PERIOD ENDED 30 NOVEMBER AND 31 DECEMBER 2025

<b>File No:</b>	FM.19
<b>Responsible Executive Officer:</b>	Director Corporate Services
<b>Reporting Author:</b>	Corporate Accountant
<b>Date of Report:</b>	19 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. Statement of Financial Activity 31 December 2025 includes November 2025</li><li>2. Statement of Financial Position 31 December 2025 includes November 2025</li><li>3. Variance Commentary – Statement of Financial Activity – 31 December 2025</li><li>4. Net Current Funding Position – 31 December 2025</li></ol>

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#### PURPOSE

To provide a summary of Council's financial position for the period ending 31 December 2025 including November 2025.

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#### OFFICER'S RECOMMENDATION

**That Council RECEIVE the Financial Statements for the financial period ending 31 December 2025 (includes November 2025) as shown in Attachments 1 to 4.**

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#### BACKGROUND

Regulation 34(1) of the *Local Government (Financial Management) Regulations 1996* requires the City to prepare a monthly statement of financial activity including the sources and application of funds, as compared to the budget.

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#### DISCUSSION

The attached Monthly financial reports as at 31 December 2025, covering the period November 2025 and December 2025, have been prepared in accordance with the *Local Government Act 1995* and the associated *Local Government (Financial Management) 1996 Regulations*.

The financial reports presented for November and December 2025 are subject to audit and adjustment.

The following table is a summary of the Financial Activity Statement compared to the Budget as of 31 December 2025:

2025/26	Original Budget	Current Budget	Year to Date Budget	Year To Date Actual	YTD Variance*	Material Reportable Variance %	Surplus Impact
<b>Operating Activities</b>							
Revenue (incl. Rates)	197,245,877	203,493,325	132,216,954	149,342,416	17,125,462	13.0%	↑
Expenditure	(169,913,966)	(177,323,676)	(79,367,122)	(76,815,559)	2,551,563	3.2%	↑
<b>Investing Activities</b>							
Inflows	1,023,264	1,023,264	292,504	977,521	685,017	234.2%	↑
Outflows	(97,160,056)	(94,181,592)	(49,015,800)	(27,210,857)	21,597,273	44.5%	↑
<b>Financing Activities</b>							
Inflows	79,174,533	78,802,499	19,924,248	12,632,528	(7,266,335)	-37.0%	↓
Outflows	(51,908,756)	(52,763,435)	(11,311,723)	(14,610,919)	(3,320,481)	-29.0%	↓
<b>Non-Cash Items</b>							
Unrestricted Surplus BFWD 1 July	11,385,875	11,385,875	11,385,875	11,385,875			
<b>Surplus/(Deficit) 2025/26</b>	<b>6,860</b>	<b>593,349</b>	<b>39,496,263</b>	<b>69,848,229</b>	<b>30,351,963</b>		

\*Refer to variance commentary attachment for explanation of material differences.

The comments provided in Attachment 3 - Variance Commentary Statement of Financial Activity, explain material variances contributing to the total YTD budget variance shown in the above table. These variances are due to cash flow and timing issues; however, some months can be quite large and generally reflect usual business for the City. Whilst every effort is made to time the cash flow movements appropriately, there may still be months of large variances due to unexpected items processed.

## **FINANCIAL MANAGEMENT UPDATE**

### **Local Government Financial Ratios**

The following table shows the YTD actual financial ratios meet the target ratios.

<b>Period Ended 31 December 2025</b>	<b>Target Ratio</b>	<b>YTD Budget Ratio</b>	<b>Original Annual Budget Ratio</b>	<b>YTD Actual Ratio</b>
<b>Current Ratio</b>	> 1	N/A	N/A	3.03
The Current Ratio identifies a local government's liquidity: how well it can meet its financial obligations as and when they fall due. A ratio greater than 1 indicates the local government can cover its immediate cash commitments.				
<b>Asset Sustainability Ratio (ASR)</b>	> 0.90	1.64	1.62	0.66
The ASR measures how effectively a local government's assets are being replaced or renewed. Upgrades, expansions, and new works are not considered for the ASR.				
<b>Operating Surplus Ratio (OSR)</b>	> 15%	49.8%	18.7%	66.5%
The OSR measures how well a local government can cover its operational costs with funds left over for capital projects and other purposes				
<b>Own Source Revenue Coverage Ratio (OSRC)</b>	> 0.90	1.34	0.88	1.42
The OSRC ratio outlines a local government's ability to cover its costs through its own revenue sources, such as rates, fees and charges and interest revenue. A ratio greater than 0.90 indicates the local government is operating in an 'advanced' capacity, however it should be noted that each local government has different revenue raising capacities.				
<b>Debt Service Cover Ratio (DSCR)</b>	> 2	12.5	12.9	16.1
The DSCR measures a local government's ability to repay its debt using cash. As the City has minimal debt, it exceeds the basic standard of greater than 2.0				

### Movements

The Current Ratio specifically excludes restricted assets. As this increased with the 2024FY final reserve transfer to Waste (\$12m), this reduced the unrestricted value of current assets, impacting this ratio. In addition, we also now show higher liabilities with the drawdowns on the Westpac loan for the Bulgarra Development.

The Debt Service Cover Ratio has changed due to the Westpac Loan increasing the repayments on loans. As the loan increases, this ratio is expected to continue to decrease further. The target is >2.

### Statement of Financial Position

	December 2025	November 2025	% Change	Comments
<b>Current</b>				
<b>Assets</b>	215,638,631	221,429,954	-2.62%	Decrease in Cash & Cash Equivalents
<b>Liabilities</b>	21,124,777	21,513,681	-1.81%	Decrease in Trade and Other Payables.
<b>Non-Current</b>				
<b>Assets</b>	797,190,811	794,986,444	0.28%	Increase in PPE and Financial Assets (LG House). Decrease in Infrastructure.
<b>Liabilities</b>	6,631,208	6,696,915	-0.98%	Decrease in Long Term Borrowings (lease liabilities).
<b>Net Assets</b>	985,073,457	988,205,802		

### Debtors' Schedule

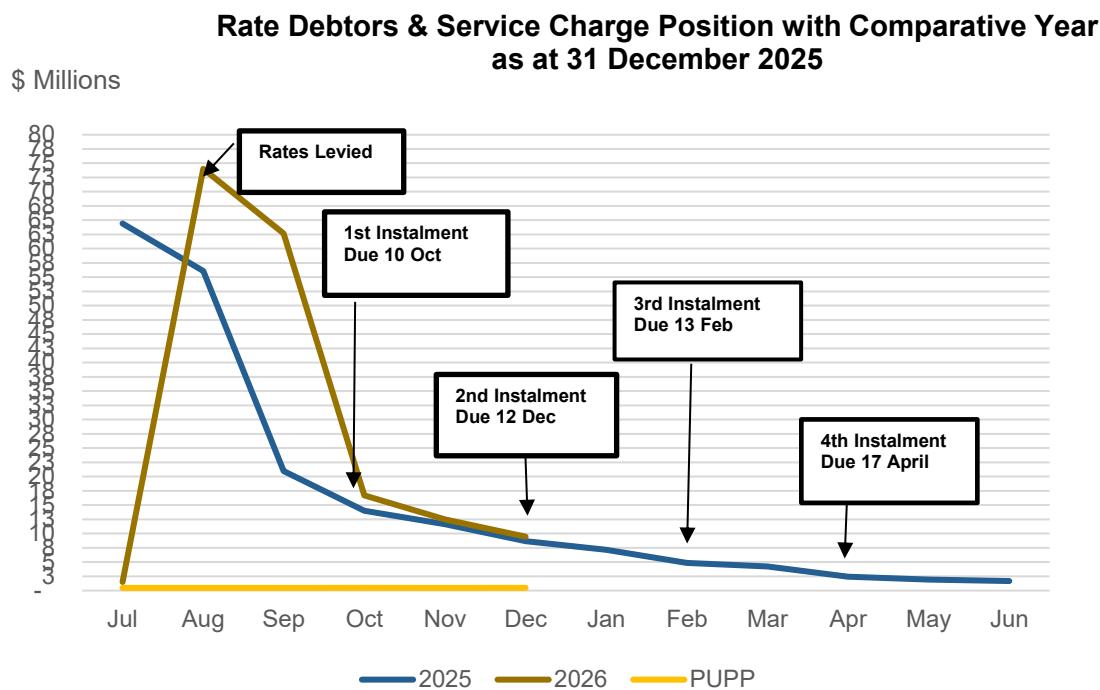
The following table shows Trade Debtors that have been outstanding over 40, 60 and 90 days as at the end of December 2025. The table also includes the total Rates and PUPP Service Charges outstanding.

When the following table is compared to Attachment 2, there is a balance sheet difference of \$5.1m, reflecting the loans receivable, accrued revenue and GST receivable.

#### Debtors Schedule

	December 2025	November 2025	Change %	% of Current Total
<b>Sundry Debtors</b>				
<b>Current</b>	5,970,734	7,224,486	-17%	97.8%
<b>&gt; 40 Days</b>	117,013	64,232	82%	1.9%
<b>&gt; 60 Days</b>	70,102	10,977	539%	1.1%
<b>&gt; 90 Days</b>	-51,588	-48,142	7%	-0.8%
<b>Total</b>	<b>6,106,261</b>	<b>7,251,554</b>	<b>-16%</b>	<b>100%</b>
<b>Rates Debtors</b>				
<b>Total</b>	<b>9,473,943</b>	<b>12,517,553</b>	<b>-24%</b>	<b>100%</b>
<b>PUPP Debtors</b>				
<b>Total</b>	<b>488,529</b>	<b>488,968</b>	<b>-0.1%</b>	<b>100%</b>

A total of \$65m in Rates (including ESL and waste charges) has been paid by the end of December 2025, representing a collection rate of 87.4% to date (higher collection rate compared to 87.1% on 31 December 2024).



There was no material change in November or December in the PUPP Debtors' balance. PUPP payments have now been received on 99.79% of properties and of those paid, 99.48% have paid in full, with 0.20% (\$488,529) still outstanding. Review of these is currently underway of their debt collection status and a report will be compiled for Council to resolve.

Collection of outstanding debts greater than 40 days is continuing in line with Council policy. The table below highlights outstanding balances for each ageing period for Trade Debtor balances in excess of \$5,000.

Debtor Code	Name	40 Days	60 Days	Over 90 Days	Commentary
B470	Baynton Medical Centre	620.78	9,443.45	-	Monthly Rent for Lease 51 Gardugarli Drive Baynton. Followed up multiple times requesting payment. Reminder email for both invoices sent 16/01/26. Amount collected in January.
K373	Guadalupe Del Carmen Kocsis	-	49.91	9,487.88	Directions issued by Rangers for reimbursement for unsightly property clean ups at property in Bulgarr. Affidavit of attempted service received from AMPAC 09/10/25. Debt collection continuing.
I081	Infinity Operations Pty Ltd (Nexus Airlines)	15,124.47	8,062.82	-	August 2025 Landing fees and October Passenger service charges. Both followed up multiple times, reminder email sent 09/01/2026. Amount collected in January.
G240	Lateisha Gracie (12/6 Shakespeare)	-	-	10,674.78	Rent and Vacate Items U12/6 Shakespeare St. Vacated 30/04/25. Original court date 30/10/25. Adjourned to 12/01/26. Has gone to court, advised to write off balance of account as per court

Debtor Code	Name	40 Days	60 Days	Over 90 Days	Commentary
					orders. Awaiting required paperwork from housing.
N283	Ngardimu Pty Ltd (scrap metal sales)	29,764.99	-	-	Waste disposal. Reminder email sent 16/01/2026. Debt collection continuing.
A006	Qantas Link	25,790.23	24,687.62	24,064.87	Balance of August, September and October PAX Fees. Qantas invoices are paid off by 2 different entities each month. One Entity have not made their portion of the payment. Amount collected in January.
Q009	Qantas Oneworld	580.97	133.57	33,613.83	Balance of July PAX Fees and interest. Qantas invoices are paid off by 2 different entities each month. One Entity have not made their portion of the payment. Amount collected in January.
H279	Scartisha Ningella & Trevwai Hicks	-	84.00	10,769.72	Rent and Vacate Items U32/6 Shakespeare St. Vacated 18/07/24. Original court date 30/10/25. Adjourned to 12/01/26. Adjourned again to 09/02/2026.

### Capital Expenditure

Council's current 2025/26 Capital Expenditure budget is \$93.8 million which includes significant projects such as: Hancock Way Housing Development, Nickol Shared Footpath, Karratha Airport Water Mains pipe replacement, 7 Mile tip class cell construction, KRMO multi-use hardcourts & lighting (Stage 4), 10 year footpath plan, roads reseal program, kerb renewals and completion of the Roebourne streetscape master plan.

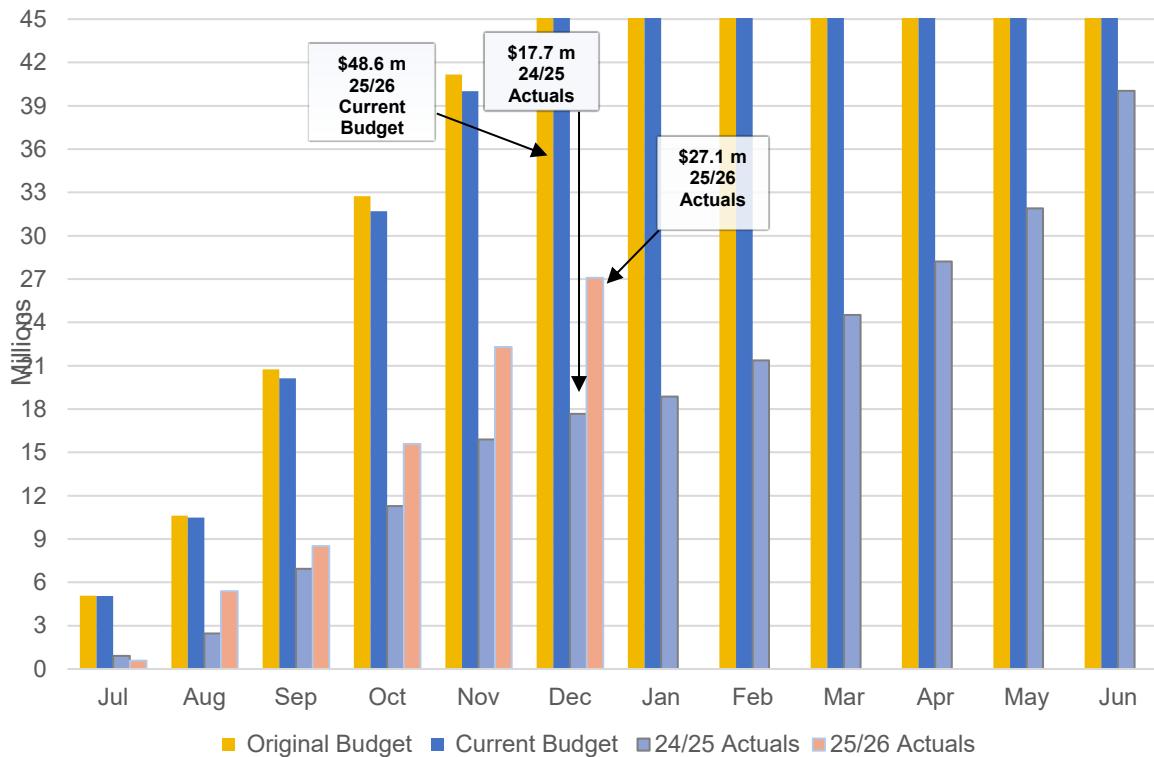
The City spent \$27.1m on its capital program to the end of December 2025, \$21.5m (44.2%) less than the YTD budget.

The following table shows the capital budget performance by asset class:

Asset Class	CAPITAL EXPENDITURE					
	YTD			ANNUAL		
	YTD Budget	YTD Actual	Variance %	Annual Original Budget	Annual Current Budget	% of Annual Budget
	31 December 2025			30-June-26		
Infra Misc Structures	6,871,685	3,460,496	-49.6%	17,902,475	14,133,706	24.5%
Parks & Open Spaces	6,064,418	1,963,568	-67.6%	12,874,139	13,124,139	15.0%
Buildings	18,939,530	11,784,361	-37.8%	39,426,174	39,426,174	29.9%
Equipment	2,194,528	823,759	-62.5%	2,549,528	2,549,528	32.3%
Furn & Equip	497,291	359,935	-27.6%	899,291	899,291	40.0%
Plant	947,363	651,642	-31.2%	3,853,563	3,853,563	16.9%
Inv Property	105,000	71,366	-32.0%	333,000	333,000	21.4%
Infra Roads	5,740,750	4,464,896	-22.2%	7,743,610	7,743,610	57.7%

Infra Footpaths	2,192,808	150,611	-93.1%	5,307,958	5,748,658	2.6%
Infra Aerodromes	5,019,923	3,361,754	-33.0%	6,270,318	6,069,923	55.4%
<b>Totals</b>	<b>48,573,296</b>	<b>27,092,390</b>	<b>-44.2%</b>	<b>97,160,056</b>	<b>93,881,592</b>	<b>28.9%</b>

### Capital Expenditure YTD Actual v Budget 2025/26 (excl Reserve Transfers)



### Financial Statements

The financial statements for the reporting period are provided as attachments in the form of:

- Statement of Financial Activity (Attachment 1).
- Statement of Financial Position (Attachment 2).
- Variance Commentary - Statement of Financial Activity by Nature (Attachment 3).
- Net Current Funding Position (Attachment 4).

### LEVEL OF SIGNIFICANCE

In accordance with Council policy CG-8 Significant Decision Making, this matter is considered to be of high significance in terms of Council's ability to perform its role.

Financial integrity is essential to the operational viability of the City but also as the custodian of community assets and service provision. An ability to monitor and report on financial operations, activities and capital projects is imperative to ensure that financial risk is managed at acceptable levels of comfort.

The ability for the City to remain financially sustainable is a significant strategy for a region that is continually under pressure from the resources industry, private enterprise, and State Government obligations for the ongoing development of infrastructure and services.

## STATUTORY IMPLICATIONS

In accordance with the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, a Statement of Financial Activity is required to be presented to Council as a minimum requirement. Section 6.4 of the *Local Government Act 1995* provides for the preparation of financial reports.

In accordance with Regulation 34(5) of the *Local Government (Financial Management) Regulations 1996*, a report must be compiled on variances greater than the materiality threshold adopted by Council of \$100,000 or 10% whichever is greater. As this report is composed at a nature level, variance commentary considers the most significant items that comprise the variance.

## COUNCILLOR/OFFICER CONSULTATION

Executives and Management have been involved in monthly reviews of their operational and departmental budgets and notifying the Financial Services team of trends and variances arising from their operational areas.

## COMMUNITY CONSULTATION

No community consultation is required.

## POLICY IMPLICATIONS

The Council's financial reporting is prepared in accordance with Accounting Policy CF12. This is reviewed periodically to ensure compliance with legislative and statutory obligations.

## FINANCIAL IMPLICATIONS

The financial implications of this report are noted in the detail sections of the report. The Administration is satisfied that appropriate and responsible measures are in place to protect the City's financial assets.

## STRATEGIC IMPLICATIONS

This item is relevant to the City of Karratha's approved Council Plan 2025-2035.

Goal: 7 Our civic leaders are innovative, listening and balanced in meeting community needs.

Objective: 7.5 Provide strong financial management and transparency

## RISK MANAGEMENT CONSIDERATIONS

The level of risk to the City has been assessed and is considered to be as follows:

Category	Risk level	Comments
Health	N/A	Nil
Financial	Low	Completion of the Monthly Financial Activity Statement report is a control that monitors this risk. Strong internal controls, policies and monitoring ensure risks are assessed regularly and managed appropriately. Expenditure and revenue streams are monitored against approved budgets by management and the financial team with material variances being reported.
Service Interruption	N/A	Nil
Environment	N/A	Nil
Reputation	N/A	Nil

Compliance	Low	Financial reports are prepared in accordance with the Local Government Act, Regulations and Accounting Standards.
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**IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

**RELEVANT PRECEDENTS**

This is a monthly process advising the Council of the current financial position of the City.

**VOTING REQUIREMENTS**

Simple Majority.

**CONCLUSION**

The Council is obliged to receive monthly financial reports as per statutory requirements. Details relating to the variances and the commentary provided are to be noted as part of the report.

**9.2 LIST OF PAYMENTS – 1 NOVEMBER 2025 TO 31 DECEMBER 2025**

<b>File No:</b>	FM.19
<b>Responsible Executive Officer:</b>	Director Corporate Services
<b>Reporting Author:</b>	Senior Creditors Officer
<b>Date of Report:</b>	16 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. List of Payments – November &amp; December 2025</li><li>2. Purchase Cards Report – November &amp; December 2025</li><li>3. Fleet Fuel Card Report – October &amp; November 2025</li></ol>

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**PURPOSE**

To advise Council of payments made for the period from 1 November 2025 to 31 December 2025.

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**OFFICER'S RECOMMENDATION**

**That Council RECEIVE the list of payments totalling \$43,516,349.80 as detailed in Attachments 1, 2 and 3.**

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**BACKGROUND**

Council has delegated authority to the Chief Executive Officer (Delegation 1.6) to make payments from the City's Municipal and Trust funds.

In accordance with *Regulations 12 and 13 of the Local Government (Financial Management) Regulations 1996* a list of accounts paid by the Chief Executive Officer is to be provided to Council, where such delegation is made.

The list of accounts paid must be recorded in the minutes of the Council Meeting.

**DISCUSSION**

Payments for the period 1 November 2025 to 31 December 2025 (including credit card transactions – November & December 2025) totalled \$43,516,349.80 being made up of:

1. Trust Payments: nil;
2. BPAY Payments: 974 to 1021 and EFT Payments 93461 to 94744 (Inclusive): \$33,935,774.93;
3. Cheque Voucher: 078752 - \$225.00;
4. Cancelled Payments: nil;
5. Direct Debits: 93648, 93971; 94387; 94744 : \$8,898.80;
6. Credit Card Payments (November and December 2025): \$70,564.13;
7. Payroll Payments: \$9,500,886.94

A sample of large payments included within these amounts is as follows:

- Acero Construction Pty Ltd – Baynton Apartments PC02 & 03 - \$4,880,578
- Karratha Development – Bulgarra Apartments DDR02, 03 & 04 - \$8,120,012
- Australian Taxation Office – BAS October 2025 - \$1,013,233
- Dampier Plumbing – Airport Water Mains Upgrade PC02 & 03 – \$781,693
- The Artisan Co WA P/L – Roebourne Streetscape Works Claim 14 & 15 - \$648,621
- MSS Security Pty Ltd – Airport Security Services, October & November 2025 - \$582,045
- Timik Development – Bulgarra House Construction Claim 6 & 7 - \$1,396,746
- Rapiscan Systems – Annual Subscription Renewal - \$758,352
- Norwest Sand & Gravel – Wickham Carpark Upgrade – PC02 & 03 - \$1,499,267
- Fulton Hogan Industries – Airport Runway Rejuvenation - \$1,596,089
- Ausolar Pty Ltd – Wickham Oval Lighting Upgrade - \$986,996
- Department Fire & Emergency – ESL Contribution Qtr 2 - \$759,553
- Forpark Australia – Playground Revitalisation Works - \$637,556

Consistent with CG-11 Regional Price Preference Policy, the below table shows the local supplier percentages of invoices paid for the period. Statutory suppliers include insurances, utilities, ATO and bond administrator. Non-local suppliers are large this month due to project payments for the housing developments, skewing the local spend result.

### KPI Report - Local Spend

Date Range: 1/11/25 to 31/12/25

	Number of Invoices	%	\$ Value	%
Local Supplier	2,025	67.59%	12,536,315	36.93%
Non-Local Suppliers	731	24.40%	18,360,513	54.09%
Statutory Supplier	240	8.01%	3,048,071	8.98%
<b>Total</b>	<b>2,996</b>	<b>100%</b>	<b>33,944,899</b>	<b>100%</b>

### LEVEL OF SIGNIFICANCE

In accordance with Council policy CG-8 Significant Decision Making policy, this matter is considered to be of high significance in terms of Council's ability to perform its role.

### STATUTORY IMPLICATIONS

Payments are to be made in accordance with Part 6, Division 4 of the *Local Government Act 1995* and as per the *Local Government (Financial Management) Regulations 1996*. Payments are to be made through the municipal fund, trust fund or reserve funds. Payments are to be in accordance with approved systems as authorised by the CEO.

### COUNCILLOR/OFFICER CONSULTATION

Officers have been involved in the approvals of any requisitions, purchase orders, invoicing and reconciliation matters.

### COMMUNITY CONSULTATION

No community consultation is required.

### POLICY IMPLICATIONS

Staff are required to ensure that they comply under Council Policy CG12 – Purchasing Policy and CG11 - Regional Price Preference Policy (where applicable) and that budget provision is available for any expenditure commitments.

**FINANCIAL IMPLICATIONS**

Payments are made under delegated authority and are within defined and approved budgets. Payment is made within agreed trade terms and in a timely manner.

**STRATEGIC IMPLICATIONS**

This item is relevant to the City of Karratha's approved Council Plan 2025-2035.

Goal: 7 Our civic leaders are innovative, listening and balanced in meeting community needs.

Objective: 7.5 Provide strong financial management and transparency

**RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	N/A	Nil
Financial	Low	Failure to make payments within terms may render Council liable to interest and penalties
Service Interruption	Moderate	Failure to pay suppliers may lead to delays in the future provision of goods and services from those suppliers
Environment	N/A	Nil
Reputation	Moderate	Failure to pay for goods and services in a prompt and professional manner, in particular to local suppliers, may cause dissatisfaction amongst the community
Compliance	N/A	Nil

**IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

**RELEVANT PRECEDENTS**

There are no relevant precedents related to this matter.

**VOTING REQUIREMENTS**

Simple Majority.

**CONCLUSION**

Payments and credit card payments for the period 1 November 2025 to 31 December 2025 totalled \$43,516,349.80. Payments have been approved by authorised officers in accordance with agreed delegations, policies, and budget.

**9.3 INVESTMENTS FOR PERIOD ENDED 31 DECEMBER 2025**

**File No:** FM.19

**Responsible Executive Officer:** Director Corporate Services

**Reporting Author:** Management Accountant

**Date of Report:** 22 January 2026

**Applicant/Proponent:** Nil

**Disclosure of Interest:** Nil

**Attachment(s):** Nil

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**PURPOSE**

To provide a summary of Council's investment position for the period ending 31 December 2025 (includes November 2025).

**OFFICER'S RECOMMENDATION**

**That Council RECEIVE the Investment Report for the financial period ending 31 December 2025 (includes November 2025).**

**BACKGROUND**

In accordance with section 6.14 of the *Local Government Act 1995* and Regulation 19C of the *Local Government (Financial Management) Regulations 1996*, the City will invest excess funds not required for any specific purpose in authorised deposit taking institutions as defined in the *Banking Act 1959 (Cth)* Section 5 and/or the *Western Australian Treasury Corporation Act 1986*, for a term not exceeding 3 years.

The City's surplus funds are invested in bank term deposits for various terms and property related investments to facilitate maximum investment returns in accordance with the City's Investment Policy (CF03).

**DISCUSSION**

Details of the investments are included in the report

- Schedule of Cash and Financial Investments
- Allocation of Cash and Financial Investments
- Schedule of Maturity of Cash and Financial Investments
- Schedule of Liquidity
- Schedule of Other Investments
- Aging of Outstanding Lessees Balances
- Schedule of Loan Agreement

Table 1. Cash Allocations of City Funds

Institution	Accounts	Principal Investment \$	Balance 31 December 2025 \$	Interest %	Investment Term	Maturity	Source	
<b>RESERVE FUNDS</b>								
WBC	Business Premium Cash Reserve		125,893	1.25	At Call			
WBC	Reserve Term Deposit	5,000,000	5,032,833	4.28	4 months	Mar-26		
WBC	Reserve Term Deposit	11,000,000	11,097,113	4.24	7 months	May-26		
WBC	Reserve Term Deposit	4,000,000	4,024,201	4.33	5 months	Apr-26		
WBC	Reserve Term Deposit	18,000,000	18,760,586	4.85	11 months	Jan-26		
WBC	Reserve Term Deposit	19,000,000	19,785,169	4.85	11 months	Jan-26		
WBC	Reserve Term Deposit	10,000,000	10,261,003	4.37	12 months	May-26		
WBC	Reserve Term Deposit	19,000,000	19,446,084	4.35	12 months	Jun-26		
WBC	Reserve Term Deposit	20,000,000	20,183,112	4.34	12 months	Oct-26		
WBC	Reserve Term Deposit	9,000,000	9,079,644	4.25	8 months	Jun-26		
WBC	Reserve Term Deposit	2,000,000	2,011,388	4.33	5 months	Apr-26		
WBC	Reserve Term Deposit	12,000,000	12,061,723	4.47	8 months	Jul-26		
<b>MUNICIPAL FUNDS</b>								
WBC	Municipal Term Deposit	5,000,000	5,038,564	4.14	8 months	Jun-26	Muni TD Muni at Call	
WBC	Municipal (Transactional)		54,096,974	3.45	At Call			
N/A	Cash on Hand		7,929					
<b>TOTAL</b>		<b>134,000,000</b>	<b>191,012,216</b>					
The balance of all Term Deposits includes interest accrued to 31 December 2025								

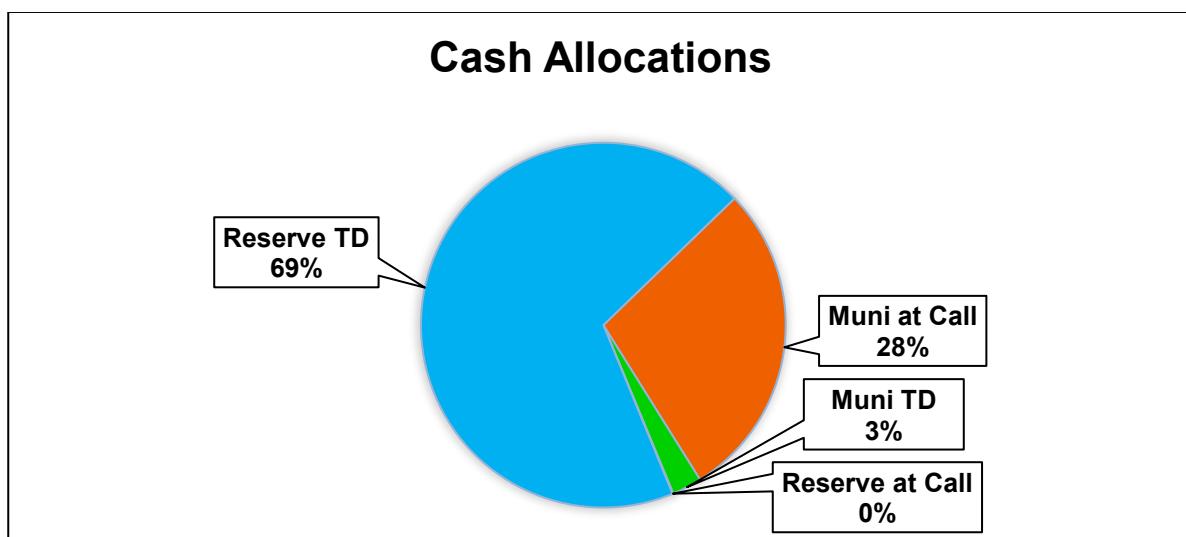
On average, the City is earning 4.14% across Municipal Term Deposits and 4.42% across Reserve Term Deposits.

The RBA official cash rate (overnight money market interest rate) did not change during the month of December, remaining at 360 basis points. Municipal Funds held in the Westpac transaction account are earning 3.45% interest (no change from October).

### **Allocations of Cash and Financial Investments**

Council's Municipal and Reserve Bank Accounts are to be maintained so that a maximum return can be achieved from funds required in the short term.

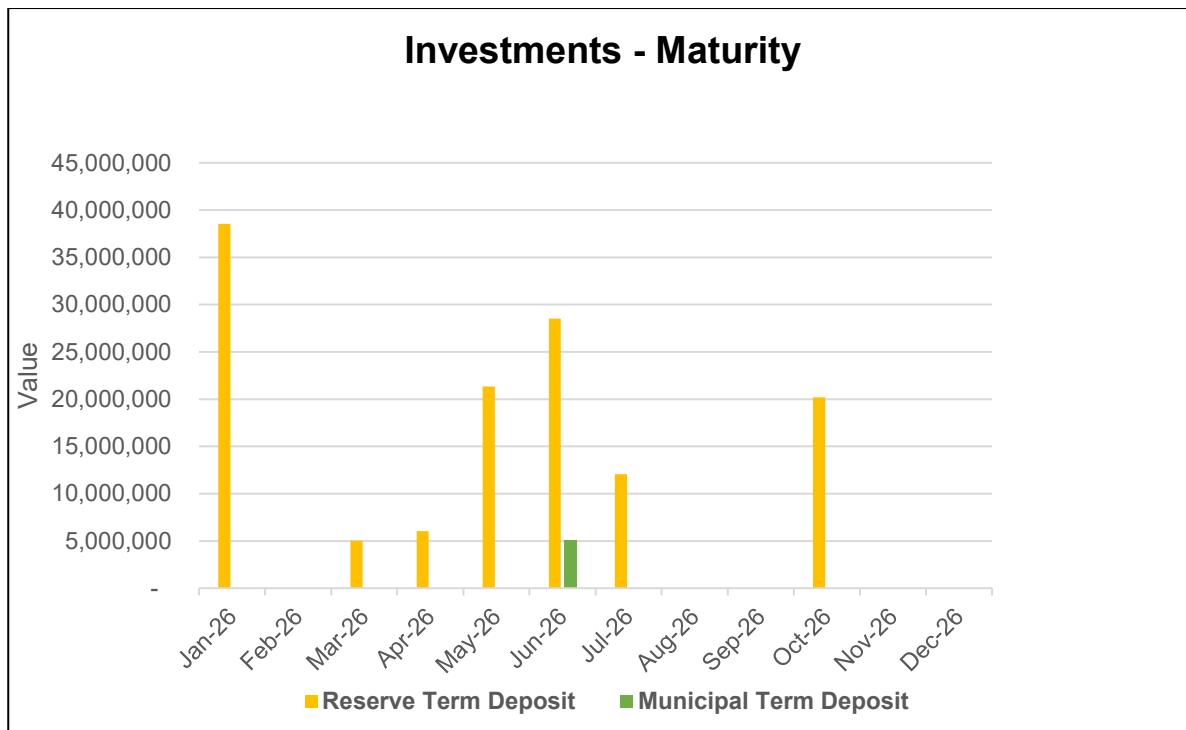
The following graph demonstrates the allocation of our Cash and Financial Investments to maximise return on investment which shows that 72% of our Cash and Financial Investments are invested in Term Deposits.



Graph 1. Percentage of Cash Allocations

### **Schedule of Maturity of Cash and Financial Investments**

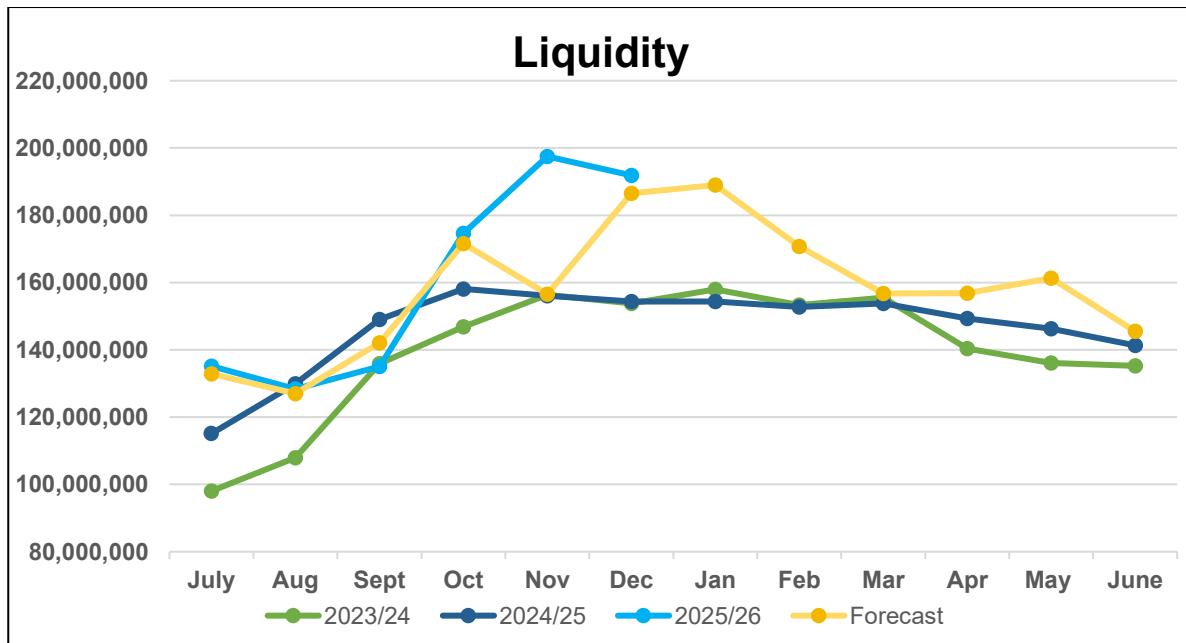
In accordance with the City's Investment Policy (CF03), in respect to liquidity of funds, the following schedule shows the maturity of our various investments. 32% of Cash and Financial Investments will mature in the next 3 months, 45% maturing in the next 4-6 months and 24% maturing in the next 7-12 months.



Graph 2. Schedule of Maturity of Cash and Financial Investments

### Schedule of Liquidity

The Administration reviews availability of funds to ensure there is sufficient liquidity to meet the operational cash flow requirements.



Graph 3. Schedule of Liquidity

## Schedule of Other Investments

### *Hangar Lease – Aspen Medical*

On 1 November 2018, a Lease agreement was entered into with Aspen Medical for the use of a newly built Hangar in relation to their provision of emergency medical services. The lease agreement was for an initial term of seven (7) years with two extensions of two (2) years each. Rent increases every two years, as per the schedule set out in the lease agreement. The initial investment incurred was \$3,011,975, with the performance of the hangar lease shown in the tables below.

*Table 2. Aspen Medical – Hangar Lease Performance*

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year-to-Date 31 Dec 2025 \$	Life-to-Date 31 Dec 2025 \$
Total Income Received	34,414	34,414	223,585	2,933,390
Total Expenditure Paid	(1449)	(134)	(3,743)	(153,321)
<b>Net Income</b>	<b>32,964</b>	<b>34,280</b>	<b>219,842</b>	<b>2,780,069</b>
<b>Annualised ROI</b>	<b>13.1%</b>	<b>13.7%</b>	<b>17.5%</b>	<b>60.1%</b>

### *Ground and Hangar Lease – Babcock Offshore*

In March 2019, an agreement was entered into with Babcock Offshore in relation to the construction, purchase, lease and buy-back of a Hangar. The initial lease agreement, including the ground and hangar, covered a term of nine (9) years and no further terms, with annual rent increases of 4.5%. The option is available to repurchase the Hangar for a fixed price, plus a new Ground Lease for a five (5) year term at a pre-determined rate, increasing annually by 4%. The initial investment incurred was \$4,243,867, with the performance of the hangar and ground lease shown in the table below.

*Table 3. Babcock Offshore – Ground & Hangar Lease Performance*

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year-to-Date 31 Dec 2025 \$	Life-to-Date 31 Dec 2025 \$
Total Income Received	52,090	52,090	327,918	3,598,772
Total Expenditure Paid		-	-	(18,554)
<b>Net Income</b>	<b>52,090</b>	<b>52,090</b>	<b>327,918</b>	<b>3,580,218</b>
<b>Annualised ROI</b>	<b>14.7%</b>	<b>14.7%</b>	<b>15.5%</b>	<b>56.4%</b>

As part of Council's investment strategy, reserve funds were used to purchase a commercial property 'The Quarter HQ' in June 2017 for \$20,000,000. The following table provides a summary of all income and expenditure for The Quarter for the current financial year.

*Table 4. The Quarter HQ Performance*

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year to Date 31 Dec 2025 \$	Life to Date 31 Dec 2025 \$
Total Income Received	422,481	409,536	2,220,167	29,954,023
Total Expenditure Paid	(180,858)	(175,173)	(1,036,703)	(14,108,387)
<b>Net Income</b>	<b>241,623</b>	<b>234,363</b>	<b>1,183,464</b>	<b>15,845,636</b>
<b>Annualised ROI</b>	<b>14.5%</b>	<b>14.1%</b>	<b>11.8%</b>	<b>9.3%</b>

### **Ageing of Outstanding Lessees Balances**

The following table highlights The Quarter lessees with aged balances in excess of \$5,000 as of 31 December 2025.

*Table 5. Aged Debtors of The Quarter*

Suite ID	Lessee	Total Amount Outstanding (\$)	Commentary
3	T0000699 - Pilbara Weddings & Events	10,544.34	Lessee had entered into a payment plan with the City, for which payments have not been met. AMPAC have been engaged to assist with debt recovery.
9	T0000716 – Onyx Group WA Pty Ltd	5,945.38	Debtor in liquidation proceedings. They are pursuing a related party for recovery actions but at this stage there are insufficient funds to enable a dividend to creditors. Awaiting response from liquidator with further update.

### **Scope Property Group Loan Agreement**

As part of Council's investment strategy, Council resolved at its May 2020 meeting to execute a loan agreement with Scope Property Group Pty Ltd for the acquisition and redevelopment of the Dampier Shopping Centre. The total loan approved was \$4.1M, with a 10-year period, with the total principal required to be repaid in 2030. This loan is to be funded utilising Reserve funds and borrowings from WATC (if required) and is to be for a maximum initial term of ten years. To date, no borrowings from WATC have been required.

*Table 6. Scope Property Group Loan Agreement Schedule*

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year to Date 31 Dec 2025 \$	Life to Date 31 Dec 2025 \$
Funded Amount	-	-	-	3,800,000
Interest Charges	12667	12,667	63,344	566,420
<b>Remaining Loan Amount</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>

The Scope Property Loan earns the City interest at 4% per annum which may incur an opportunity cost, being the value of alternative investment options foregone. At the average rate indicated in Table 1 of 4.42%, there is an opportunity cost for the year to date of \$12,362 and a life to date cost of \$21,049. For the current month of December 2025, the opportunity cost is \$1,356. This is reflective of current market rates and represents the community benefit to Dampier and the broader community.

### Bulgarra Apartments Development

As part of Council's housing development strategy, Council resolved at its July 2025 meeting to execute a development agreement with Karratha Development Pty Ltd for the development of the Bulgarra Apartments project. Part of the Council resolution included a \$56 million loan to the developer at a set interest rate. The development agreement was executed on the 17<sup>th</sup> October 2025. A loan was obtained from Westpac for \$56.0M, with a 3 year loan term on interest only payment arrangements. Karratha Development will be required to make principal and interest repayments upon construction completion over a 20 year period.

Table 7. Karratha Development Pty Ltd Loan Agreement Schedule

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year to Date 31 Dec 2025 \$	Life to Date 31 Dec 2025 \$
Developer drawdown	661,604	3,729,204	7,356,927	7,356,927
Developer Interest Accrued	11,061	18,497	30,858	30,858
<b>Developer Remaining Loan Drawdown</b>	<b>(52,372,277)</b>	<b>(48,643,073)</b>	<b>(48,643,073)</b>	<b>(48,643,073)</b>

Table 8. Westpac Loan Facility Agreement

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year to Date 31 Dec 2025 \$	Life to Date 31 Dec 2025 \$
Bank Interest & Charges	48,746	60,378	129,130	129,130
WBC Loan Drawdowns	3,627,723	-	3,627,723	3,627,723
<b>Remaining Loan Amount</b>	<b>(52,372,277)</b>	<b>(52,372,277)</b>	<b>(52,372,277)</b>	<b>(52,372,277)</b>

### Baynton Housing Project

As part of Council's housing development strategy, Council resolved at its June 2025 meeting to execute a development agreement with Acero Construction Pty Ltd for the development of the Baynton Housing project. This agreement was executed on the 20<sup>th</sup> October 2025. This project is to be funded entirely from Council's Infrastructure reserve funds for an amount of \$26.2M.

*Table 9. Acero Construction Pty Ltd Payment Schedule*

	Month 30 Nov 2025 \$	Month 31 Dec 2025 \$	Year to Date 31 Dec 2025 \$	Life to Date 31 Dec 2025 \$
Contract Paid Amount	3,434,241	1,454,048	7,888,838	7,888,838
Infrastructure Reserve (funding)	(3,434,241)	(1,454,048)	(7,888,838)	(7,888,838)
<b>Remaining Contract Amount</b>	<b>18,347,854</b>	<b>18,347,854</b>	<b>18,347,854</b>	<b>18,347,854</b>

### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision-Making policy, this matter is considered to be of high significance in terms of Council's ability to perform its role.

### **STATUTORY IMPLICATIONS**

In accordance with section 6.14 of the *Local Government Act* and Regulation 19C of the *Financial Management Regulations*, the City will invest excess funds not required for any specific purpose in authorised deposit taking institutions as defined in the *Banking Act 1959 (Cth)* Section 5 and/or the Western Australian Treasury Corporation established by the *Western Australian Treasury Corporation Act 1986*, for a term not exceeding 3 years.

### **COUNCILLOR/OFFICER CONSULTATION**

Executives and Management have been involved in monthly reviews of their operational and departmental budgets and notifying the Financial Services team of trends and variances arising from their operational areas.

### **COMMUNITY CONSULTATION**

No community consultation is required.

### **POLICY IMPLICATIONS**

The Council's financial reporting is prepared in accordance with Accounting Policy CF03 & CF12. This is reviewed periodically to ensure compliance with legislative and statutory obligations.

### **FINANCIAL IMPLICATIONS**

The financial implications of this report are noted in the detail sections of the report. The Administration is satisfied that appropriate and responsible measures are in place to protect the City's financial assets.

### **STRATEGIC IMPLICATIONS**

This item is relevant to the City of Karratha's approved Council Plan 2025-2035.

Goal: 7 Our civic leaders are innovative, listening and balanced in meeting community needs.

Objective: 7.5 Provide strong financial management and transparency

**RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	N/A	Nil
Financial	Low	Administration has developed effective controls to ensure funds are invested in accordance with City's Investment Policy. This report enhances transparency and accountability for the City's Investments.
Service Interruption	N/A	Nil
Environment	N/A	Nil
Reputation	N/A	Nil
Compliance	Low	Financial reports are prepared in accordance with the Local Government Act, Regulations and Accounting Standards.

**IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to conduct the Officer's recommendation.

**RELEVANT PRECEDENTS**

This is a monthly process advising Council of the current investment position of the City.

**VOTING REQUIREMENTS**

Simple Majority.

**CONCLUSION**

Council is obliged to receive the monthly investment report as per statutory requirements. This report guides Council on the performance of investments the City controls and maintains.

## 9.4 LONG TERM FINANCIAL PLAN

**File No:** FM.1  
**Responsible Executive Officer:** Director Corporate Services  
**Reporting Author:** Corporate Accountant  
**Date of Report:** 19 January 2026  
**Applicant/Proponent:** Nil  
**Disclosure of Interest:** Nil  
**Attachment(s):** Draft Long Term Financial Plan 2026-2036

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### **PURPOSE**

For Council to consider the draft Long Term Financial Plan for the period 2026/27 to 2035/36.

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### **OFFICER'S RECOMMENDATION**

**That Council RESOLVE to ADOPT the Long-Term Financial Plan 2026-36 (as attached).**

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### **BACKGROUND**

Section 5.56(1) of the *Local Government Act 1995* requires local government authorities in Western Australia to plan for the future. To assist local government authorities in meeting their strategic planning responsibilities pursuant to this section, the Department of Local Government, Industry Regulation and Safety (LGIRS) has developed an Integrated Planning and Reporting (IPR) Framework.

As part of the development of the Integrated Strategic Planning Framework, Council is required to adopt a Long-Term Financial Plan (LTFP). The LTFP is a ten-year rolling financial plan and is created based on a series of assumptions that consider strategic direction, priorities and services identified throughout the City's Strategic Community Plan and Corporate Business Plan.

The LTFP integrates with other important strategic documents such as rating strategies (differential rating), the capital expenditure program, asset management plan, and workforce plan. The LTFP identifies the City's long term financial sustainability, allows early identification of financial issues and their longer-term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

The following table highlights significant differences since the adoption of the City's previous LTFP.

	2025/26 to 2034/35	2026/27 to 2035/36	Explanation
	\$	\$	
<b>Operating Revenue</b>			
Rates	800m	808m	<p>Increase in rates revenue due to population growth and new commercial and industrial developments.</p> <p>TWA and Strategic Industry rates account for new developments expected and approval extensions Perdaman, and The Ranges.</p>
User fees and charges	879m	923m	The revised LTFP includes lease income derived from the Quarter Investment property, plus revenue generated from the Red Earth Arts Precinct and the Karratha Leisureplex.
<b>Operating Expenses</b>			
Employee Costs	717m	784m	FTE is forecast to increase from 398 in 2025/26 to 425 in 2026/27, driven by delivery of the Capital Infrastructure Program, increased regulatory requirements, and expanded service provision. The revised LTFP reflects updated workforce planning to ensure the City can meet current and emerging service demands.
Depreciation	323m	325m	Depreciation assumption remains at 1.0% to maintain a consistent asset base with capital works.
<b>Capital</b>			
New borrowings	-	100m	Bulgarra Housing Initiative and implementation of the Community Infrastructure Plan.
Capital Program	489m	452m	<p>Over the 10 years of the LTFP the Capital Program shows a decrease in expenditure. The expenditure amount includes Funding. The following significant items have been included in the revised capital program, some items of which come under the Community Infrastructure Plan;</p> <ul style="list-style-type: none"> <li>• Housing Investment Program 'Project Dorothy'</li> <li>• Conzinc Bay Road (Murujuga National Park Entry Road)</li> <li>• KRMO multi-use hard courts &amp; lighting</li> <li>• Wickham Boat Beach Jetty &amp; Boat Ramp</li> <li>• Karratha Leisureplex Improvements</li> <li>• Hampton Oval Sports Lighting</li> <li>• Karratha Bike Park</li> <li>• Roebourne Recreation Precinct</li> <li>• Wickham Recreation Precinct – Multi Sport Courts Hard Shade</li> <li>• Wickham South Youth Recreation Area</li> <li>• Roebourne Streetscape Masterplan</li> <li>• Bathgate Road Upgrade</li> </ul> <p>Any prospective projects and facilities that are not sufficiently detailed at this stage have been removed from the plan. They will be incorporated into future plans once endorsed by Council and transparency around timing, revenue, expenditure, and capital is known.</p>

The LTFP is a ten-year rolling plan formulated based on additional assumptions regarding the City's revenue and expenditure.

Capital costs are expected to continue to fluctuate; therefore, it is necessary to establish a defined baseline when preparing the capital program for the LTFP. The values disclosed in this plan represent best-estimate future prices and costs at the time of preparation.

This plan will be reviewed on a regular basis in line with Integrated Planning and Reporting requirements.

## **DISCUSSION**

Financial sustainability is a key challenge facing local governments due to several contributing factors including increased demand for services beyond those traditionally provided due to anticipated population growth, cost shifting from other levels of government, ageing infrastructure, and constraints on revenue growth.

The financial challenges identified in the LTFP have emerged over a number of years and can be attributed to:

- the need to remain financially sustainable and generate sufficient funding to renew and expand essential community assets;
- Local Government costs continually increasing at a higher rate than CPI which combined with additional costs associated with the remoteness of the region provides a funding challenge for ensuring sustainability and meeting increasing community expectations and environmental standards;
- population growth forecasts vary dependent on economic cycles making it difficult to calculate market demand for facilities and services over a sustained period of time;
- uncertainty in State and Federal grants as the City progresses with the Community Infrastructure program, as they are based on population and capacity to generate rates and revenues;
- demand for additional facilities and services identified through the development of the Strategic Community Plan.

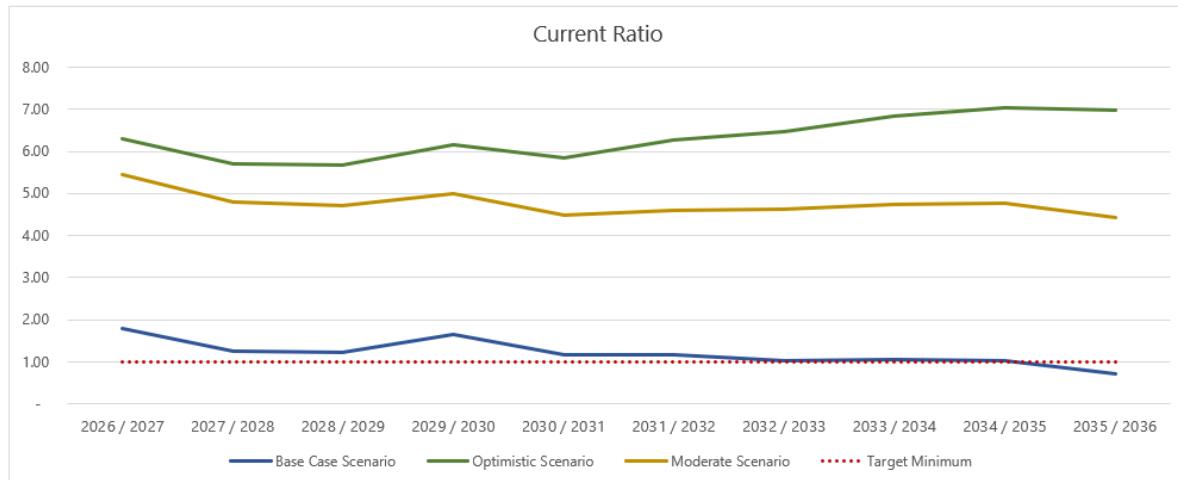
In preparing the LTFP, three scenarios have been modelled to inform the community of the financial implications of activities and service levels outlined in the City's Council Plan 2025-2035.

The base case scenario being a business-as-usual approach is based on an assessment of demand created by known resource projects, housing initiatives and expected population growth. The moderate growth scenario is based on nominal average population growth of 1.05% (Current REMPLAN Forecast) and higher than expected CPI, which increases costs for goods and services due to decreased demand. The high growth scenario reflects increased expectations around major project employment and lower than expected CPI, which increases consumer spending, lowering the cost of goods and services through increased demand. The high growth scenario is aspirational and assumes all local operational employees of new resources projects will require a residential property.

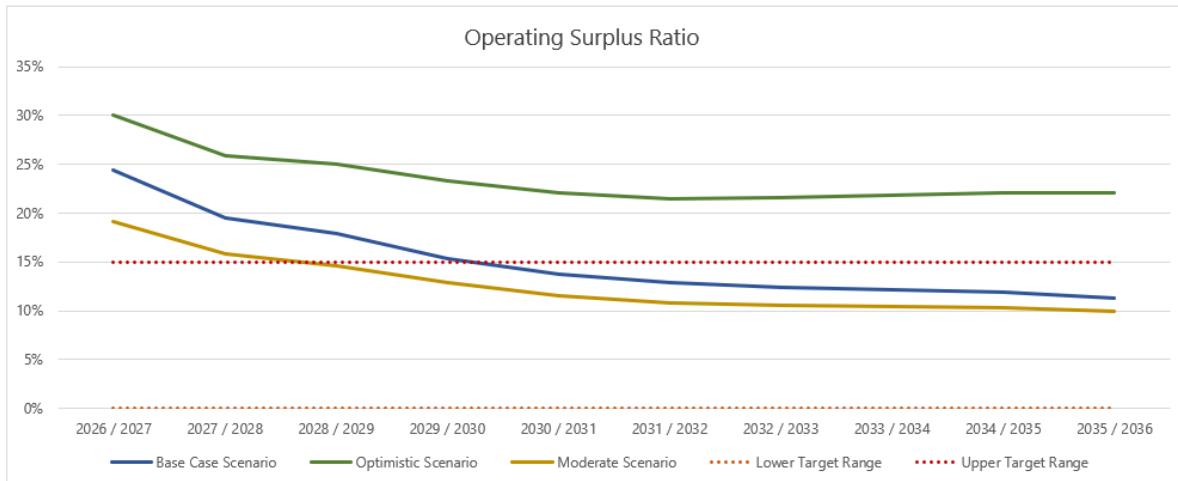
Administration recommends the base case scenario as it presents less risk to the City while still improving the standard of amenity and service. The base case scenario results in a positive operating surplus, sound capacity to meet short-term financial obligations, a consistent trend in rates coverage and ability to generate sufficient cash to cover debt payments.

The following graphs provide a snapshot of the City's financial sustainability measures over the life of the LTFP:

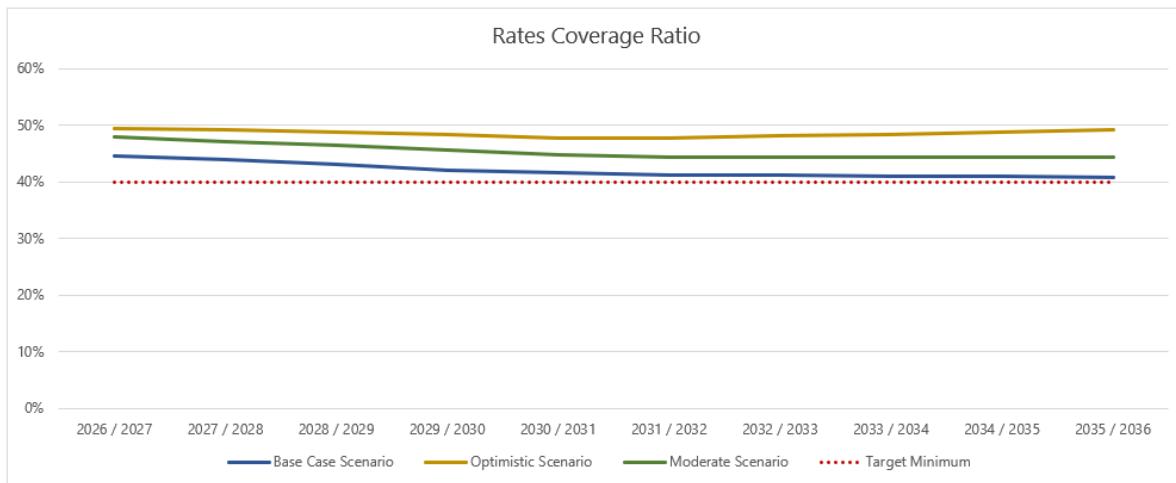
**The Current Ratio** measures the capacity of Council to meet its short-term financial obligations from available funds. The Current Ratio falls slightly below the target of 1% towards the end of the 10 years of the plan, however it is difficult to estimate timing items such as grants that will adjust this figure favourably.



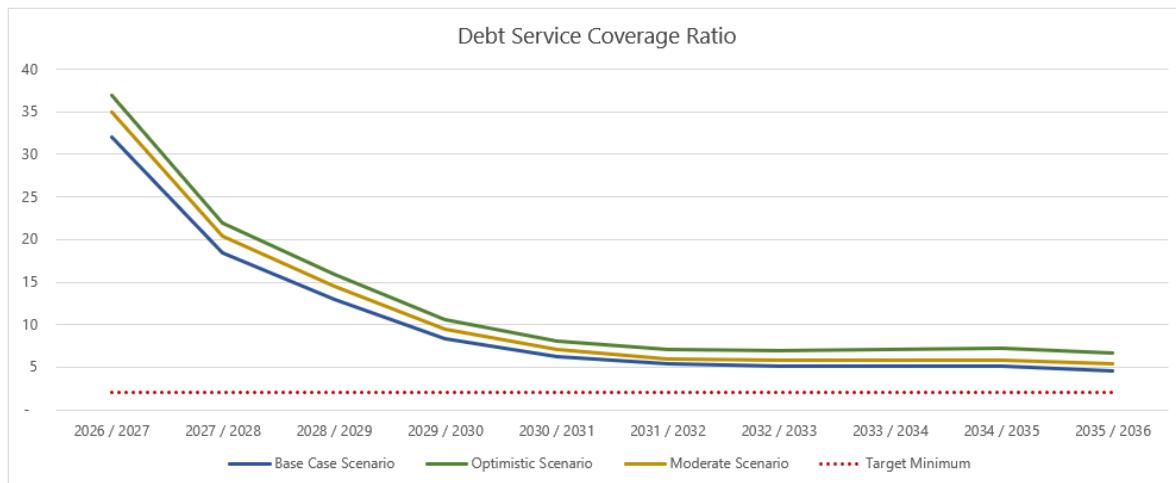
**The Operating Surplus Ratio** indicates the extent to which revenue raised not only covers operational expenses but also provides for Capital Funding. The target of an operating surplus is achieved each year of the LTFP. This indicates that surplus funds are available for capital works.



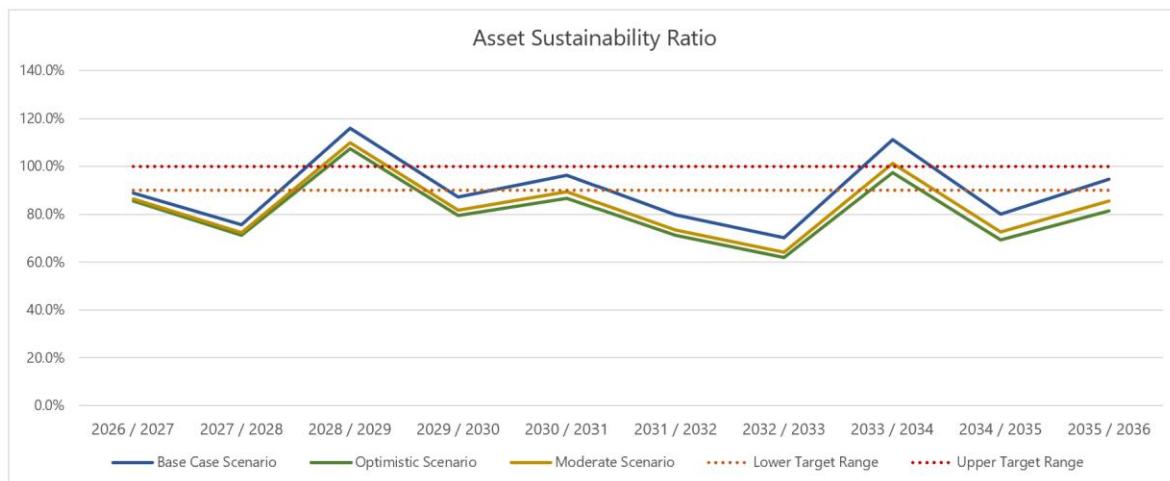
**The Rates Coverage Ratio** provides an indication of Council's ability to cover its costs from its own source revenue. The trend shows the rates coverage ratio is over 40% for the term of the 10 years of the plan.



**The Debt Service Coverage Ratio** indicates the City's ability to generate sufficient cash to cover its debt payments. The City's debt ratio being higher than 2 indicates the ability to fund the LTFP's proposed levels of debt.



**The Asset Sustainability Ratio** indicates the extent to which assets managed by Council are being renewed or replaced as they reach the end of their useful lives. The fall below the lower target range is due to new works forecasted within the capital works program, in excess of renewal works which are used to calculate the ratio. This ratio is but one measure of financial sustainability, and it is only due to new works that it appears poor. As assets age, renewal works are expected to increase, however with new assets being built it will be some time before this ratio is expected to improve again.



## LEVEL OF SIGNIFICANCE

In accordance with Council policy CG-8 Significant Decision-Making policy, this matter is considered to be of high significance in Council's ability to perform its role.

Financial integrity is essential to the future operational viability of the City but also as the custodian of community assets and service provision. The ability to forecast, predict, and monitor financial operations, activities, and capital projects is imperative to ensure that future financial risk is managed at acceptable levels of comfort.

The ability for the City to remain financially sustainable is a significant strategy for a region that is continually under pressure from the resources industry, private enterprise, and Government obligations for the ongoing development of infrastructure and services.

## STATUTORY IMPLICATIONS

Section 5.56 *Local Government Act 1995* provides that a local government is to plan for the future of the district.

## COUNCILLOR/OFFICER CONSULTATION

Councillor Strategy sessions have allowed Council to review capital programs and assumptions used in the long-term planning of the City. Extensive consultation has also taken place with relevant Managers and Executives in reviewing the detail contained within the Long-Term Financial Plan.

## COMMUNITY CONSULTATION

No community consultation is required.

## POLICY IMPLICATIONS

There are no policy implications.

## FINANCIAL IMPLICATIONS

The financial implications of this report are noted in the detail sections of the report. The Administration is satisfied that appropriate and responsible measures are in place to protect the City's financial assets.

### **STRATEGIC IMPLICATIONS**

This item is relevant to the Council's approved Council Plan 2025-2035. In particular the Corporate Business Plan:

Goal: 7 Our civic leaders are innovative, listening and balanced in meeting community needs

Objective: 7.3 Ensure the City is well governed and managed  
7.5 Provide strong financial management and transparency

### **RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is considered to be as follows:

<b>Category</b>	<b>Risk level</b>	<b>Comments</b>
Health	N/A	Nil
Financial	Moderate	Financial risk will be addressed through an annual review of budgetary expenditure and revenue allocated within the LTFP and Corporate Business Plan effected through development of an Annual Budget for each financial year for the period in which the Corporate Business Plan applies. The LTFP will assist with preparation of the Annual Budget.
Service Interruption	N/A	Nil
Environment	N/A	Nil
Reputation	N/A	If the City is not governed with the goal of stringent financial sustainability the risk is reputational damage with the Community and ratepayers.
Compliance	Moderate	The updated Long Term Financial Plan will continue to ensure Council's compliance with Section 5.56(1) of the <i>Local Government Act 1995</i>

### **IMPACT ON CAPACITY**

Decisions made within the adoption of the LTFP may impact on future resourcing of the City and will directly inform the Community Infrastructure and Corporate Business Plan.

### **RELEVANT PRECEDENTS**

The Long-Term Financial Plan is updated annually, with the last review adopted by Council in July 2025.

### **VOTING REQUIREMENTS**

Simple Majority.

### **CONCLUSION**

The Long-Term Financial Plan 2026-2036 will facilitate the progression of updates to Integrated Strategic Planning documents to ensure the sustainability of the City as it continues to meet the ongoing needs of the Community now and into the future.

## 10 COMMUNITY EXPERIENCE REPORTS

### 10.1 DRAFT ENGAGEMENT POLICY CS24 AND GUIDELINES

**File No:** CM.606

**Responsible Executive Officer:** Director of Community Experience

**Reporting Author:** Community Engagement Specialist

**Date of Report:** 23 February 2026

**Applicant/Proponent:** Nil

**Disclosure of Interest:** Nil

**Attachment(s):**

1. Draft Community Engagement Policy CS24 (clean)
2. Draft Community Engagement Policy CS24 (marked up)
3. Draft City of Karratha Engagement Guidelines

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#### PURPOSE

For Council to consider the revised Community Engagement Policy CS24 and draft City of Karratha Engagement Guidelines to be advertised for public comment.

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#### OFFICER'S RECOMMENDATION

**That Council ENDORSE the draft revised Community Engagement Policy CS24 and draft Engagement Guidelines to be advertised for public comment.**

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#### BACKGROUND

In response to Council's aspiration to be *Australia's most liveable regional city. The place we are proud to call home*, Officers are developing a City of Karratha Engagement Framework that:

- incorporates best practice, addresses legislative reforms, and meets community and stakeholder expectations,
- supports a consistent approach across the organisation, and
- strengthens engagement culture and practice.

#### Project Overview:

The draft Engagement Framework has been informed by research and consultation with internal and external stakeholders.

Objectives	Approach
1. Understand where the City is now in its engagement practice	<ul style="list-style-type: none"><li>• Internal engagement practices audit (2018-2022)</li><li>• 17 internal workshops across Directorates and the CEO's Office</li></ul>

Objectives	Approach
	<ul style="list-style-type: none"> <li>38 depth interviews across community of place, identity and life stage</li> </ul>
2. Identify 'where we want to be'	<ul style="list-style-type: none"> <li>Desktop research of legislative requirements and engagement sector best practices</li> </ul>
3. Development of four Engagement Framework components that detail 'how we will get there'	<ul style="list-style-type: none"> <li>Review and revise Community Engagement Policy CS24 to align with better practice</li> <li>Establish Engagement Guidelines</li> <li>Develop Engagement Toolkit to support officers to design, deliver and evaluate engagement activities</li> <li>Develop an Implementation Plan</li> </ul>

### Summary of Key Findings from Research and Consultation:

Themes	Findings
Community and stakeholder engagement is inherently ambiguous and always involves an element of uncertainty.	<ul style="list-style-type: none"> <li>Each engagement must be designed to suit the scale, complexity, and purpose of the specific decision at hand.</li> <li>Meaningful engagement must be principle-led, aligned with legislative intent and guided by the adoption of consistent processes.</li> <li>Validates the proposed Engagement Framework components will deliver what the organisation requires to better navigate the complexities of community and stakeholder engagement.</li> </ul>
The engagement sector is still professionalising	<ul style="list-style-type: none"> <li>There are currently no registration, certification or formal competency-based training or education pathways for community engagement practitioners.             <ul style="list-style-type: none"> <li>Subsequently there is a large variance in the skills and knowledge applied across the community engagement sector.</li> </ul> </li> <li>The engagement framework will support more effective procurement of engagement services and training of officers to design, deliver and evaluate engagement activities.</li> </ul>
Community's perceived engagement experiences with the City of Karratha are polarised between very positive and very negative	<ul style="list-style-type: none"> <li>A City-wide engagement culture is still emerging and requires a change management approach to support a more unified engagement culture and practice.</li> </ul>
The City's engagement practices from 2018-2023 have been inconsistent, and particularly weak in 'closing the loop'	<ul style="list-style-type: none"> <li>'Closing the Loop' involves communicating how community input shapes an outcome and doing this consistently will build community trust, reduce engagement fatigue and support increased public participation in the City's decision-making.</li> <li>Recent improvements in the City's engagement endeavours, led by the Major Strategic Community Plan review (March-July 2024) and increased engagement with Roebourne Elders and residents across the Eastern Corridor has been acknowledged and welcomed by community members.</li> <li>Validates the proposed Engagement Framework components will support more consistent engagement processes and practices.</li> </ul>

Themes	Findings
Inclusive engagement requires resource commitments	<ul style="list-style-type: none"> <li>The launch and increased use of the City's <b>What We Make It</b> online engagement platform has raised the profile of our engagement brand and engagement opportunities.</li> <li>Not all segments of our community are effectively captured by our online engagement platform <ul style="list-style-type: none"> <li>We need to continue to supplement online engagement with more resource intensive methods such as face-to-face interviews &amp; paper-based surveys, to uphold Council commitments to be place-based, culturally informed, fair and inclusive.</li> </ul> </li> </ul>

## DISCUSSION

Following completion of research and consultation, two of the four Engagement Framework components have been drafted:

1. *Revised Community Engagement Policy CS24*
2. *Engagement Guidelines*

A revised policy will establish the City's principles and expectations for engagement in line with legislative intent, industry best practice, and community expectations.

The Engagement Guidelines will support this by clearly communicating how and when the City will engage and what community can expect.

### Revision of Community Engagement Policy CS24

#### Rationale for Policy Revisions:

- Establishing a principle-led policy that reflects best practice and local communities' needs
- Aligning with legislation and the City's Council Plan
- Reducing ambiguity by using clearer and more consistent language

#### Proposed Policy Updates:

##### 1. Policy name:

- Current - *Community Engagement Policy CS24*
- Revised - Community and Stakeholder Engagement Policy CS24

This improves clarity that the policy applies to both community members and stakeholders who may not be residents (e.g. government agencies, FIFO workers, visitors.)

##### 2. Definitions:

- Current policy does not include definitions, increasing the risk of inconsistent interpretation and application.

##### 3. Policy statement:

- Confirms Council's commitment to principle-led engagement aligned to legislation and best practice.

##### 4. Revised principles:

- Current principles do not align with the Council Plan 2025-2035, best practice or officer usability. Proposed principles are:

- *Responsiveness* – embraces commitment to be dynamic and adaptable. Details when engagement may be avoided to meet the needs of our diverse community
- *Inclusivity and Equity* – aligns with Council's commitment to be inclusive, culturally-informed, place-based and fair
- *Integrity* – aligns with Council commitments to be transparent and fair
- *Objectivity* – aligns with Council commitment to balance economic, environmental and social factors to support long-term community wellbeing and resilience
- *Commitment* – confirms Council's commitment to engagement with community and stakeholders as articulated in the Council Plan 2025-2035
- *Evolving Practices* – aligns with Council commitment to embrace innovation

#### Policy implementation:

Two key framework components will support implementation:

1. *Engagement Toolkit* (processes, guidelines, tools and templates)
2. *Engagement Framework 4-Year Implementation Plan* (6 goals and 36 actions), informed by change management to:
  - a. create organisational readiness
  - b. provide training and tools
  - c. integrate with existing systems and processes
  - d. embed the framework as 'business as usual'

The implementation plan will also support risk management and budget forecasting.

#### **Development of Engagement Guidelines**

The Engagement Guidelines complement the revised Policy and provide an accessible summary of how and why Council engages with community and stakeholders.

#### Rationale:

Proposed reforms to the *Local Government Act 1995* are anticipated to introduce a mandated Community Engagement Charter from mid-2026. Officers have drafted Engagement Guidelines in anticipation of this change.

#### Content:

The guidelines explain, in everyday language:

- what engagement means
- why Council engages
- what Engagement Framework includes
- when engagement occurs
- how engagement is planned and delivered
- the role of Council, staff, community and stakeholders

#### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision-Making policy, this matter is considered to be of medium significance in terms of Council's ability to perform its role.

#### **STATUTORY IMPLICATIONS**

The State Government is progressing reforms to the *Local Government Act 1995* to strengthen community engagement and improve transparency in decision making.

The revised *Community Engagement Policy* CS24 and new *Engagement Guidelines* are expected to address the proposed reforms.

## **COUNCILLOR/OFFICER CONSULTATION**

Consultation has taken place with the City's Leadership Team and Internal Reference Group. Council has been briefed on this project via a briefing held in August 2025.

## **COMMUNITY CONSULTATION**

Community engagement will be pursued in accordance with the iap<sup>2</sup> public participation spectrum process to inform, consult and involve community and stakeholders as follows:

<b>Who</b>	<b>How</b>	<b>When</b>	<b>What</b>	<b>Outcome</b>
Community Reference Group	Workshops	18 March 2026	Opportunity to provide feedback on the draft documents	Officers will consider feedback for inclusion before presenting to Council for final endorsement May 2026
	One-on-one meetings with Community Reference Group members who cannot make it to the workshops	2 March – 30 March 2026		
Wider Community	What We Make It Online Platform	2 March – 30 March 2026		

## **POLICY IMPLICATIONS**

Council Policy CS24 – Community Engagement Policy is proposed be updated in response to community and Council feedback.

## **FINANCIAL IMPLICATIONS**

There are no additional financial implications.

## **STRATEGIC IMPLICATIONS**

This item contributes to all Goals within Council's approved Council Plan 2025-2035, and particularly:

Goal 7:	Our civic leaders are innovative, listening and balanced in meeting community needs.
Priority Focus Areas:	Proactive community engagement with all segments of the community.
Services:	Community Engagement. Provide opportunities for the community to participate in decision-making, share feedback, and contribute to shaping local policies, projects, programs, and services through methods such as public forums, surveys, workshops, advisory groups, and digital platforms.

## **RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is considered to be as follows:

<b>Category</b>	<b>Risk level</b>	<b>Comments</b>
Health	N/A	Nil
Financial	N/A	Nil
Service Interruption	N/A	Nil
Environment	N/A	Nil
Reputation	Moderate	There may be a reputational risk should Council not be perceived to be committed to community engagement
Compliance	N/A	Nil

### **IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

### **RELEVANT PRECEDENTS**

Council routinely considers revisions to Policy.

### **VOTING REQUIREMENTS**

Simple Majority.

### **CONCLUSION**

Extensive research and consultation have informed the development of the City of Karratha Engagement Framework, which comprises four key components. The revised Community Engagement Policy CS24 and Engagement Guidelines are now drafted for Council's consideration for public comment.

## 11 DEVELOPMENT SERVICES REPORTS

### 11.1 CORPORATE EMISSIONS PROFILE & EMISSIONS REDUCTION PLAN 2025

<b>File No:</b>	EM.29
<b>Responsible Executive Officer:</b>	Director Development Services
<b>Reporting Author:</b>	Sustainability Lead
<b>Date of Report:</b>	27 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	City of Karratha Corporate Emissions Profile and Emissions Reduction Plan 2025

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#### **PURPOSE**

For Council to consider the Corporate Emissions Profile and Emissions Reduction Plan 2025 (ERP) that establishes the City of Karratha's baseline corporate greenhouse gas emissions and outlines a staged pathway to reduce emissions by 22% by 2030 and achieve net zero by 2050.

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#### **OFFICER'S RECOMMENDATION**

**That Council ENDORSE the City of Karratha's Corporate Emissions Profile and Emissions Reduction Plan 2025 (Attachment 1).**

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#### **BACKGROUND**

The *Local Government Act 1995* requires Councils to promote the economic, social, and environmental sustainability of the district; to plan for and mitigate risks associated with climate change; and to consider the long-term consequences of decisions on future generations (Part 3, Division 1, Section 3.1(1A)).

On 30 June 2021, Council adopted the Environmental Sustainability Strategy (ESS) to deliver on this requirement. Focus Area 1 of the ESS – Energy & Climate Action – identified actions to conduct baseline carbon accounting, commit to an emission reduction target, and report progress as a key performance indicator.

The City subsequently engaged a consultant to complete the baseline corporate carbon accounting (also known as an emissions profile). Based on this work, the City of Karratha Corporate Emission Profile and Emission Reduction Plan 2025 (ERP), included as Attachment 1, has been developed to guide Council in reducing emissions in alignment with state and federal targets.

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#### **DISCUSSION**

The City has developed its organisational emissions profile for Financial Year (FY) 2024, which will serve as the base year for emissions. The Corporate Emissions Profile and accompanying ERP cover the City's Scope 1 and 2 greenhouse gas emission sources.

Scope 1 emissions are direct emissions from sources owned or controlled by the City (e.g., landfill, fleet vehicle fuel, and building gas use) and Scope 2 are indirect emissions from purchased electricity consumed in City operations.

Scope 3 emissions are indirect emissions from activities not directly controlled by the City (e.g., employee travel, housing, procurement, tenanted facilities, contractors and outsourced services) and are not included in the ERP.

Starting with Scope 1 and 2 emissions in a corporate ERP is the most common approach taken by local governments.

For FY2024, the City's emissions profile amounted to 53,198 tonnes of greenhouse gas emissions. The largest contributors were landfill emissions (81%), electricity consumption at City assets (9%), and fleet diesel use (8%). While 81% of the City's emissions are generated by landfill emissions, it is noted that Council has recently approved a new Waste Management and Resource Recovery Strategy that, among other things, includes actions designed to consider opportunities for emissions reduction such as the capture of methane for use as a renewable energy source.

Western Australia emitted 89.4 megatonnes of carbon dioxide equivalent (CO<sub>2</sub>e) of greenhouse gases in 2022-23, with the Pilbara alone accounting for around 40% of the State's total due to its heavy industry and resource activities. By comparison, the City of Karratha's corporate emissions of 53,198 tonnes CO<sub>2</sub>e (or 0.0532 megatonnes CO<sub>2</sub>e), represent approximately 0.06% of Western Australia's total, showing that while the City's footprint is small, targeted actions can still deliver meaningful environmental benefits.

It is proposed that the City employ the following mitigation hierarchy to guide its emissions reduction efforts:

1. Avoid emissions through efficient design, waste reduction and diversion, and electrification, including delivering energy-efficient community infrastructure, expanding waste recovery programs, and transitioning vehicles, equipment, and gas-powered systems to electric alternatives.
2. Reduce emissions by prioritising energy efficiency and local renewable energy through equipment upgrades, energy audits, energy-saving technologies, and expanded solar and battery storage across City facilities.
3. Replace high-emission energy sources with low-carbon alternatives, including purchasing renewable energy through mechanisms such as Power Purchase Agreements (PPAs) and offset programs.

Using this framework and input from targeted workshops with internal stakeholders, priority abatement areas were identified and informed the Emission Reduction Pathway, which also functions as an Implementation Plan. Section 6.9 of the ERP (Attachment 1) outlines the recommended emission reduction actions and the indicative resources required for delivery. A summary of the key emissions reduction actions is provided in Table 1.

*Table 1: Summary of Emissions Reduction Actions*

Abatement Area	Key Actions	2026 - 2028	2028 - 2030	2030 - 2035	2035 - 2050
Renewable Energy	<ul style="list-style-type: none"> <li>- Install ~200kW solar annually on City facilities (2026–2035)</li> <li>- Develop and deliver a program to install solar at City facilities Plan</li> <li>- Install battery storage (500kWh annually, 2028–2035)</li> </ul>	✓	✓	✓	

Abatement Area	Key Actions	2026 - 2028	2028 - 2030	2030 - 2035	2035 - 2050
	- Generate & retire Renewable Energy Credits (carbon credits) for solar plants >100kW	✓	✓	✓	✓
<b>Energy Efficiency</b>	- Upgrade building systems in City facilities (LED lighting, heating, cooling, air conditioning, Building Management Systems, irrigation, smart controls) - Centralise solar data in the Niagara software platform for simple monitoring and management	✓ ✓	✓	✓	✓
<b>Streetlighting</b>	- Advocate for conversion of utility-owned non-LED streetlights, upgrade City-owned non-LED streetlights, and expand smart lighting controls	✓	✓		✓
<b>Renewable Energy Procurement</b>	- Partner with Horizon Power and other energy providers to investigate renewable Power Purchase Agreements (Source 100% renewable electricity from 2031)			✓	✓
<b>Fleet Transition</b>	- Replace internal combustion engine vehicles/plant with hybrids, electric vehicles (EV), hydrogen (Transition targets: 5% by 2027, 40% by 2035, 80% by 2050) - Assess the City's EV uptake, fleet transition, community access, and charging infrastructure - Install EV charging infrastructure	✓ ✓ ✓	✓	✓	✓
<b>LPG Phase-Out</b>	- Transition LPG use (KLP, REAP, BBQs, heating) to electricity by 2030 where feasible		✓	✓	✓
<b>Waste Management</b>	- Implement the City's Waste Management & Resource Recovery Strategy - Expand landfill gas capture - Assess feasibility: waste-to-energy + FOGO recovery	✓	✓ ✓	✓	✓
<b>Governance &amp; Strategy</b>	- Set renewable energy & emissions reduction KPIs - Develop Climate Change Policy - Develop an Environmentally Sustainable Design Framework for City-owned and managed facilities - Expand the ERP to include Scope 3 (indirect) emissions - Calculate community emissions & prepare Community ERP - Review Plan every 5 years - Achieve Climate Active & Eco Tourism certification	✓ ✓ ✓	✓	✓	✓
<b>Procurement</b>	- Embed low-carbon procurement policies. Prioritise suppliers with		✓	✓	✓

Abatement Area	Key Actions	2026 - 2028	2028 - 2030	2030 - 2035	2035 - 2050
	sustainability & carbon reduction commitments				
Offsets	- Implement offset program for residual emissions. Supplement with purchased ACCUs or equivalent				✓

The proposed ERP illustrates the projected abatement impact of these initiatives over time. By FY2030, the City could reduce its emissions by 22% and reach net zero by FY2050.

Currently, there is no legislative obligation at the state or federal level requiring Councils to align with state, federal or international emissions reduction targets. However, this may change with the potential introduction of state climate change legislation, which could establish formal emissions reduction goals and mandatory reporting for local governments.

In the broader policy landscape, Australia has committed to and legislated net zero emissions by 2050 and set a target to reduce emissions to 62-72% below 2005 levels by 2035. Internationally, frameworks such as the United Nations Sustainable Development Goals (SDGs) - specifically Goal 13: Climate Action - call on all levels of government to take urgent steps to combat climate change and its impacts.

This context reinforces the importance of the City's ERP – both as a practical roadmap for action, and as a strategic contribution to state, federal, and global climate commitments. It also demonstrates the City's corporate social responsibility and its leadership in decarbonisation and economic diversification through the growth of the renewable energy industry.

### LEVEL OF SIGNIFICANCE

In accordance with Council policy CG-8 Significant Decision Making policy, this matter is considered to be of moderate significance in terms of environmental issues and Council's ability to perform its role.

### STATUTORY IMPLICATIONS

Part 3 Division 1 of the *Local Government Act 1995*, section 3.1 (1A) identifies that Councils are obliged to promote the economic, social, and environmental sustainability of the district; to plan for and mitigate risks associated with climate change; and to consider the long-term consequences of decisions on future generations.

Part 5, Division 3 of the *Local Government Act 1995*, section 5.56 (1) identifies that Councils are required to plan for the future of the district.

### COUNCILLOR/OFFICER CONSULTATION

Consultation with Council on the draft ERP was undertaken in September 2025 with presentations to Council at a workshop and public briefing prior to seeking formal Council approval to commence public consultation.

Various Officers were consulted during the development of the Corporate Emissions Profile and ERP, having reviewed the draft and final versions of the document.

### COMMUNITY CONSULTATION

Community engagement and communication activities were undertaken in accordance with the IAP<sup>2</sup> Public Participation Spectrum to inform and consult. These activities aimed to gather

feedback on the draft Corporate Emissions Profile and ERP. The engagement opportunities for comment on the plan are outlined below:

Who	How	When	What	Outcome	
Community Engagement	Upload to What We Make It portal	21 October 2025	Uploading the ERP to the portal	Inform – provide public with information & Consult – obtain public feedback	
Stakeholder Engagement	Direct email	4 <sup>th</sup> November 2025	Circulating the draft ERP		
Communications	What We Make It Update Live	21 <sup>st</sup> October – 9 <sup>th</sup> November 2025	Announcing the ERP is out for public comment		
	Facebook Post #1	21 <sup>st</sup> October 2025			
	Facebook Post #2	30 <sup>th</sup> October 2025			
	Facebook Post #3	6 <sup>th</sup> November 2025			
Environmental Sustainability Advisory Group	Direct email	12 <sup>th</sup> September 2025	Circulating the draft ERP	Inform – provide public with information & Consult – obtain public feedback	
	Meeting presentation	17 <sup>th</sup> September	Presenting the draft ERP		
	Direct email	3 <sup>rd</sup> November 2025	Circulating the draft ERP		
	Meeting discussion	11 <sup>th</sup> November 2025	Discussing the draft ERP		

The Draft Corporate Emissions Profile and Environmental Reduction Plan (ERP), along with a summary of recommendations, were made available on the City's online *What We Make It* (WWMI) engagement platform from 21 October to 9 November. The page generated a strong level of community interest, receiving 152 views, 122 visits and 87 unique visitors. Despite this, no submissions were lodged through the WWMI platform or via direct email to the City.

Despite the absence of formal submissions, there is strong and growing community interest and expectation for meaningful action on sustainability and climate change. This was demonstrated through feedback captured in the 2024 annual community survey and during the development of the Council Plan 2025-2035, which informed the inclusion of emissions reduction and climate action as a key service area. This was further reinforced by thoughtful feedback from the Environmental Sustainability Advisory Group at presentations delivered outside the ERP consultation period, reflecting the views of informed and passionate community representatives.

## POLICY IMPLICATIONS

There are no immediate policy implications, however, development of a Climate Change Policy and an Environmentally Sustainable Design Framework for City facilities is recommended.

## FINANCIAL IMPLICATIONS

High-level costs of the ERP actions will be incorporated into the Long Term Financial Plan. Infrastructure and project costs identified in Table 18 of the ERP are estimates and will be refined through detailed design and addressed through the normal budget process as part of developing future projects, including those outlined in the Community Infrastructure Plan.

## STRATEGIC IMPLICATIONS

This item is relevant to the Council's approved Council Plan 2025 - 2035.

Goal: 5. We respect and care for the natural environment  
 Objective: 5.2 Implement sustainability measures in City operations and promote sustainability amongst community and industry

This item is a project in the approved Environmental Sustainability Strategy:

Priority Focus Area: 1. Energy & Climate Action  
 Key project/actions: 1.24 Conduct baseline carbon accounting  
                           1.25 Commit to an emissions reduction target and report as a key performance indicator.

## RISK MANAGEMENT CONSIDERATIONS

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	N/A	Nil
Financial	Low	Endorsement of the ERP does not commit the City to funding, and future implementation costs are subject to annual budget and business planning processes. Delays or failure to stage actions appropriately may result in increased costs over time.
Service Interruption	Low	The risk to current service interruption is low, as the ERP has been developed to guide future resource planning rather than disrupt current operations. Should the proposed actions in the ERP not be adequately resourced however, delivery of the new services will not be achieved.
Environment	Moderate	The risk of not adopting the ERP is moderate, as it could result in rising greenhouse gas emissions, increased waste, loss of biodiversity and ecosystem health, reduced climate resilience, and missed opportunities for climate adaptation.
Reputation	Low	The risk of adopting the ERP is low, as it has been developed through extensive internal engagement and will be regularly reviewed and updated to remain responsive to progress, reporting requirements and evolving community sentiment. Should the proposed actions in the ERP not be adequately resourced however, delivery will not be achievable, creating a reputational risk.
Compliance	N/A	Nil. Currently there is no legislative requirement for local governments to monitor and report on emissions, however this may change in the future.

## IMPACT ON CAPACITY

The City Growth team currently has only one Officer dedicated to sustainability actions. While endorsement of the ERP has no immediate impact on capacity, full delivery of the ESS and ERP (which is one of the priority actions of the ESS) will require additional staffing and resources as the actions identified - assuming Council endorsement of these documents - result in a service level change to current activities undertaken within the Sustainability portfolio and, to a lesser extent, across the rest of the organisation. A mid-cycle review of the ESS and Implementation Plan is underway and will be presented to Council in early 2026. Additional resourcing requirements for the City's Sustainability service area will be considered holistically as part of the updated ESS and Implementation Plan review.

## RELEVANT PRECEDENTS

Many local governments have developed similar plans, however the titles differ (e.g., climate change strategies, emissions reduction and renewable energy plans, and net zero emissions

roadmaps). Several local governments have set corporate renewable energy and net zero targets in line with state and federal targets. These plans are instrumental in aligning infrastructure projects and operational processes to address long-term climate mitigation.

## **VOTING REQUIREMENTS**

Simple Majority.

## **CONCLUSION**

The *Local Government Act 1995* requires Councils to plan for the future, promote sustainability, and consider climate-related risks and long-term impacts. To meet this requirement, Council adopted the Environmental Sustainability Strategy in 2021, which included actions to establish a baseline carbon footprint, set emissions reduction targets, and report progress.

The City has now developed its Corporate Emissions Profile and Emissions Reduction Plan 2025 covering corporate Scope 1 and 2 emissions, outlining priority abatement actions across renewable energy, energy efficiency, fleet, waste management, and governance.

Adoption of this document will provide a practical roadmap to reduce emissions by 22% by 2030, reach net zero by 2050, improve climate resilience, and contribute strategically to state, federal, and global climate efforts.

Adequate resourcing of the ERP and other actions identified under the ESS will be addressed holistically when the mid-cycle review of the Strategy is presented to Council in early 2026.

**11.2 REQUEST FOR FINAL ADOPTION – SCHEME AMENDMENT NO. 60 TO CITY OF KARRATHA LOCAL PLANNING SCHEME NO. 8 – OMNIBUS AMENDMENT**

<b>File No:</b>	LP.364
<b>Responsible Executive Officer:</b>	Director Development Services
<b>Reporting Author:</b>	Senior Strategic Planner
<b>Date of Report:</b>	12 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. Standard Scheme Amendment No. 60 – Omnibus Amendment</li><li>2. Omnibus Amendment Explanatory Notes</li><li>3. Track Changes –Scheme Text</li><li>4. Schedule of Submissions</li><li>5. Schedule of Modifications</li></ol>

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**PURPOSE**

For Council to consider final adoption of Scheme Amendment No. 60 to the City of Karratha Local Planning Scheme No. 8 following completion of statutory public advertising and consideration of submissions.

This scheme amendment comprises 206 modifications that modernise and rationalise the Scheme. The changes are primarily administrative and technical, and are intended to improve consistency with State legislation, remove duplication, correct anomalies, and strengthen statutory clarity. The changes do not alter the Scheme's strategic intent.

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**OFFICER'S RECOMMENDATION****That Council:**

1. **In accordance with Regulation 50(2) of the Planning and Development (Local Planning Schemes) Regulations 2015:**
  - a) **NOTE the submissions received in respect to Scheme Amendment No. 60 to the City of Karratha Local Planning Scheme No. 8; and**
  - b) **ENDORSE the response to the submissions as contained in Attachment 4.**
2. **In accordance with Regulation 50(3)(b) of the Planning and Development (Local Planning Schemes) Regulations 2015, determines to SUPPORT WITH MODIFICATION Amendment No. 60 to the City of Karratha Local Planning Scheme No. 8 as detailed in Attachment 1 and Attachment 5 (Schedule of Modifications);**
3. **In accordance with Regulation 34 and 35 of the Planning and Development (Local Planning Schemes) Regulations 2015, RETAIN the 'Standard Amendment' classification for Amendment No. 60 for the following reasons:**
  - a) **The proposed amendments are generally consistent with the objectives of the City of Karratha's Local Planning Scheme No. 8;**

- b) The proposal is generally consistent with the endorsed Local Planning Strategy;
- c) The amendments include provisions to ensure that the Residential Design Codes are to be read as though they were part of the Scheme;
- d) The proposed amendments are unlikely to cause any adverse impacts on the environmental, social and economic context of the City;
- e) The amendments include the normalisation of Structure Plans approved under the City of Karratha's Local Planning Scheme No. 8.

4. NOTE the intention to REVOKE the following Structure Plans, pursuant to Regulation 35A of the *Planning and Development (Local Planning Schemes) Regulations 2015*, upon approval of proposed Scheme Amendment No. 60:

Structure Plan Area No.	Structure Plan Area	Endorsement Date
DA9	Dampier Road, Baynton West, Karratha	15 October 2020
DA40	Lot 617 Shadwick Drive, Millars Well	30 April 2014
DA45	Lot 613 Wotherspoon Road, Millars Well	30 April 2014

## BACKGROUND

At the Ordinary Council Meeting held on 28 April 2025, Council resolved to initiate 'Scheme Amendment No. 60 (AMD No. 60) to the City of Karratha Local Planning Scheme No. 8 (the Scheme)' for public advertising.

The Scheme (gazetted 22 August 2000) has been amended multiple times, including through two previous omnibus amendments (most recently in 2018).

A comprehensive review of the Scheme identified a suite of text and mapping updates needed to modernise the Scheme, improve consistency with State legislation, and correct anomalies. AMD No. 60 consolidates these changes into a single omnibus amendment.

The amendment has been initiated by the City to:

- Align the Scheme with the Deemed Provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015* (Regulations);
- Remove redundant, duplicated or outdated provisions;
- Clarify land use permissibility and development standards;
- Update definitions and supplemental provisions; and
- Correct mapping anomalies and rezone specific areas to better reflect existing land use, environmental values and statutory intent.

This amendment is an interim step to bring the scheme in line with the State Planning Framework and introduce minor amendments and administrative changes before a new local planning scheme is prepared.

## DISCUSSION

AMD No. 60 is comprised of 206 modifications to the Scheme. Of these modifications, 48 relate to development provisions and land use permissibility. Approximately half of the remaining modifications are required to ensure consistency with the State planning framework, with the balance addressing minor textual errors, definition updates and mapping

corrections. Collectively, these changes do not alter the strategic intent of the Scheme but improve clarity, consistency and statutory robustness.

### **Amendments to Development Provisions and Land Use Permissibility**

#### *Murujugá National Park and Dampier Archipelago Islands*

Murujugá National Park was formally declared in 2013, after the Scheme was originally gazetted. The amendment rezones an outdated Telecommunications reserve within the National Park to ‘Conservation, Recreation and Natural Landscapes’, accurately reflecting its intended purpose.

In August 2024, it was announced that West Intercourse Island would be transferred to the Department of Biodiversity, Conservation and Attractions for joint management with the Murujugá Aboriginal Corporation. Advice from the then Department of Jobs, Tourism, Science and Innovation indicated that additional islands are also intended to be transferred under similar arrangements. These islands form part of the Murujugá Cultural Landscape, which was inscribed on the World Heritage List in July 2025. The amendment rezones affected islands from Strategic Industry and Infrastructure to ‘Conservation, Recreation and Natural Landscapes’, reflecting their future conservation and cultural heritage role.

#### *New and Updated Land Use Definitions and Permissibility*

Since their introduction, the Regulations have been amended to update, remove or refine land use terms and definitions. AMD No. 60 updates the City’s Scheme definitions in line with the Regulations by:

- Removing outdated or duplicated terms;
- Introducing new definitions where required; and
- Making minor refinements that do not change the intent or application of existing land uses.
- New land uses introduced into the zoning table (with assigned permissibility);
- Home occupation is made a permitted use in all zones where dwellings are permitted.

These changes are technical in nature and do not alter the intent, scope or practical application of land use permissibility within the Scheme. Rather, they ensure that statutory interpretation of the Scheme remains consistent with contemporary State planning legislation and policy.

A detailed explanation of the above is provided within **Attachment 2** outlining the changes that have been proposed.

#### *Local Development Plans*

The amendment formally introduces Local Development Plans (LDPs) into the Scheme. LDPs provide detailed, site-specific development guidance and complement Structure Plans, which are typically used to guide subdivision and land use across larger areas. This change improves the Scheme’s flexibility and alignment with the Regulations.

#### *Additional Use Rights*

Additional Uses are applied where a land use is not generally permitted within a zone but is considered appropriate on a specific site. The amendment applies Additional Uses to:

- Existing service stations within the City Centre, allowing their continued operation while supporting future precinct planning objectives that discourage vehicle-dominated uses in key pedestrian-focused areas; and
- The Port Walcott Yacht Club, where the current zoning does not otherwise permit the established recreational use.

### *Restricted Use*

Restricted Use rights are imposed where a land use is permitted in a zone but is not considered appropriate for a specific site.

A Restricted Use introduced under Amendment No. 33 affecting Lot 4 Jager Street, Roebourne has been corrected. The amendment removes the incorrect restricted use and instead explicitly prohibits caretaker's dwellings on the lot, reflecting its location within the buffer area of the Roebourne Wastewater Treatment Plant.

### *Development Approval Exemptions*

The amendment expands exemptions for shade sails, allowing them on all lots (excluding heritage-listed places) without development approval, subject to compliance with the *Building Act 2011*. This reduces unnecessary regulatory burden while maintaining safety and heritage protections.

### *Revocation of Structure Plans*

Three Structure Plans are revoked as part of the amendment:

- Baynton West (DA9), which has been substantially developed.
- Lot 617 Shadwick Drive and Lot 613 Wotherspoon Road, Millars Well (DA40 and DA45), which are now hard coded into the Scheme.

Corresponding zoning and coding are incorporated directly into the Scheme maps and text.

### **Consistency with State Legislation – Supplemental Provisions**

The deemed provisions contained in Schedule 2 of the Regulations form part of the Scheme by operation of the *Planning and Development Act 2005* and Clause 1.4 of Local Planning Scheme No. 8. Clause 61 of the deemed provisions prescribes categories of development that do not require development approval.

Schedule A of the Scheme currently contains supplemental provisions identifying additional forms of development that are exempt from development approval within the City of Karratha. Since the gazettal of the Regulations, the Western Australian Planning Commission has amended Clause 61 on several occasions, resulting in duplication and, in some instances, inconsistency between Clause 61 and Schedule A, including differences in structure and formatting.

Scheme Amendment No. 60 rationalises these provisions by removing duplicated exemptions from Schedule A and re-formatting the remaining supplemental provisions to align with the tabular structure and terminology of Clause 61. This approach improves clarity, reduces interpretive risk, and ensures the Scheme operates consistently with State legislation while retaining locally specific exemptions where appropriate.

### **Consistency with State Legislation – Minor Modifications**

The Regulations prescribe standardised wording and terminology for local planning schemes across Western Australia. AMD No. 60 makes a series of minor textual modifications to align existing Scheme provisions with the prescribed model text. These amendments do not introduce new policy directions or change the intent of any provision but ensure consistency, legal clarity and compliance with the Regulations.

### **Mapping Modifications**

A total of 33 mapping amendments is included as part of AMD No. 60. 19 of these changes correct minor mapping errors or anomalies and do not alter land use permissibility or development potential.

The remaining mapping changes relate to substantive matters already addressed in this report, including the Dampier Archipelago island rezonings, the application of Restricted and Additional Uses, and the normalisation of areas previously governed by structure plans. Collectively, these amendments improve the accuracy and internal consistency of the Scheme maps.

### **Minor Spelling and Grammatical Amendments**

Minor spelling, grammatical and formatting corrections are included throughout the Scheme text. These changes are detailed in the Scheme Amendment Report and do not affect the intent, interpretation or operation of any Scheme provision.

### **Public Submissions and External Agency Comments**

The Amendment was publicly advertised for 42 days, from 22 October to 3 December 2025, in accordance with the *Planning and Development (Local Planning Schemes) Regulations 2015*.

To strengthen community engagement, the Scheme Amendment was advertised through the following channels:

- Publication of the Scheme Amendment notification on the City's Facebook page.
- Email notification to relevant external referral agencies.
- Direct written notification (letters and emails) were sent to affected landowners (including all affected Service Stations) advising them of the proposed Scheme Amendment and inviting them to contact the City's planning team with any questions or concerns. Following this, VER Custodian (owner of 13–15 Searipple Road) requested a meeting. City planning officers attended an online meeting on 15 January 2026 to explain how the proposed additional use in the scheme would affect the service stations in the city centre precinct. The owner's representatives confirmed they were satisfied that the proposed provisions would allow the continued operation of the service station.
- Issue of a follow-up letter and email on 10 December 2025 to affected landowners providing an additional 28-day period to arrange meetings with City planning officers to discuss how the proposed changes may affect their properties prior to the Scheme Report proceeding to Council for recommendation.

At the end of the advertising period, a total of three submissions were received by the City. One submission was received from the public, and two submissions were received from external referral agencies. A detailed summary of, and response to, these submissions are provided in the Schedule of Submissions (Attachment 4).

The submissions generally supported the proposed amendment.

The following is a summary of the submissions and referral comments received:

#### **1. Rio Tinto Iron Ore (RTIO)**

Rio Tinto Iron Ore (RTIO) advised that it has no objection to Amendment No. 60 and expressed support for the modernisation of the City of Karratha Local Planning Scheme.

#### **2. Department of Biodiversity, Conservation and Attractions (DBCA)**

DBCA raised that clause 4.3(c) should be updated to correctly reference the *Murujugá National Park Management Plan (2013)* and remove reference to the outdated *Burrup Peninsula Land Use Plan and Management Strategy (1996)*. DBCA also suggested

considering inclusion of reference to the *Burrup and Maitland Industrial Estates Agreement (2003)*.

DBCA recommended that clauses 4.7 (*Islands Objectives*) and 4.9 (*Maitland Objectives*) include references to relevant management plans, specifically the draft *Dampier Archipelago Joint Management Plan* and the draft *Pilbara Inshore Islands Management Plan*, to ensure alignment with conservation and cultural heritage objectives.

### **3. Department of Fire and Emergency Services (DFES)**

DFES queried whether State Planning Policy 3.7 – *Planning in Bushfire Prone Areas* (SPP 3.7) has been applied to the proposed amendment. DFES highlighted that the amendment introduces new development standards and land use permissibility, which provides an opportunity to coordinate bushfire risk management.

Following further consultation between City officers and DFES, it was agreed that that AM No. 60 does not result in development or land use intensification and, in accordance with section 4 of SPP 3.7, the policy is not triggered by the amendment.

### **4. Water Corporation**

Water Corporation advised that it has no objection to Amendment No. 60, noting that the proposed changes are minor and do not appear to have any adverse impact on the Corporation's long-term planning. Water Corporation also noted that their advice should be reconfirmed if the proposal does not progress within 12 months.

### **5. Proposed Modifications**

As a result of comments received from DBCA during the advertising process the City is proposing to modify provisions of the Scheme to align with the current management documentation for the Murujuga National Park and the Inshore Islands.

A detailed comparison of the current scheme provisions and the proposed modifications are provided in Attachment 5. The proposed modifications have also been included in Attachment 1 and 2 to provide a holistic document that captures all the initial proposed amendments and additional proposed modifications.

These are the only modifications proposed to be made to AMD No. 60 as a result of submissions received during the public advertising period.

### **LEVEL OF SIGNIFICANCE**

In accordance with Council Policy CG-08 Significant Decision-Making Policy, this matter is considered of moderate significance: it affects multiple parties through city-wide text and map corrections but is largely consolidatory/administrative and consistent with endorsed strategies and State planning reforms.

### **STATUTORY IMPLICATIONS**

This item is subject to the following legislation:

- *Planning and Development Act 2005*, particularly section 75; and
- *Planning and Development (Local Planning Schemes) Regulations 2015*, including Schedule 2 (Deemed Provisions).

Final approval of the amendment resides with the Western Australian Planning Commission and the Minister for Planning

## **COUNCILLOR/OFFICER CONSULTATION**

Internal consultation has been undertaken with relevant City teams to ensure statutory compliance and operational clarity. A Council workshop was also held on 10 March 2025 prior to Council's decision to initiate the amendment.

## **COMMUNITY CONSULTATION**

In accordance with Regulation 47 of the Regulations 2015, the Amendment was advertised between 22 October to 3 December 2025, a period totalling 42 days. The Amendment was advertised via an advertisement in the Pilbara News, notice on the City's website, letters to impacted landowners and referral to relevant State government agencies.

The City received one public submission and two State government agencies submissions which is summarised and considered in the Discussion section of this report. Full details of the submissions and City officer responses are contained in the Schedule of Submissions (Attachment 4).

## **POLICY IMPLICATIONS**

There are no policy implications. The amendment implements the Local Planning Strategy (2021) and recent State reforms, providing clearer Scheme-based controls and reducing duplication with the Deemed Provisions.

## **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this item. Costs associated with preparation and advertising have been met within existing operational budgets within Development Services.

## **STRATEGIC IMPLICATIONS**

This item is relevant to the City of Karratha's approved Council Plan 2025-2035.

Goal:	4	Our places and spaces are functional, attractive and reflect our unique identity Land use planning.
Objective	4.4	Plan for future development that enables growth while respecting local identity.
Goal:	5	We respect and care for the natural environment – <i>Environmental sustainability, including decarbonisation.</i>
Objective:	5.3	Conserve and enhance the natural environment for current and future generations.

## **RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is as follows:

<b>Category</b>	<b>Risk level</b>	<b>Comments</b>
Health	Low	Nil
Financial	Low	No direct financial exposure
Service Interruption	Low	Business as usual
Environment	Low	Island rezonings strengthen conservation outcomes in Murujuga/Dampier Archipelago.

Category	Risk level	Comments
Reputation	Low	The intention of this Scheme Amendment is to provide a transparent statutory process; aligning the Local Planning Scheme with the State legislation. No contentious amendments proposed.
Compliance	Low	The proposed Scheme Amendment is based on a review of the Regulations and ensures consistency with the State Planning Framework.

### **IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

### **RELEVANT PRECEDENTS**

The City of Karratha has previously progressed omnibus amendments (last gazetted 2018) to rationalise the Scheme. AMD No. 60 continues that approach.

### **VOTING REQUIREMENTS**

Simple Majority.

### **CONCLUSION**

Scheme Amendment No. 60 provides a comprehensive and strategic update to the City of Karratha Local Planning Scheme No. 8, ensuring the Scheme is legally robust, removes duplication, aligns with the Deemed Provisions of the Regulations and contemporary State planning reforms, and corrects a range of mapping and text anomalies that have accumulated over time.

It also delivers strategic environmental and cultural heritage outcomes through the rezoning of islands within the Dampier Archipelago to Conservation, Recreation and Natural Landscapes, supporting the Murujuga Cultural Landscape World Heritage inscription and future joint management arrangements, while maintaining an appropriate balance between conservation, industry, tourism and community needs.

Scheme Amendment No. 60 provides a much needed update to the Scheme and public consultation indicates no objections. Agency feedback has been considered and addressed through officer responses and minor modifications where appropriate, ensuring the amendment remains compliant with State legislation and policy expectations.

It is therefore recommended that Council adopt Scheme Amendment No. 60 and forward it to the Western Australian Planning Commission for final consideration and approval.

### 11.3 ECONOMIC DEVELOPMENT AND TOURISM STRATEGY 2025–2035

<b>File No:</b>	CM.8
<b>Responsible Executive Officer:</b>	Director Development Services
<b>Reporting Author:</b>	Economic Development Coordinator
<b>Date of Report:</b>	15 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. Draft Economic Development and Tourism Strategy 2025-2035</li><li>2. Proposed Implementation Plan</li></ol>

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#### **PURPOSE**

For Council to endorse the draft Economic Development and Tourism Strategy 2025–2035, following public consultation.

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#### **OFFICER'S RECOMMENDATION**

**That Council ENDORSE the City of Karratha's Economic Development and Tourism Strategy 2025–2035 (Attachment 1).**

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#### **BACKGROUND**

The Economic Development and Tourism Strategy 2025–2035 (EDTS / Strategy) has been developed to guide the City's approach to economic growth, diversification, and tourism development over the next decade.

The Strategy builds on previous economic development work and reflects changing economic conditions, emerging opportunities, and the need to diversify the region's economic base beyond traditional resource-sector drivers. It also responds to the increasing importance of tourism, small business, investment attraction, workforce development and place-based economic outcomes.

The development of the Strategy was informed by a comprehensive engagement process with community members, businesses, tourism operators, industry bodies, Aboriginal organisations, government agencies and other key stakeholders.

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#### **DISCUSSION**

The EDTS sets a clear direction for how the City will support a more diverse and resilient local economy. The Strategy recognises that while the resources sector remains a key economic driver, long-term sustainability depends on growing and strengthening other industries by unlocking their latent potential.

The Strategy focuses on creating an enabling environment for business and industry growth. This includes advocating for and supporting the development of critical infrastructure, empowering local businesses through targeted grants, simplifying local procurement processes, and expanding business development support. The Strategy also places emphasis on attracting, developing, and retaining talent to ensure that local industries have the skills and capacity needed to thrive. Together, these actions aim to position the City for sustainable economic diversification and long-term prosperity.

Tourism is identified as a key industry to support this diversification. The Strategy lays the foundations for sustainable tourism growth by building local capacity and infrastructure, developing tourism attractions and products, and protecting the City's environment and cultural heritage. This approach aims to strengthen the City's reputation as a vibrant destination for visitors while delivering lasting economic and community benefits.

Development of the Strategy involved engagement with internal stakeholders, industry representatives, and regional partners to ensure alignment with broader economic priorities and regional development initiatives. Feedback was collated and all inputs were assessed against a prioritisation model that determined the proposed priority economic development and tourism initiatives.

To ensure the Strategy reflected community and business expectations and captured additional local insights, a 3-week public consultation period was undertaken. The process allowed residents, businesses and stakeholders to review the City's direction and provide feedback.

Submissions received are summarised in the Community Consultation section below. Based on the submissions, a small number of minor amendments were made to the draft Strategy. The majority of feedback related to matters already addressed within the Strategy or to issues that will be considered during the implementation of its initiatives.

The Strategy supports delivery of the City of Karratha Council Plan 2025-2035, aligning with Goal 6 objectives relating to economic diversification, employment and a resilient local economy.

### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision-Making policy, this matter is of moderate significance in terms of economic and community issues.

### **STATUTORY IMPLICATIONS**

There are no statutory implications.

### **COUNCILLOR/OFFICER CONSULTATION**

Councillors were engaged throughout the development of the Economic Development and Tourism Strategy 2025–2035:

Date	Engagement Stage	Councillor Consultation
Oct 2024	Project initiation	Council was presented with the scope of work and invited to participate in stakeholder engagements
Nov 2024	Consultation	Councillors who expressed interest participated in one-on-one interviews
April 2025	Analysis and Findings	Analysis outcomes and emerging themes were presented to Council
Aug 2025	Draft Strategy Development	Priority interventions and the draft Strategy were presented to Council
Nov 2025	Public consultation	Council endorsed the draft EDTS for public consultation

### **COMMUNITY CONSULTATION**

The initial development of the Strategy included a targeted stakeholder engagement program. In depth interviews were conducted with approximately 70 stakeholders, including local businesses, the Karratha and Districts Chamber of Commerce and Industry, tourism

operators, Aboriginal organisations, and other key interest groups. Feedback was collated and directly informed the identification and prioritisation of projects within the draft Strategy. Additional targeted engagement was undertaken to test project viability and refine initiatives, ensuring they are practical, deliverable, and aligned with community needs.

Broader public consultation was undertaken from 26 November to 15 December 2025, aligned with the International Association for Public Participation (IAP2) Public Participation Spectrum. This phase sought to capture wider community feedback and close the feedback loop with previously engaged stakeholders.

To maximise reach, the City implemented a multi-channel engagement approach, including notices on the City's website and social media platforms, printed displays at the Administration Building and Libraries, direct email invitations to business and community networks, and targeted stakeholder outreach.

The City delivered information sessions and pop-up stalls to provide face to face engagement opportunities, supported by the *What We Make It* online engagement platform for digital submissions. The table below outlines the dates, locations, and attendance for each information session and pop-up stall delivered as part of the public participation process.

Date	Time	Where	Activity	Participants
3 December	10am – 12pm	Leramugadu Café Roebourne	Pop-up stall – chat with the Economic Development & Tourism Team, view materials, and share your feedback	3
3 December	5pm - 6pm	Wickham Community Hub	Information session Open to businesses and community	0
3 December	6:30pm – 7:30pm	Point Samson Community Hall	Information session Open to businesses and community	0
4 December	6pm – 7pm	Dampier Community Hub	Information session Open to businesses and community	2
5 December	9am – 10am	Karratha KDCCI	Chamber Connect presentation Open to businesses and community	17
5 December	3pm – 4pm	Karratha Tourism & Visitor Centre	Information session Open to businesses and community	4

#### Public Feedback

The public consultation process demonstrated broad support for the draft Strategy, with 18 formal submissions received—13 through the City's *What We Make It* platform and a further five via email.

Across all engagement channels, stakeholders generally endorsed the Strategy's direction and intent, with feedback primarily focused on implementation priorities, enabling conditions, and areas of emphasis.

In total, 61 distinct feedback themes were identified. These ranged from frequently raised and well-established issues such as lack of tourism accommodation supply, housing, workforce availability, and tourism product development, to more targeted matters raised by specific stakeholder groups.

The table below demonstrates:

- Issues raised most frequently, indicated by the number and breadth of respondents through the public consultation process; and
- Issues raised less frequently but assessed as potentially high impact on tourism and economic development.

The table details the actions undertaken by the City in response and how this feedback informed the final strategy and influenced the implementation plan.

Issues raised and Frequency	Issue description	Action taken
Tourism accommodation shortage and limited diversity (10)	Feedback indicated a need for more tourism accommodation, with a strong emphasis on caravan park supply, affordable options, and improved quality including mid-range accommodation. Alternative accommodation such as short stay rentals was also raised. In general, a more diverse tourism accommodation base are sought, while increased number and quality of visitor overflow facilities are well supported.	Already addressed through EDTS Pillar 5.2 actions relating to tourism enabling infrastructure and accommodation enablement. Feedback will be considered during implementation. No change to the EDTS document is required.
Insufficient tourism product and limited visitor experiences (9)	Multiple respondents noted limited bookable tourism experiences despite strong cultural, heritage, and coastal assets, with an emphasis on readiness and capacity following Murujuga's World Heritage listing and the progressive sealing of the Red Dog Manuwara Highway.	Already addressed through EDTS Pillars 5.1 & 5.3, including tourism product and experience development, tourism development funding, support for bookable experiences, and destination events planning. Feedback will be considered during implementation. A minor amendment was made to the EDTS document to better capture the desire to enable tourism projects on islands within the Dampier Archipelago broadly: <ul style="list-style-type: none"> <li>• Reference to "Sam's Island" replaced with reference to "Dampier Archipelago Islands, including Sam's Island" (page 32)</li> </ul>
Gaps in tourism infrastructure supporting access, safety and visitor experience (7)	Feedback identified gaps in tourism infrastructure as a constraint on visitation and visitor experience. Specific examples included road access to key attractions, maintenance and	Addressed through EDTS Pillars 5.2 & 5.4, including advocacy, infrastructure prioritisation, wayfinding initiatives and coordination with State agencies, Traditional Owners and asset managers. In

Issues raised and Frequency	Issue description	Action taken
	reopening of tourism routes such as Conzinc Bay Road, limited visitor amenities at high use sites, inconsistent signage and wayfinding, and capacity constraints at popular destinations during peak periods.	addition, The City is partially supporting this initiative through the construction of the Murujuga Conzinc Bay Road. Additional Feedback on proposed initiatives will be considered during implementation. No change to the EDTS document is required.
Misalignment between grant structures and mixed community-economic projects (5)	Feedback suggested that current grant policy restricts the types of projects that can be funded. This is especially relevant where business want to fund community driven outcomes, or community groups want to support economic outcomes. Examples of projects that could be delivered if policy is changed include support for creative industries initiatives, circular economy initiatives, cultural enterprises and small-scale tourism activation. None of these proposed initiatives clearly fit existing funding categories.	The City is reviewing its grant policy, which will allow for adjustments to grant streams. In addition, the delivery of grants will be addressed through the EDTS Pillar 3, Empower Local Business, including delivering grants. Feedback will be considered during the development of grant policy and business grant streams development. No change to the EDTS document is required.
Fragmented and limited destination messaging (5)	Feedback indicated that while awareness of the Pilbara and Murujuga is increasing, there is limited conversion into bookable visitation. Respondents noted fragmented messaging across liveability, investment and tourism promotion, and limited visibility of itineraries, packages and experiences once visitors arrive in the region.	Addressed through EDTS Pillars 4 & 5.5, including Develop and Implement Karratha is Calling — Version 2, improved destination storytelling, clearer market segmentation and stronger alignment between promotion and bookable product. In addition, the City is currently considering Karratha's cultural identity through the Arts and Culture Strategy and brand through the Brand Review. This feedback will be considered during implementation. No change to the EDTS document is required.
High travel costs, including high airfares (5)	High travel costs were identified as a barrier to visitation and destination competitiveness. The EDTS also recognises high travel costs as a key tourism barrier.	Addressed through current advocacy as outlined in the City's advocacy position. No change to the EDTS document is required.
Cruise tourism constraints, cost barriers and coordination gaps (4)	Stakeholders raised that cruise ships are underrepresented and constrained by access costs and port arrangements. Examples included offshore anchoring to avoid fees and high daily costs for docking, reducing feasibility and	Addressed through EDTS Pillar 5.1, including tourism industry development and enabling infrastructure initiatives, improved coordination with key stakeholders. The feedback will be considered

Issues raised and Frequency	Issue description	Action taken
	limiting opportunities to capture spend and deliver onshore experiences. A key shortcoming is the lack of a coordinated cruise visitor experience.	during implementation. No change to the EDTS document is required.
Perception that the lack of international gateway status limits tourism growth (3)	Feedback suggested that the absence of international airport status may limit future tourism growth, particularly for niche markets such as cruise passengers, international education, and fly-in leisure visitors.	<p>Addressed through current advocacy and aviation enablement actions by Karratha Airport Management, with a focus on demand-led route development and improved domestic connectivity. A minor amendment was made to the EDTS document to better capture this work:</p> <ul style="list-style-type: none"> <li>• The phrase “<i>new domestic and international air routes</i>” was added within Pillar 5.2, Advocate for and Enable Tourism Development Project’ description (page 32) to highlight the need for more flight destinations.</li> </ul>
Limited operator capacity to deliver experiences and events (2)	Feedback indicated that many tourism operators are small businesses with limited capacity to coordinate markets, events and activities without support. Similar to the delivery of cruise visitor experiences, a resource is required to coordinate tourism product delivery.	<p>Addressed through Pillar 5.1. Feedback will be considered during implementation. A minor amendment was made to the EDTS document:</p> <ul style="list-style-type: none"> <li>• The phrase “<i>internal resourcing</i>” was added within Pillar 5.1’s rationale (page 31) to highlight the need of a tourism resources to help coordinate tourism initiatives.</li> </ul>
Housing constraints impacting tourism capacity and visitor experience (2)	<p>Feedback highlighted that housing shortages not only affect residents and workers but also constrain tourism growth by limiting staff availability, reducing business operating hours and placing pressure on accommodation that could otherwise serve visitors. Housing was consistently described as a system-wide constraint on economic development.</p> <p>In addition, the lack of housing, the cost of construction and the continuation of medical social housing scheme were also mentioned by respondents.</p>	<p>Addressed through EDTS Pillar 4, Attract and Retain Residents and Talent, and cross-cutting housing advocacy and partnerships. Classifying tourist workers as service workers will be considered as part of the Review Service Worker Accommodation project. No change to the EDTS document is required.</p>

Issues raised and Frequency	Issue description	Action taken
Small business resilience concerns linked to major developments (1)	A small business operator raised concern that current and upcoming developments could negatively impact business operations, citing a major retail development as an example.	Addressed through EDTS Pillar 3 initiatives focused on local business support and resilience. The continuation of City grant funding to support local business development enables organisations to design and deliver initiatives that strengthen small business capability and build resilience to market shocks. No change to the EDTS document is required.
Traditional Owner collaboration needs to be more explicit (1)	Feedback emphasised that Traditional Owner collaboration should be embedded across destination development, including explicit references in areas such as Dampier Archipelago access and tourism development processes.	The EDTS highlights that Aboriginal economic participation is a cross-cutting theme throughout the strategy. It further highlights specific projects where Aboriginal economic participation is an objective. Feedback will be considered during implementation. No change to the EDTS document is required.

## POLICY IMPLICATIONS

There are no policy implications.

## FINANCIAL IMPLICATIONS

The Implementation Plan for the EDTS has been designed to identify 'Budgeted', 'Priority' and 'Plus' services and projects.

'Budgeted' services and projects are intended to be delivered as business as usual (BAU) activities with existing staff resources. It is noted that no tourism services or projects, beyond the existing levels of visitor servicing, are considered Budgeted/BAU and will require additional resourcing.

'Priority' services and projects can be achieved subject to the creation of a new full-time tourism development resource and with discreet project budgets being developed and supported through the normal budget process. An additional tourism development resource is expected to cost in the order of \$126,000-\$152,000 per annum, including salary and relevant allowances.

'Plus' services and projects will be subject to team capacity and specific budget development and requests.

## STRATEGIC IMPLICATIONS

This item is relevant to the City of Karratha's approved Council Plan 2025-2035.

Goal: 6 The local economy is diverse and thriving, with opportunities for all.

Objective: 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

## RISK MANAGEMENT CONSIDERATIONS

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	Nil	N/A
Financial	Low	Endorsement of the EDTS does not commit the City to funding. Financial implications associated with implementation will be considered through the annual budget and business planning processes where Council can dial services and projects up or down dependent on appetite to deliver the Strategy outcomes.
Service Interruption	Low	The risk to current service interruption is low, as the EDTS has been developed largely to guide future resource planning, rather than disrupt current operations. Should the proposed tourism development actions not be adequately resourced however, delivery of the new service area will not be achieved.
Environment	Nil	N/A
Reputation	Low	The risk associated with adopting the Final Draft EDTS is low, as it has been developed through robust stakeholder engagements. The draft version was distributed before public participation with no strategic relevant issues raised. Should the proposed actions in the EDTS (notably for tourism development) not be adequately resourced however, delivery will not be achievable, creating a reputational risk.
Compliance	Nil	N/A

## IMPACT ON CAPACITY

The Strategy identifies a combination of actions and deliverables that can be progressed through a business-as-usual approach using existing resources, as well as actions that will require additional resourcing, either through additional positions or outsourced support.

The proposed Implementation Plan nominates services and projects as 'Budgeted', 'Priority' and 'Plus'. 'Budgeted' services and projects are "business as usual" activities that are already budgeted and/or being delivered. 'Priority' services and projects are considered a high priority and achievable within existing economic development capacity, and assuming one additional tourism resource. 'Plus' services and projects will require additional capacity to deliver, with scheduling adjusted to suit capacity and budget in any given year.

The priority resourcing requirement identified through the Strategy is a dedicated tourism development resource. Beyond the operational function of the Karratha Tourism and Visitor Centre, the City does not currently have dedicated internal resources focused on tourism development. Should Council endorse the Strategy with the proposed Tourism Development actions, it will result in a service level change to current activities. Without additional resourcing, the City will be unable to deliver on the tourism development components of Pillar 5. It is proposed that this be addressed through the creation of one additional fulltime role as identified in Financial Implications above.

**RELEVANT PRECEDENTS**

There are several relevant precedents where Council has adopted a strategic plan or strategy following a period of public consultation, including the 2019 Economic Development Strategy and the Council Plan and Community Infrastructure Plan adopted in 2025, as highlighted in the table below.

Date	Adoption of Strategy
30 June 2025	City of Karratha's Council Plan 2025 – 2035
25 August 2025	Community Infrastructure Plan 2025 – 2035
20 May 2019	Economic Development Strategy

**VOTING REQUIREMENTS**

Simple Majority.

**CONCLUSION**

The draft Economic Development and Tourism Strategy 2025–2035 provides a clear and strategic framework to guide the City's approach to economic growth, diversification, and tourism development over the next decade. Extensive stakeholder engagement has informed the Strategy's development, and the public consultation process has provided the broader community and key stakeholders with the opportunity to review and contribute feedback.

Following endorsement, the City will progress to detailed planning, including financial and resource assessment to support implementation. The Strategy will be embedded within the City's integrated planning, monitoring, and budgeting frameworks to ensure effective delivery and ongoing review of the EDTS.

## 12 PROJECTS & INFRASTRUCTURE REPORTS

### 12.1 SEVEN MILE WASTE FACILITY – CLASS III, CELL 3 & 4 CONSTRUCTION – TENDER OUTCOME

**File No:** RFT0000054

**Responsible Executive Officer:** Director Projects and Infrastructure

**Reporting Author:** Project Manager

**Date of Report:** 19 January 2026

**Applicant/Proponent:** Nil

**Disclosure of Interest:** Nil

**Attachment(s):** Confidential - Tender Evaluation Report

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#### PURPOSE

For Council to consider the tender for the Seven Mile Waste Facility – Class III, Cell 3 & 4 Construction Tender, Number RFT0000054.

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#### OFFICER'S RECOMMENDATION

**That Council:**

1. **ACCEPT** the tender submitted by Raubex Construction Pty Ltd ABN 12 633 148 928 as the most advantageous tender to form a contract, based on the assessment of the compliance criteria, qualitative criteria and pricing structures offered under RFT0000054 - Seven Mile Waste Facility – Class III, Cell 3 & 4 Construction Tender; and
2. **AUTHORISE** the Chief Executive Officer to execute a contract with Raubex Construction Pty Ltd, SUBJECT to any variations of a minor nature.

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#### BACKGROUND

Seven Mile Waste Facility is the City of Karratha's (City) primary licensed landfill and services both municipal and commercial waste demands for the region. The facility currently operates Cells 1 and 2, which are approaching capacity.

To maintain continuity of waste disposal services, ensure compliance with regulatory and licensing requirements, and align with the City's Waste Strategy, the City is undertaking a staged expansion of the landfill. The construction of Class III Landfill Cells 3 and 4 represents a critical component of this program and will provide the next stage of engineered landfill capacity.

Preliminary investigations and detailed design were completed in 2025. The construction works as identified in the detailed design includes bulk earthworks, installation of engineered liner systems, leachate collection infrastructure, stormwater controls, and associated quality assurance requirements.

At the August 2025 Ordinary Council Meeting, Council resolved to invite tenders for the construction of Landfill Cells 3 and 4 at the Seven Mile Waste Facility.

The tender was advertised on 19 November 2025 and closed 9 January 2026.

Six (6) tenders were received by the closing date from:

- Corps Earthmoving Pty Ltd
- KW Civil & Construction Pty Ltd
- PCH Civil Pty Ltd
- Raubex Construction Pty Ltd
- Red Dust Enterprises Pty Ltd T/A Red Dust Holdings
- T.C. Drainage (WA) Pty Ltd T/A TCD Civil Construction

The tenders were evaluated by a five (5) person panel comprising Administration and external reviewers:

- Manager Waste, Fleet and Depot Services
- Manager City Projects
- Project Manager
- Senior Waste Engineer (Talis Consultants)
- Senior Engineer (Talis Consultants)

Each tender was checked for compliance prior to progressing to the qualitative assessment. During the qualitative assessment each tender was required to score a minimum average score of 6 for the non-price qualitative criteria to be shortlisted to the price assessment stage.

The criteria and associated weightings were:

Selection Criteria	Weighting
Price	45%
Methodology	15%
Capability to Deliver	20%
Relevant Experience	15%
Sustainability	5%

The Regional Price Preference Policy (CG-11) was applied to two (2) local tenders.

Following the detailed assessment process, one tender was assessed as offering the most advantageous outcome to the City, having regard to value for money, technical capability, methodology, experience, risk profile and price.

Post-tender clarifications were undertaken to confirm scope alignment and contractual requirements. These clarifications did not materially alter the evaluation outcome or ranking.

The Director Projects and Infrastructure and the Chief Executive Officer have endorsed the recommendation.

A copy of the Evaluation Report is contained within the confidential section of the Agenda.

### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision Making policy, this matter is of moderate significance in terms of economic considerations, environmental compliance obligations and the continuity of essential waste services.

### **STATUTORY IMPLICATIONS**

Tenders were called in accordance with Section 3.57 of the *Local Government Act 1995* and associated regulations.

### **COUNCILLOR/OFFICER CONSULTATION**

Council engagement occurred through workshops held in March and May 2025, and at the August 2025 OCM, where approval was sought to invite tenders for the Seven Mile Waste Facility – Class III, Cell 3 & 4 Construction.

Administration have undertaken consultation across all departments, to draft the tender documents and update the accumulated project knowledge.

### **COMMUNITY CONSULTATION**

No community consultation is required.

### **POLICY IMPLICATIONS**

The following Council policies are applicable to this matter:

- CG-12 Purchasing Policy
- CG-11 Regional Price Preference Policy

### **FINANCIAL IMPLICATIONS**

The preferred tender submission is within the available budget allocation for the project. No additional funding is required.

Detailed financial information and pricing outcomes are contained within the Confidential Tender Evaluation Report.

### **STRATEGIC IMPLICATIONS**

This item is relevant to the Council's approved Council Plan 2025-2035.

Goal:	5	We respect and care for the natural environment
Objectives:	5.1	Provide waste management, resource recovery and recycling services
Priority Focus Area:		Waste management and resource recovery

### **RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	Low	Works will be delivered in accordance with approved safety management plans and legislative requirements.
Financial	Moderate	Failure to deliver additional landfill capacity would place pressure on existing assets and future budgets.
Service Interruption	Low	Construction is staged to maintain uninterrupted waste facility operations.
Environment	Moderate	Works involve regulated landfill infrastructure and will be managed through strict environmental controls and quality assurance monitoring.
Reputation	Moderate	Timely delivery of compliant waste infrastructure supports Council's reputation for effective asset management.

Category	Risk level	Comments
Compliance	Low	Detailed design and independent quality assurance arrangements support compliance with licensing and regulatory requirements.

### **IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out Administration's recommendation.

### **RELEVANT PRECEDENTS**

At the December 2017 OCM, Council resolved to award tender (RFT 04-17/18) for the construction of Class 3 Cells at the Seven Mile Waste Facility.

This project follows the same procurement and contract delivery model previously used by the City for the construction of Cells 1 and 2 at the Seven Mile Waste Facility, being the same site and comparable scope of works.

### **VOTING REQUIREMENTS**

Simple Majority.

### **CONCLUSION**

The tender evaluation process has identified a preferred tenderer that demonstrates the capability, experience and methodology required to deliver the construction of Landfill Cells 3 and 4 to the standard expected by the City, while providing value for money and managing project risks.

Administration's recommendation supports the timely delivery of critical waste infrastructure required to maintain ongoing service continuity and regulatory compliance at the Seven Mile Waste Facility.

**12.2 CLEANING SERVICES – TENDER OUTCOME**

<b>File No:</b>	RFT0000051
<b>Responsible Executive Officer:</b>	Director Projects and Infrastructure
<b>Reporting Author:</b>	Manager Asset Maintenance
<b>Date of Report:</b>	21 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	Confidential – Tender Evaluation Report

**PURPOSE**

For Council to consider the tender for the Cleaning Services Tender, Number RFT0000051.

**OFFICER'S RECOMMENDATION****That Council:****1. ACCEPT the tenders submitted by:**

- Karratha Cleaning Pty Ltd ABN 42 143 587 482 for Service Package 2 - Karratha Leisureplex, Service Package 4 - The Quarter Headquarters and Service Package 6 Eastern Corridor Facilities;
- Biparn Enterprise Pty Ltd ABN 71 667 100 263 for Service Package 3 - Karratha Airport and Service Package 5 – Administration Facilities; and
- Blue Hat Group Pty Ltd T/A Damel Cleaning Services ABN 79 162 991 193 for Service Package 1.

as the most advantageous tenders to form contracts, based on the assessment of the compliance criteria, qualitative criteria and pricing structures offered under RFT0000051 – Cleaning Services; and

**2. AUTHORISE the Chief Executive Officer to execute contracts with Karratha Cleaning Pty Ltd, Biparn Enterprise Pty Ltd and Blue Hat Group Pty Ltd T/A Damel Cleaning Services, SUBJECT to any variations of a minor nature.****BACKGROUND**

The City of Karratha (the City) is responsible for the provision of cleaning services across a range of Council facilities. The scope of work includes routine, ad-hoc and periodic cleaning services, together with the supply of consumables. To ensure services are aligned with operational requirements and to encourage market participation, the services were structured into six (6) separable service packages:

- Service Package 1: Red Earth Arts Precinct
- Service Package 2: Karratha Leisureplex
- Service Package 3: Karratha Airport
- Service Package 4: The Quarter Headquarters
- Service Package 5: Administration Facilities
- Service Package 6: Eastern Corridor Facilities

In March 2025, Council called for tenders for the provision of cleaning services; however, that process did not result in an award due to probity considerations that affected the fairness of the evaluation process. Administration subsequently reviewed and revised the scope of works to address the identified issues, improve clarity and consistency for tenderers, and better align service delivery with current operational needs. As part of this revision, the Eastern Corridor facilities were incorporated as Service Package 6 to enable a single, coordinated procurement across all facilities. At its Ordinary Meeting of 27 October 2025, Council resolved to invite tenders for a three (3) year term with two (2) one year extension options, in accordance with the revised scope of works inclusive of the six (6) service packages.-year extension options, in accordance with the revised scope of works inclusive of the six (6) service packages.

Tenders were advertised on 19 November 2025 and closed 17 December 2025.

Thirteen (13) tenders were received by the closing date from:

- Biparn Enterprise Pty Ltd
- Blue Hat Group Pty Ltd T/A Damel Cleaning Services
- BSCAA Ltd T/A Maano Traders Pty Ltd
- Comanco Services
- Heneker Holdings T/A Mara Cleaning Services
- HT Cleaning Services Pty Ltd
- JMD FM Pty Ltd
- Karratha Cleaning Pty Ltd
- Karratha Spot On Cleaning
- Naanda Australia
- NOZAS Pty Ltd
- Pilbara Cleaning Services Pty Ltd
- Stadiacorp Pty Ltd

The tenders were evaluated by a five (5)-person panel comprising of:

- Manager Asset Maintenance
- Building Maintenance Coordinator
- Manager Community Programs
- Manager Community Facilities
- Sanitation Supervisor

A Governance Officer – Procurement & Contracts attended the evaluation to ensure appropriate procurement governance and probity oversight was maintained throughout the tender evaluation process.

The tenders were first assessed for compliance with the tender documents. The tenders were then assessed against the qualitative criteria that were weighted.

The criteria and associated weightings were:

Criteria	Weighting
Relevant Experience	20%
Methodology	15%
Capacity to Deliver	15%
Sustainability	5%
Price	45%

The Regional Price Preference Policy was applied to eight (8) local tenderers and was assessed on a service package basis in accordance with Council policy.-package basis in accordance with Council policy.

A copy of the Evaluation Report is contained within the confidential section of the agenda.

The Director Projects & Infrastructure and the Chief Executive Officer have endorsed the recommendation.

## **DISCUSSION**

The updated structure and scope of works for the tender, approved by Council at the October 2025 Ordinary Council Meeting, was designed to deliver tailored contracts that meet the specific requirements of each facility, minimise underperformance risk, and ensure consistent, high-quality service. It also broadens supplier participation, driving competitive pricing and improved service outcomes for the City.

This approach proved highly effective, resulting in a substantial increase in submissions from suitably qualified and experienced providers. The revised structure also enabled clearer, more meaningful comparisons between bids, particularly in key assessment areas such as operational readiness, demonstrated capability, and cost-effectiveness.

Following a comprehensive evaluation against the weighted criteria, the recommendation is to award the six (6) Service Packages across three (3) tenderers to maintain service continuity, deliver value for money, and mitigate risk.

Distributing packages among three (3) providers ensures stability in critical areas, introduces innovation where beneficial, and reduces reliance on a single contractor - supporting service quality and resilience across all facilities.

The evaluation and recommended award outcomes are consistent with the objectives and intent of Council's resolution of 27 October 2025, which approved the revised scope of works and tender structure for the cleaning services.

## **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision Making policy, this matter is considered to be of low significance in terms of economic issues, environmental issues and Council's ability to perform its role.

## **STATUTORY IMPLICATIONS**

Tenders were called in accordance with Section 3.57 of the *Local Government Act 1995* and associated regulations.

## **COUNCILLOR/OFFICER CONSULTATION**

No Councillor or Officer consultation is required.

## **COMMUNITY CONSULTATION**

No community consultation is required.

## **POLICY IMPLICATIONS**

Council Policies CG12 – Purchasing and CG11 – Regional Price Preference are applicable to this matter.

## **FINANCIAL IMPLICATIONS**

The estimated value of the proposed contracts is slightly above the original budget, reflecting the application of CPI price adjustment mechanisms provided for within the tender

documents and proposed contract terms. These mechanisms were included to account for inflationary impacts over the contract term and are consistent with standard industry practice.

The proposed contracts remain affordable within the City's financial framework, and funding for the cleaning services, inclusive of CPI adjustments, was considered and supported by Council at the time of calling tenders. Detailed contract values and financial analysis are contained within the confidential Tender Evaluation Report.

### STRATEGIC IMPLICATIONS

This item is relevant to the Council's approved Council Plan 2025 - 2035.

Goal:	4	Our places and spaces are functional, attractive and reflect our unique identity
Objectives:	4.1	Provide high amenity, well-maintained foreshores, parks, playgrounds, toilet amenities and streetscapes

### RISK MANAGEMENT CONSIDERATIONS

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	Low	High levels of sanitation specified in service standards and performance monitored for compliance.
Financial	Low	Financial impact is considered low as costs are within budget forecasts.
Service Interruption	Moderate	Awarding six service packages across three suppliers increases coordination and transition complexity, creating a moderate risk of service interruption, particularly at contract commencement, despite three packages remaining with incumbent providers. While detailed mobilisation, resourcing, and contingency plans were provided for the remaining packages, the multiparty interfaces and concurrent onboarding activities present a residual risk until mobilisation milestones are successfully achieved.-party interfaces and concurrent onboarding activities present a residual risk until mobilisation milestones are successfully achieved.
Environment	Low	Non-hazardous cleaning products specified in contract cleaning services.
Reputation	Low	Maintaining consistent cleaning standards across premium facilities supports the City's public image and community confidence in service delivery.
Compliance	Low	Cleaning contractors to comply with all relevant WHS legislation and standards.

### IMPACT ON CAPACITY

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

### RELEVANT PRECEDENTS

Council has previously awarded contracts for cleaning services under RFT32-20/21 Karratha and Dampier Cleaning Services, RFT13-20/21 Eastern Corridor Cleaning Services and RFT0000014 The Quarter HQ Sanitation Services.

## **VOTING REQUIREMENTS**

Simple Majority.

## **CONCLUSION**

The evaluation panel believes that the recommended tenderers provide the most advantageous overall outcome for the City when the six Service Packages are allocated across three providers, consistent with the evaluation against the published criteria and the tender structure endorsed by Council in October 2025. This distribution maintains service continuity in key facilities, introduces targeted innovation where beneficial, and reduces reliance on any single contractor, supporting service quality, value for money and resilient delivery across all sites.

**12.3 WICKHAM SOUTH YOUTH RECREATION AREA – REQUEST TO CALL FOR TENDER**

<b>File No:</b>	RFT0000070
<b>Responsible Executive Officer:</b>	Director Projects and Infrastructure
<b>Reporting Author:</b>	Project Officer
<b>Date of Report:</b>	19 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	Concept Design – Wickham South Park Youth Recreation Area

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**PURPOSE**

For Council to consider calling Tenders for the Wickham South Youth Recreation Area.

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**OFFICER'S RECOMMENDATION**

**That Council AGREE to invite Tenders for the Wickham South Youth Recreation Area in accordance with the scope of works outlined in this report.**

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**BACKGROUND**

Wickham South Park, located on Lot 708 within Reserve 52634, is an established recreational area with existing park facilities and is one of the few parcels of land in Wickham fully owned by the City of Karratha (City).

Community consultation identified the need for improved facilities, including a basketball half court, netball goal ring, handball and shaded bouldering elements with softfall, additional shaded seating, a drinking fountain and an amenity block to enhance recreational opportunities for the Wickham community.

Rio Tinto (RTIO) have supported the inclusion of the Wickham South Youth Recreation Area (WSYRA) project in their 2025/26 Community Partnership Agreement (CPA) Annual Funding Plan, with \$750K (ex GST) secured by Administration in August 2025.

In February 2025, Studio 3 Landscape Architecture, was engaged to deliver the detailed design and associated construction documentation for the WSYRA through to an Issue for Tender (IFT) package. In August 2025, Council endorsed the concept design, including additional scope identified through community consultation. Completion of the IFT documentation is scheduled for February 2026. As the design progressed, additional drainage requirements were identified to support the long-term performance of the assets, along with the renewal of the existing footpath directly impacting the site.

**DISCUSSION**

Following extensive community consultation, the need for additional facilities was identified to ensure the project meets the needs of the community. The consultant has estimated the Opinion of Probable Cost (OPC) at \$1,532,594 (ex GST).

As the project has secured RTIO funding contributions, tender award is anticipated in May 2026, with construction commencing in 2026/27. If Council agree to invite tenders, the tender will be released as soon as the IFT documentation is complete.

Key components of the proposed works:

- Site establishment and preparation
- 3x3 Basketball court
- Bouldering area with rubber softfall
- Hit up wall
- Netball goal ring area
- Handball – 3 courts
- New shelter and seating to match existing
- Drink fountain
- Seating
- Landscaping and shade trees
- Amenities Universal Access Toilet (UAT)
- Bike racks install only (supplied internally)
- Demolition of failing footpath and replacement
- Sewer extension (delivery by City Preferred Contractor)

The site presently lacks a sewer connection; therefore, a sewer extension is necessary to enable the installation of the Amenities UAT. These works are proposed for delivery by the City's preferred contractor.

The footpath north of WSYRA is deteriorating due to water infiltration, corrosion, and inadequate subgrade conditions, necessitating renewal. It is advised that this component be included in the tender as a separable portion to ensure concurrent delivery and mitigate the risk of future remedial works and their potential impact on the new asset.

It is recommended that aside from the sewer extension, the works be tendered as two separable portions, as this approach is expected to yield the most competitive pricing.

The separable portions are proposed below:

- Separable Portion One: Works related to the WSYRA Project, including Amenities UAT, multiple courts, shade structures, bouldering elements, landscaping, and drainage – the subject of this report.
- Separable Portion Two: Replacement of footpaths by the successful contractor, in alignment with the City's footpath renewal initiative.

### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision-Making policy, this matter is considered to be of moderate significance in terms of parties affected, namely the local residents.

### **STATUTORY IMPLICATIONS**

Should the Officers recommendation be supported, Section 3.57 of the *Local Government Act* and associated *Regulations* are applicable to the tender process.

### **COUNCILLOR/OFFICER CONSULTATION**

Consultation took place with Councillors at a Briefing Session on the 16 June 2025 and concept design endorsed by Council OCM 20250825.

Continuous review at each milestone of design development by relevant officers, including those from the Community Planning and Asset Maintenance departments.

Extensive officer consultation with Asset Maintenance has taken place to investigate why the existing footpath is failing, and renewal of the section impacting the site has been recommended.

## COMMUNITY CONSULTATION

Community engagement activities in accordance with the IAP<sup>2</sup> Public Participation Spectrum process to inform, consult, involve, collaborate and empower were undertaken by Community Planning to inform the design as follows:

Who	How	When	What	Outcome
<b>Public open Forum - Consultant Lead</b>	Drop-In Session Wickham	6 May 2025	Printed Concepts and online consultant presentation of concept development	Minimal attendance – preference for Concept Option 1 / 2
<b>Wickham Base Youth Group</b>	Targeted Focus Group Session	14 May 2025	Presentation of printed concepts for voting.	Preference for Concept Option 1
<b>Community members</b>	What We Make It	7 to 21 May 2025	Community Survey	9 responses Preference for Concept Option 1
<b>Wickham Primary School (Year 3-6 Students)</b>	Teachers Review	21 May 2025	Presentation of printed concepts for voting.	Preference for Concept Option 1
<b>Youth Advisory Group (YAG)</b>	Workshop	8 May 2025	Printed Concepts voting	Preference for Concept Option 2 due to the equipment allocation

## POLICY IMPLICATIONS

Council Policies CG12 – Purchasing and, CG11 - Regional Price Preference.

In accordance with Council Policy, Administration proposes the following tender selection criteria:

Selection Criteria	Weighting
Sustainability	5%
Methodology	15%
Relevant Experience	15%
Capacity to deliver	20%
Price	45%

## FINANCIAL IMPLICATIONS

Council has allocated \$750K in the 25/26 Budget for this project. In August 2025 Administration secured \$750K (ex GST) through the RTIO 2025/26 Community Partnership Agreement Annual Funding Plan to offset this cost.

The financial implications of endorsing Administration's recommendation are outlined in the below table:

		Funding Source		
Item	Total Cost (Ex GST)	City (Ex GST)	RTIO (Ex GST)	Status
Site analysis, concept design & OPC – by consultant	<b>\$16,080</b>	\$16,080		Expended
Miscellaneous costs workshops	<b>\$158</b>	\$158		Expended
Feature survey and Geotech study	<b>\$11,677</b>	\$11,677		Expended
Detailed Design by consultant (Pending)	<b>\$19,500</b>	\$19,500		Partially Expended
Construction Estimate of original scope - OPC by consultant	<b>\$750,000</b>		\$750,000	Secured
Additional Infrastructure Universal Toilet facility - OPC by consultant	<b>\$552,991</b>	\$552,991		Indicative
Additional Infrastructure Shade structure - OPC by consultant	<b>\$210,103</b>	\$210,103		Indicative
<b>TOTAL ESTIMATED COST</b>	<b>\$1,560,509</b>	<b>\$810,509</b>	<b>\$750,000</b>	

In 2025/26, the project is currently forecast to incur expenditure of \$116K (ex GST) to finalise the design and facilitate preliminary sewer works, with construction scheduled to commence in 2026/27 with a forecast expenditure of \$1.438M (ex GST). The budget for 2026/27 will be considered through the annual budgeting process and post consideration to the successful tenderer, noting that the approved LTFP has this project listed for delivery next financial year with a budget estimate of \$1.35M in 2026/27

## STRATEGIC IMPLICATIONS

This item is relevant to the Council's approved Council Plan 2025 - 2035.

Goal:	2	Our community is welcoming, connected, vibrant, healthy and safe.
Objective:	2.2	Provide community centres, spaces and facilities to cater for diverse groups and needs.
Objective:	2.3	Provide sport, recreation, cultural and leisure facilities and year-round activities, for all ages and abilities.
Goal:	4	Our places and spaces are functional, attractive and reflect our unique identity.
Objective:	4.1	Provide high amenity, well-maintained foreshores, parks, playgrounds, toilet amenities and streetscapes.

## RISK MANAGEMENT CONSIDERATIONS

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	N/A	There is no perceived health risk in endorsing the Administration's recommendation.
Financial	Low	Financial risk is minimal, with costs controlled through completion of detailed design documentation and a bill of quantities.
Service Interruption	Low	Any impact on services will be mitigated through proactive communication. Clear traffic management and detour signage will be implemented throughout the sewer extension.
Environment	Low	Consultant designs are aligned with responsible environmental practices and are related to approved project development.
Reputation	Moderate	There is a community expectation that this project will progress given the attached industry funding and community consultation.
Compliance	N/A	There is no perceived compliance risk in endorsing the Administration's recommendation.

### **IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

### **RELEVANT PRECEDENTS**

Council has previously delivered similar projects through RFT 11-18/19 Dampier Palms and Hampton Oval Redevelopment to upgrade and improve youth amenity within the City. This project focused on enhancing public infrastructure, including parks, playgrounds, halfcourt basketball and the provision of shade and public toilets.

### **VOTING REQUIREMENTS**

Simple Majority.

### **CONCLUSION**

The Wickham South Youth Recreation Area project addresses the identified need for improved youth recreational infrastructure within an established community asset owned by the City.

Community consultation has informed the scope of works, resulting in an endorsed concept design that includes a range of recreational infrastructure, shaded areas and an amenities block. The effective delivery of these assets is dependent on the supporting sewer extension and footpath replacement identified in this report, which are proposed to be incorporated into the overall project delivery approach.

Proceeding to tender will enable the City to invite suitably qualified contractors to deliver the project in accordance with the approved design.

## 13 CHIEF EXECUTIVE OFFICER REPORTS

### 13.1 2025 ANNUAL COMMUNITY SURVEY RESULTS

<b>File No:</b>	CS.65
<b>Responsible Executive Officer:</b>	Chief Executive Officer
<b>Reporting Author:</b>	Manager Advocacy & Stakeholder Relations
<b>Date of Report:</b>	21 January 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	<ol style="list-style-type: none"><li>1. Annual Community Survey – Summary Report</li><li>2. Annual Community Survey – Open Ended Responses</li></ol>

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#### PURPOSE

For Council to consider the results of the 2025 Annual Community Survey and note the key implications for service prioritisation, budget development and advocacy.

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#### OFFICER'S RECOMMENDATION

##### That Council:

- 1. RECEIVES the results of the 2025 Annual Community Survey**
- 2. NOTES that results will inform:**
  - a. the 2026-27 Operational Plan and Budget; and**
  - b. Council-endorsed advocacy priorities with other levels of government and stakeholders.**

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#### BACKGROUND

The Annual Community Survey helps the City of Karratha gauge public views on services, facilities, and liveability. Using a consistent approach since 2012, it tracks trends to guide decision-making and detect early community concerns. The results inform planning, budgeting, advocacy, and highlight areas for improvement while monitoring changes in resident sentiment.

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#### DISCUSSION

##### Survey approach

The survey was delivered primarily online and supported by targeted marketing, paid social media and in-person pop-up engagement across Karratha, Dampier, Wickham and Roebourne from 20 October to 17 November. A shortened version of the survey was offered to improve accessibility and participation.

The survey included a mix of quantitative questions to measure satisfaction, importance and performance, as well as open-ended questions to capture qualitative feedback. Key measures include overall satisfaction, perceptions of the City as a place to live, intention to

remain living in the City, priorities for the next 12 months and performance gaps across City services, facilities and liveability factors.

### Changes to the survey in 2025

The Annual Community Survey has been rescheduled from its traditional February timeframe to October. This adjustment was implemented to better align with the City's Council Plan, which was adopted in June 2025, and to facilitate earlier integration of community feedback into the operational planning and budget development process.

This revised schedule enhances the Council's capacity to incorporate community sentiment prior to the finalisation of operational and budgetary decisions for the upcoming year, however the shift in timing also results in a longer period between survey closure and promotion of the results due end of year holiday and office shutdown period.

### Participation and statistical reliability

The City received 1,060 completed responses to the 2025 Annual Community Survey. This represents a decrease in participation compared to the high response rate recorded in 2024.

Based on the City's estimated population, the survey results provide a 95% confidence level with an estimated margin of error of  $\pm 3\%$ .

While participation was lower than the exceptional 2024 response, the sample size remains statistically robust and suitable for trend analysis and decision-making.

### Key findings

Overall results indicate stable and generally positive community sentiment toward the City's performance, with incremental improvements in perceptions of liveability and intention to stay.

The most significant performance gaps continue to relate to cost of living, housing and access to health services - issues largely outside the City's direct control but central to advocacy.

### In summary:

- The City's overall performance score is 73 out of 100 (down from 75 in 2024)
- 64% of respondents rated the City's performance as good or excellent, while 6% rated it poor or very poor.
- 73% consider the City a good or excellent place to live (up 2%), and 4% rate it poor or very poor (down 2%).
- Most plan to stay, with 40% having no plans to leave (up 3%) and 16% intending to remain for at least five years.

### Focus for the next 12 months

When asked what the City should focus on over the next 12 months, the top themes were:

Theme	Mentions	What the City Should Do	Sample Quote
<b>Housing Affordability &amp; Availability</b>	136	Fast-track land releases, incentivise affordable housing developments, and partner with state/federal agencies for key worker and family housing.	“Housing is the most important thing.” “More affordable housing. Better choice for residents.”
<b>Shade &amp; Public Amenity</b>	96	Accelerate installation of shade structures at parks, playgrounds, and bus stops;	“More shade at playgrounds and car parks is vital in this climate.”

Theme	Mentions	What the City Should Do	Sample Quote
		prioritize shaded walkways and seating in upgrades.	“Shade, housing for health professionals.”
<b>Airfares &amp; connectivity</b>	64	Advocate for more affordable regional airfares, expand resident airfare subsidy schemes. International Status	“Cost of living particularly cost of flights to travel from Karratha.” “Keep our flights to Perth at reduced cost, it’s already expensive to travel to Perth as a family.”
<b>Community Safety &amp; Crime</b>	57	Increase community safety patrols, install more CCTV in hotspots, support youth engagement programs, and work with police on crime prevention.	“Local crime prevention. Keeping children engaged and in school.” “Reducing crime, fixing roads.”

The survey measures performance gaps by comparing perceived performance against importance. Positive gaps indicate an area is performing above expectations while negative gaps indicate performance below expectations.

### Services

Service performance gaps compare how important a service is to the community against how well it is perceived to be performing. Positive gaps indicate services that are exceeding community expectations, while negative gaps highlight areas where performance is not keeping pace with importance and may warrant further attention.

#### *Top-rated services (above expectations):*

Graffiti removal recorded the strongest positive gap, indicating that current service levels are highly visible and valued by the community. The introduction of new measures in 2025 also highlighted positive community perceptions of the City's celebration of Aboriginal histories, heritage and cultures, as well as local history and heritage services, suggesting these areas are resonating well with residents and contributing positively to community identity and pride.

#### *Highest scores (above expectations):*

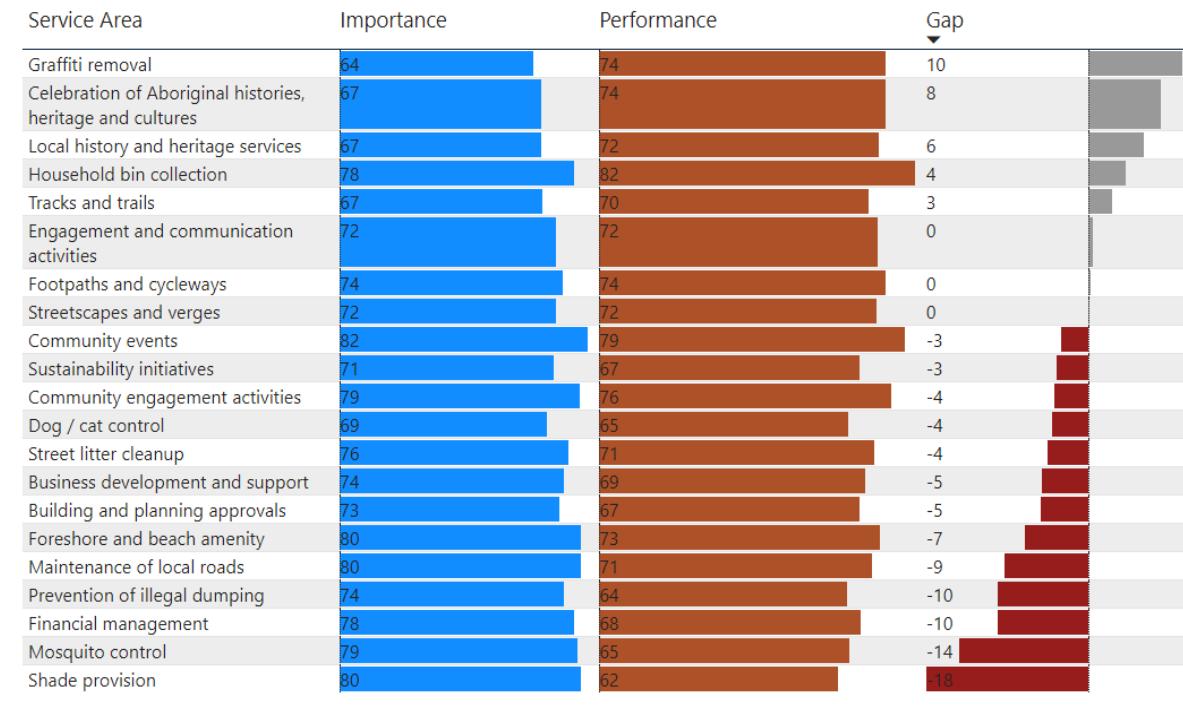
- Graffiti removal (+10)
- Celebration of Aboriginal histories, heritage and cultures (+8) *\*new measure in 2025*
- Local history and heritage services (+6)

#### *Lower-rated services (below expectations):*

The largest negative performance gaps for services relate primarily to environmental comfort and operational concerns. Shade provision, introduced as a new measure in 2025, recorded the most significant gap, signalling a strong community expectation for improved shade in public spaces in response to local climate conditions. Mosquito control and perceptions of financial management also recorded notable negative gaps, indicating areas where community expectations are higher than perceived performance and where clearer communication, service improvements or future investment may be required.

#### *Lowest scores (below expectations):*

- Shade provision (-18) \*new measure in 2025
- Mosquito control (-14)
- Financial management (-10)



## Facilities

Facility performance gaps assess how well the City's key facilities are meeting community expectations when importance and perceived performance are considered together. These results provide insight into which facilities are delivering strong community value and which may require improvement or renewed focus.

### *Top-rated facilities (above expectations):*

Libraries continue to perform strongly, recording the highest positive performance gap among facilities and reinforcing their role as valued, well-used community assets. The Red Earth Arts Precinct and Roebourne Aquatic Centre also exceeded expectations, reflecting positive community experiences and effective delivery of cultural and recreational infrastructure across the City. These results indicate that investment in well-designed, accessible facilities continues to deliver strong returns in community satisfaction.

### *Highest scores (above expectations):*

- Libraries (+12)
- Red Earth Arts Precinct (+10)
- Roebourne Aquatic Centre (+9)

*Lower-rated facilities (below expectations):*

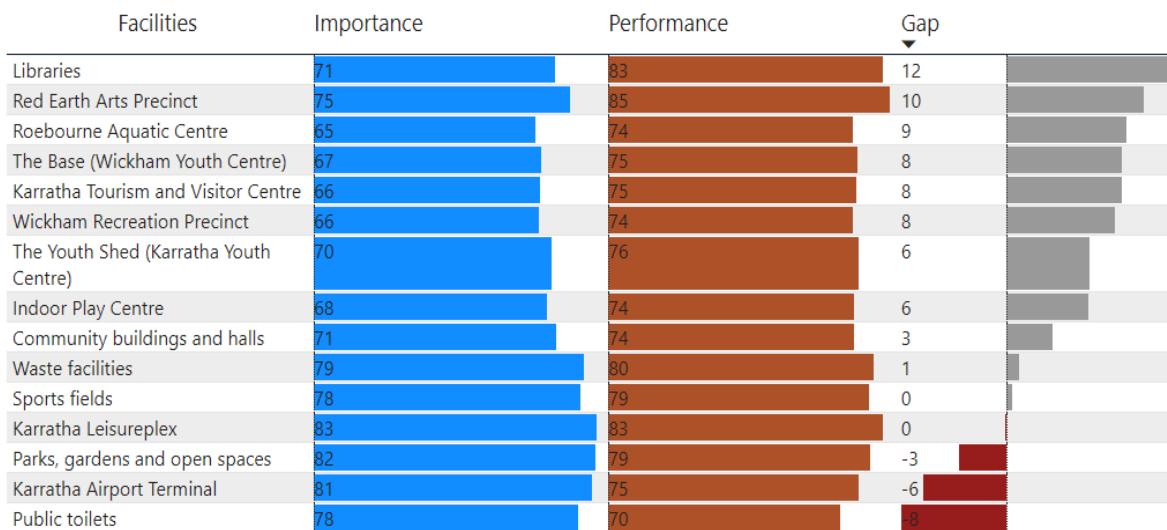
Facilities performing below expectations tend to be those that are highly visible and frequently used. Public toilets recorded the largest negative gap, highlighting community concern around availability, condition and maintenance standards.

Parks, gardens and open spaces also recorded negative gaps, suggesting expectations around amenity, presentation and functionality are not being fully met. These results provide a clear signal for future service reviews, renewal planning and prioritisation of maintenance and amenity improvements.

Karratha Airport Terminal has returned a lower rating, and commentary indicates this may correlate with community desire for more affordable airfares and route availability.

*Lowest scores (below expectations):*

- Public toilets (-8)
- Karratha Airport Terminal (-6)
- Parks, gardens and open spaces (-3)



Liveability

Liveability performance gaps measure community perceptions of broader factors that influence quality of life in the City, comparing importance against lived experience (performance). Unlike service and facility measures, many liveability factors sit partially or wholly outside the City's direct control and are often the focus on advocacy activities.

*Overall liveability results*

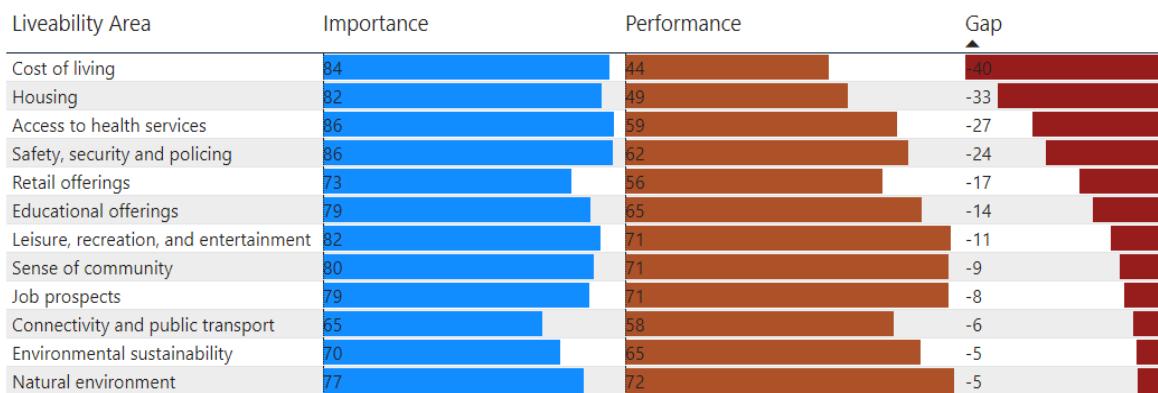
All liveability measures recorded negative performance gaps in 2025, indicating that community expectations in these areas significantly exceed current conditions. The largest gaps relate to cost of living, housing affordability and availability, and access to health services. These issues consistently rank as high-importance concerns for the community and continue to shape overall perceptions of liveability in the City.

### *Implications and advocacy focus*

While these matters largely fall beyond the City's direct service delivery role, the results reinforce the importance of the City's advocacy efforts with state and federal governments, industry partners and service providers. The data provides strong evidence to support continued and targeted advocacy on housing supply, cost pressures and access to essential services, while also informing how the City can support outcomes through planning, partnerships and local initiatives where possible.

The liveability areas of greatest concern to the community are:

- Cost of Living (-40)
- Housing (-33)
- Access to health services (-27)
- Safety, security and policing (-24)



### Next steps

Key themes and performance gaps will be translated into proposed service priorities and advocacy actions, with outcomes reflected in the draft 2026/27 Operational Plan and Budget presented to Council. Following adoption by Council the results will be published online, promoted within the community, shared with key stakeholders and used to support the City's advocacy activities.

#### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision-Making policy, this matter is moderate significance due to its influence on service prioritisation, budget allocation and advocacy direction.

#### **STATUTORY IMPLICATIONS**

There are no statutory implications.

#### **COUNCILLOR/OFFICER CONSULTATION**

No Councillor consultation is required. Survey results have been made available internally to assist officers with service planning and budget development.

#### **COMMUNITY CONSULTATION**

Community engagement activities in accordance with the iap<sup>2</sup> public participation spectrum process to consult occurred as follows:

Who	How	When	What	Outcome
Social media and website users	Through the City's websites and social media channels	20 October – 17 November	Link to survey	797 (71%) responses
Stakeholders and facility members	Through member databases and direct mailing lists	20 October – 17 November	Link to survey	66 (6%) responses
In-person pop up attendees	In-person at various locations	Lo's Café Karratha 24 & 28 October  Ieramugadu Café Roebourne 28 October 4 November 11 November  Salvos Roebourne 6 November  Salvos Karratha 7 November  Story Time Dampier Library 12 November  Story Time Wickham Library 12 November	Community members encouraged to complete the survey online or in person. Short surveys offered at these sessions.	Contributed to short survey and general promotion overall responses.
Short survey	Promoted at the in-person engagement sessions and			59 (5%) responses
General advertising and promotion	Posters, newspaper advertising, facility screens, media, café stickers	20 October – 17 November	Link to survey	196 (18%) responses

## POLICY IMPLICATIONS

There are no policy implications.

## FINANCIAL IMPLICATIONS

Survey feedback is used to inform the City's 2026/27 Budget.

## STRATEGIC IMPLICATIONS

The Annual Community Survey will inform development of the 2026/27 Operational Plan and Budget and provides data to measure progress against a number of objectives in the City's Council Plan.

This item is relevant to the City of Karratha's approved Council Plan 2025-2035.

Goal: 7 Our civic leaders are innovative, listening and balanced in meeting community needs.

Objective: 7.1 Engage with the community on what matters to them, in ways that inspire participation by all.

## RISK MANAGEMENT CONSIDERATIONS

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	N/A	Nil
Financial	N/A	Nil
Service Interruption	N/A	Nil
Environment	N/A	Nil
Reputation	Low	Using survey feedback to inform service planning can enhance community perception of the City; however, there is a reputational risk if feedback is not appropriately considered or addressed.  Clear communication of how feedback is considered and acted upon will be critical to mitigating reputational risk.
Compliance	N/A	Nil

## IMPACT ON CAPACITY

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

## RELEVANT PRECEDENTS

The survey has been conducted in the current format since 2012.

## VOTING REQUIREMENTS

Simple Majority.

## CONCLUSION

Overall, the City's performance is strong, with no urgent service failures highlighted in the results.

By reviewing and acknowledging these findings, the Council can make decisions based on solid evidence and enhance its ability to advocate effectively for the community's key concerns.

**13.2 2026 COUNCIL AND CEO COMMUNICATIONS AGREEMENT**

<b>File No:</b>	GR.2
<b>Responsible Executive Officer:</b>	Chief Executive Officer
<b>Reporting Author:</b>	Manager Governance
<b>Date of Report:</b>	6 February 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	The Communications Agreement is a requirement of the Chief Executive Officer's Key Performance Indicators 2025-26
<b>Attachment:</b>	2026 Council and CEO Communications Agreement

**PURPOSE**

For Council to consider the adoption of a Council and CEO Communications Agreement.

**OFFICER'S RECOMMENDATION**

**That Council ADOPT the 2026 Council and CEO Communications Agreement.**

**BACKGROUND**

Legislative reforms are being introduced into the *Local Government Act 1995* that include the introduction of a Communications Agreement.

This Agreement is designed to establish agreed principles, responsibilities and processes that guide communication between the Council, Councillors and the Chief Executive Officer (**CEO**).

**DISCUSSION****CEO Key Performance Indicators 2025-26**

One of the CEO's key performance indicators is to:

*Refresh the Communication Agreement with Council post-election and implement agreed actions [Ref 2.1].*

If adopted the 2026 Council and CEO Communications Agreement satisfied this requirement.

**Informing Documents**

The Chief Executive Officer has developed the 2026 Council and CEO Communications Agreement based on established best practice models, incorporating clauses from the draft Local Government (Default Communications Agreement) Order 2025.

The agreement also considers the previous Communications Agreement between the CEO and Council that was implemented at the City of Karratha during 2024/2025.

### What is a Communications Agreement?

The 2026 Council and CEO Communications Agreement (**Agreement**) outlines how council members request information or help from the local government, such as briefings on community issues or support with statutory duties. It specifies the process for assistance and sets response timelines.

The Agreement ensures:

- effective, transparent, and legally compliant communications,
- respect for the respective roles and responsibilities, and
- clear expectations that support high-quality governance and the CEO's performance objectives.

The Agreement applies to:

- all communication undertaken in an official capacity by Councillors, the CEO, and employees.

The Agreement does not apply to:

- deliberations at Council or Committee meetings,
- CEO recruitment, performance review, or termination, or
- Councillor contact with the City in their personal, ratepayer, or community member capacity.

### Renewal of the Agreement

The Agreement lasts for 2 years and must be renewed after each local election or if the CEO resigns, whichever occurs first. If parties cannot agree, the default communications agreement will be used.

### Content of the Agreement

The Agreement addresses such items as:

- Principles, Scope and Application,
- Employees nominated to converse with Council,
- What and how information can be requested and supplied to Councillors,
- Accessibility to correspondence sent by the Mayor,
- Responding to media enquiries, and
- Dispute Resolution processes.

### **LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision Making policy, this matter is considered to be of low significance in terms of Council's ability to perform its role.

### **STATUTORY IMPLICATIONS**

Legislation will soon require local governments to develop or adopt a Communications Agreement.

Currently, this is not law and this Agreement may need to be updated once the new legislation and regulations are enacted.

### **COUNCILLOR/OFFICER CONSULTATION**

Councillors were **informed** about the introduction of a Communications Agreement when the Department and WALGA were seeking feedback about a draft Communications Agreement presented at the Councillors Workshop on 5 August 2025.

Councillors were **consulted** on the content of the Agreement at workshops held on 1 December 2025 and 2 February 2026.

### **COMMUNITY CONSULTATION**

No community consultation is required.

### **POLICY IMPLICATIONS**

There are no policy implications.

### **FINANCIAL IMPLICATIONS**

There are no financial implications.

### **STRATEGIC IMPLICATIONS**

This item supports good governance and aids in the delivery of the City of Karratha's Council Plan 2025-2035.

### **RISK MANAGEMENT CONSIDERATIONS**

The level of risk to the City is considered to be as follows:

Category	Risk level	Comments
Health	N/A	Nil
Financial	N/A	Nil
Service Interruption	N/A	Nil
Environment	N/A	Nil
Reputation	N/A	Nil
Compliance	Low	Legislation is pending however currently not in force.

### **IMPACT ON CAPACITY**

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

### **RELEVANT PRECEDENTS**

There are no relevant precedents related to this matter.

### **VOTING REQUIREMENTS**

Simple Majority.

### **CONCLUSION**

The Communications Agreement will create an agreed-upon framework between the Council, Councillors, and CEO, offering clear guidelines for exchanging information between the Council and Administration.

### 13.3 CITY OF KARRATHA'S POSITION ON ELECTORAL REFORMS

<b>File No:</b>	GV.4
<b>Responsible Executive Officer:</b>	Chief Executive Officer
<b>Reporting Author:</b>	Manager Governance
<b>Date of Report:</b>	6 February 2026
<b>Applicant/Proponent:</b>	Nil
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s):</b>	Sector Consultation Electoral Reform Discussion Paper

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#### **PURPOSE**

For Council to consider its advocacy position on proposed amendments to the Local Government elections provisions, as foreshadowed by the Minister for Local Government.

The CEO remains neutral, and the Officer's Recommendation reflects Councillors' informal preferences from a recent workshop.

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#### **OFFICER'S RECOMMENDATION**

**That Council:**

- ENDORSES the introduction of compulsory voting for local government elections;**
- ENDORSES the implementation of 4-yearly elections through an “All-in, All-out” method, and**
- RECOGNISES that adopting recommendations 1 and 2 will result in additional electoral costs to the City.**

---

#### **BACKGROUND**

In June 2025, Hon Hannah Beazley MLA, Minister for Local Government (**the Minister**), stated her support for a four-year election cycle

These messages were repeated in the Minister's address to WALGA's 2025 Local Government Convention, where she also raised the possibility of compulsory voting.

In December 2025 the State Council for WALGA (**Western Australian Local Government Association**) requested further investigations by WALGA into the implications of compulsory and voluntary voting in local government elections.

WALGA is requesting input from the City of Karratha regarding its advocacy stance. Councils are asked to submit their responses by Friday, 27 February 2026, so that WALGA can compile a report to present to the State Council for review.

## DISCUSSION

### What is the Minister Proposing and Why?

The Minister has foreshadowed the following changes to election processes for Western Australian Local Governments:

- Compulsory voting of electors, instead of voluntary voting,
- Four-year term, in an all-in/all-out election cycle, compared to the existing approach of spilling half of Council every two years.

The Minister's has cited concerns about voter fatigue and the rising costs of conducting biennial elections.

### Local Government Industry Views

WALGA sought industry views in 2024, with 92 Local Governments participating in a survey.

Local Government responses at that time indicated strong (98%) support for half spills every two years.

WALGA advise that while voluntary voting was supported by an overall majority of responses (74%), compulsory voting was supported by a majority (64%) of metropolitan respondents and a majority (61%) of Class 1 and 2 respondents (ie larger Councils).

### State by State Comparison

Voting in Local Government elections is mandatory across all Australian states, except for Western Australia and South Australia, where participation remains voluntary.

All Australian states and territories, except Western Australia, conduct Local Government elections on a four-year cycle using an "all-in, all-out" approach.

### WALGA's Advocacy Position

WALGA has a long-standing advocacy position in support of voluntary voting and elections of half the Council every two years.

### Advantages and Disadvantages of the Proposed Electoral Reforms

WALGA's Sector Consultation Electoral Reform Discussion Paper (**Discussion Paper**) is at Attachment 1 and has the following insights.

#### *Council stability in an All-in, All-out model*

Analysis of data from the past two elections across Australia indicates that, on average, returning Council Members constitute between 47% and 57% of the Council following full spill elections.

There have been nine instances where the composition of Council after an ordinary election was entirely different (100%) from the previous term.

Notably, four of these local governments conducted mid-term extraordinary elections.

#### *Cost impact of a four-year cycle in an All-in, All-out model*

Change to a four-year cycle may reduce costs by reducing election frequency.

For mandatory voting the City may incur additional costs in fines enforcement for voters who don't participate as legislated.

However, the cost of each election may increase. The Western Australian Electoral Commission quote considers both the number of vacancies and the estimated participation rate. It is predicted that the cost per elector will double from \$5.17 to ~\$10.

*Training costs in an All-in, All-out model*

Conducting elections every four years will reduce the need to re-educate councillors every two years and may provide cost savings.

*Increased representation in compulsory voting*

Advocates for compulsory voting argue that increased voter participation increases engagement, awareness and democratic legitimacy.

Conversely, existing voter turnout rates are statistically representative of community sentiment with a 95% confidence level and at an approximate +/-3% margin of error.

Further considerations are described at **Table 1: Advantages and Disadvantages of Electoral Reform.**

**Table 1: Advantages and Disadvantages of Electoral Reform**

<b>Issue</b>	<b>2 Year Elections</b>		<b>4 Yearly elections</b>	
	<b>Advantages</b>	<b>Disadvantages</b>	<b>Advantages</b>	<b>Disadvantages</b>
Knowledge Management	Half spills each cycle ensures that there is consistency of knowledge within the Council in terms of strategic direction and project delivery.	Risk in changes to Council culture every two years.  Changes every two years may disrupt progress on key projects.  Training required every two years to educate and inform councillors on legislative obligations and requirements.	Council will have a longer-term strategy that is less likely to be influenced by new councillors every second year.  High turnover is not likely to occur resulting in a loss of knowledge based on national statistics which suggest that about 50% of sitting councillors are returned to office.  The term of the Mayor will coincide with the same term of Councillors.	Staff knowledge of electoral processes may diminish due to the reduced frequency.  Staff will be reliant on guidance provided by the WAEC.
Voluntary voting	Costs are minimised based on voter participation and number of vacant seats.	Approximately 23% of electors are carrying out their democratic right to vote.  Voter fatigue due to election frequency.  Would prefer that the election timeline does not coincide with State and Federal election cycles. State elections have been held in 2017, 2021 and 2025, Federal elections in 2019 and 2025.	Potential cost savings if maintaining voluntary voting over a four year cycle by reducing reliance on administering postal packs, Returning Officer costs and Count Staff time every two year period.  No fines enforcement activity required.	

<b>Issue</b>	<b>2 Year Elections</b>		<b>4 Yearly elections</b>	
	<b>Advantages</b>	<b>Disadvantages</b>	<b>Advantages</b>	<b>Disadvantages</b>
Compulsory voting	<p>Election participation rates for other states with mandatory voting is approximately 84%. (City is only 23%).</p>	<p>Significantly greater cost likely if mandatory voting is implemented as this will be based on all electors participating, longer lead times to undertake the count and finalise results.</p> <p>Count is likely to take 2-3 days if a recount is required.</p> <p>Mandatory voting doesn't necessarily assure that a better result will be achieved.</p> <p>Voter fatigue due to election frequency.</p> <p>May result in higher proportion of donkey votes or invalid votes being cast.</p>	<p>Voting processes are complex and less elections will result in more reliance on the WAEC to conduct these elections.</p> <p>Over 13,192 electors will necessitate the need to rely on WAEC software for count purposes.</p> <p>Election participation rates for other states with mandatory voting is approximately 84%. (City is only 23%).</p>	<p>Count is likely to take 2-3 days if a recount is required.</p> <p>Mandatory voting doesn't necessarily assure that a better result will be achieved.</p> <p>May result in higher proportion of donkey votes or invalid votes being cast.</p>
Costs	<p>Average cost to undertake voluntary elections in 2023 for:</p> <p>WA     \$5.17/elector SA     \$6.93/elector.</p>		<p>Average cost to undertake compulsory elections for:</p> <p>NSW    \$10.61/elector NT      \$13.07/elector Tas     \$9.32/elector.</p> <p>This is somewhat comparable to the 2 yr cycle conducted in WA and SA if doubled.</p>	

**LEVEL OF SIGNIFICANCE**

In accordance with Council policy CG-8 Significant Decision Making policy, this matter is considered to be of moderate significance in terms of Council's ability to perform its role.

**STATUTORY IMPLICATIONS**

The *Local Government Act 1995* requires elections to be carried out every two years representing 50% of Council and that voting by electors is voluntary. Reforms being discussed will result in these laws being amended.

**COUNCILLOR/OFFICER CONSULTATION**

Consultation has taken place between Councillors informally through email correspondence from the CEO on 14 January 2026 and at the most recent Councillor Workshop on 2 February 2026.

**COMMUNITY CONSULTATION**

No community consultation is required.

**POLICY IMPLICATIONS**

There are no policy implications.

**FINANCIAL IMPLICATIONS**

A budget provision of approximately \$80,000 every two years is set aside for the WAEC to run the postal election for the City's elections. An additional \$20,000 was allocated for additional promotional marketing and advertising and staff wages for the postal count.

**STRATEGIC IMPLICATIONS**

Governance and Policy is an enabling service in the delivery of the Council Plan 2025-2035. It supports the delivery of the Plan's goals and ensures that we fulfill our statutory obligations.

**RISK MANAGEMENT CONSIDERATIONS**

There are no risk management considerations applicable.

**IMPACT ON CAPACITY**

Any outcomes from a review on electoral reforms being carried out by the local government sector with the State Council of WALGA that result in a change to the existing service levels will have either positive or additional impacts on the administration. Specific impacts on budget resourcing and service levels have yet to be determined.

**RELEVANT PRECEDENTS**

There are no relevant precedents related to this matter.

**VOTING REQUIREMENTS**

Simple Majority.

**CONCLUSION**

The recommendations reflect national standards for Local Government and the opinions of the majority of large Local Governments in Western Australia.

**13.4 INFORMATION REPORT - CONCESSION ON FEES FOR CITY FACILITIES – NOVEMBER 2025****File No:** CR.38**Responsible Executive Officer:** Director Community Experience**Reporting Author:** EA Community Experience**Date of Report:** 28 January 2025**Disclosure of Interest:** Nil**PURPOSE**

To provide Council with a summary of all concessions on fees for the City's community facilities under Delegation 1.10 of the Delegations Register for the month of November 2025.

Organisation	Reason	Authorised Officer	Amount (excl. GST)
City of Karratha – The Youth Shed	To purchase 200 pool passes to be used exclusively for Pool Day activities as part of the weekly programming planned for Term 1 2026.	Director Community Experience	\$1,040.00
City of Karratha – The Base	To purchase 200 pool passes to be used exclusively for Pool Day activities as part of the weekly programming planned for Term 1 2026	Director Community Experience	\$700.00

**13.5 INFORMATION REPORT - CONCESSION ON FEES FOR CITY FACILITIES – DECEMBER 2025****File No:** CR.38**Responsible Executive Officer:** Director Community Experience**Reporting Author:** EA Community Experience**Date of Report:** 28 January 2025**Disclosure of Interest:** Nil**PURPOSE**

To provide Council with a summary of all concessions on fees for the City's community facilities under Delegation 1.10 of the Delegations Register for the month of December 2025.

Organisation	Reason	Authorised Officer	Amount (excl. GST)
Karratha Autumn Club	To waive venue hire fees plus any additional hire fees resulting from the annual price adjustment, to support the Autumn Club hire the Read Room at Karratha Library twice a week for 12 months for Tai-chi sessions.	Director Community Experience	\$1,716.00

### 13.6 INFORMATION REPORT - COMMUNITY EXPERIENCE – NOVEMBER 2025

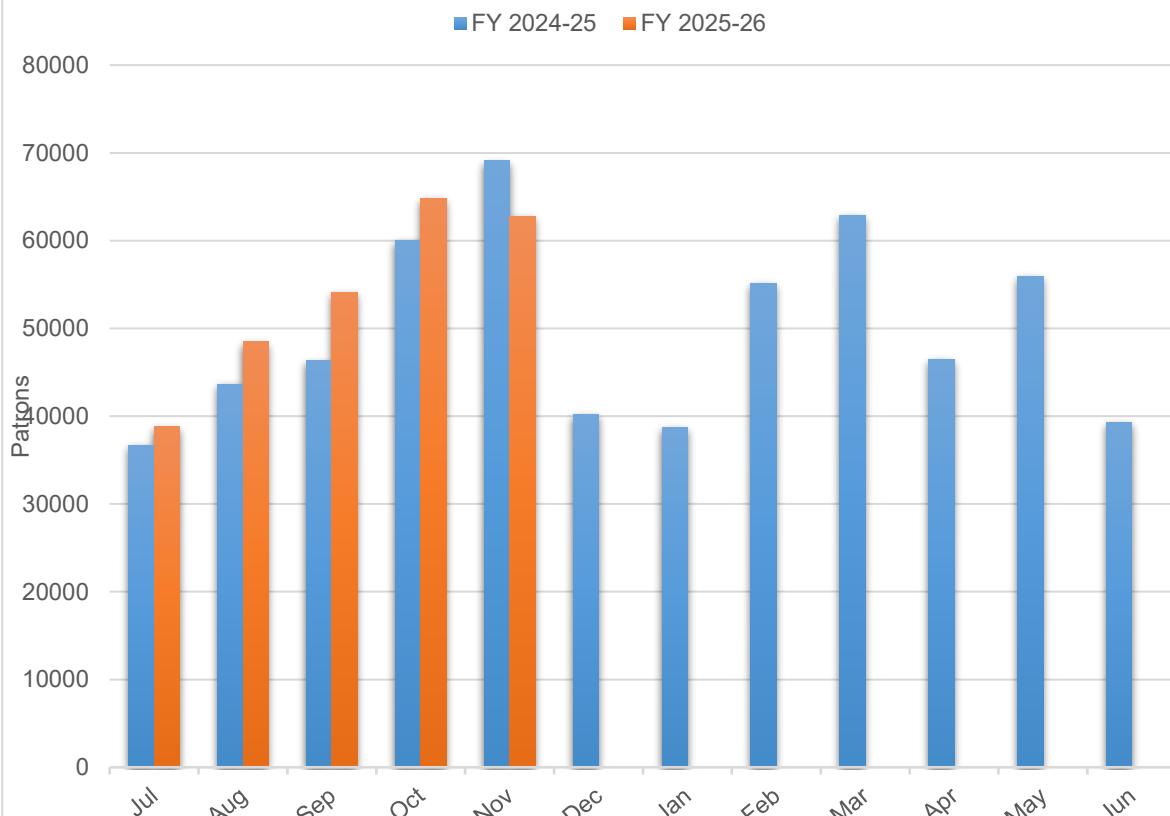
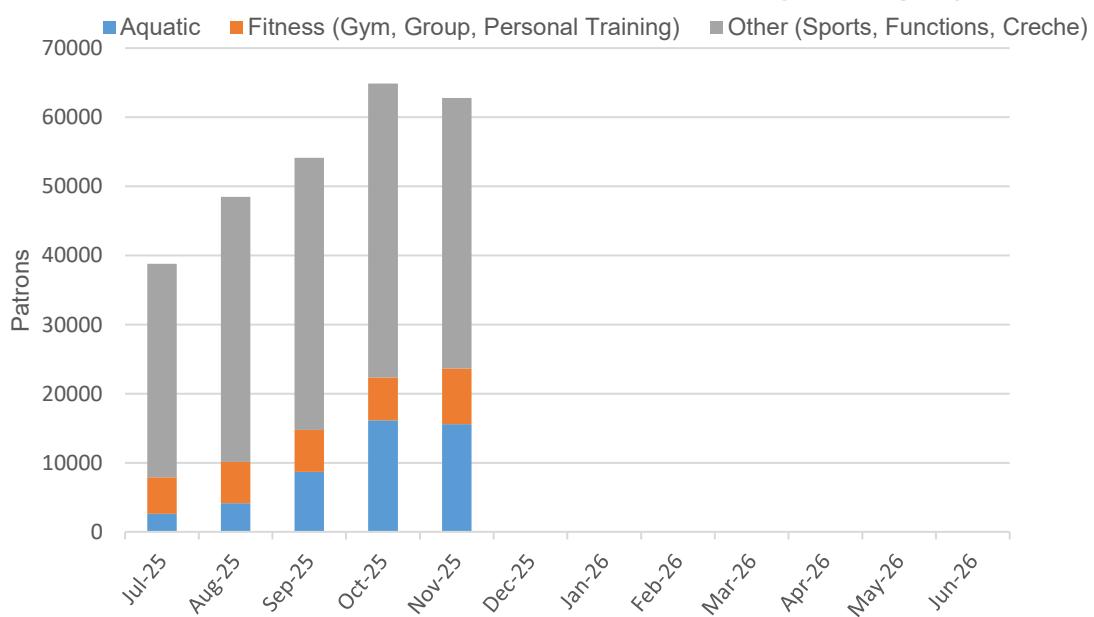
**File No:** CS.23  
**Responsible Executive Officer:** Director Community Experience  
**Reporting Author:** EA Community Experience  
**Date of Report:** 23 January 2026  
**Applicant/Proponent:** Nil  
**Disclosure of Interest:** Nil  
**Attachment(s)** Nil

#### **PURPOSE**

To provide Council with an update on Community Experience services and programs for November 2025.

#### **Attendance & Utilisation Summary**

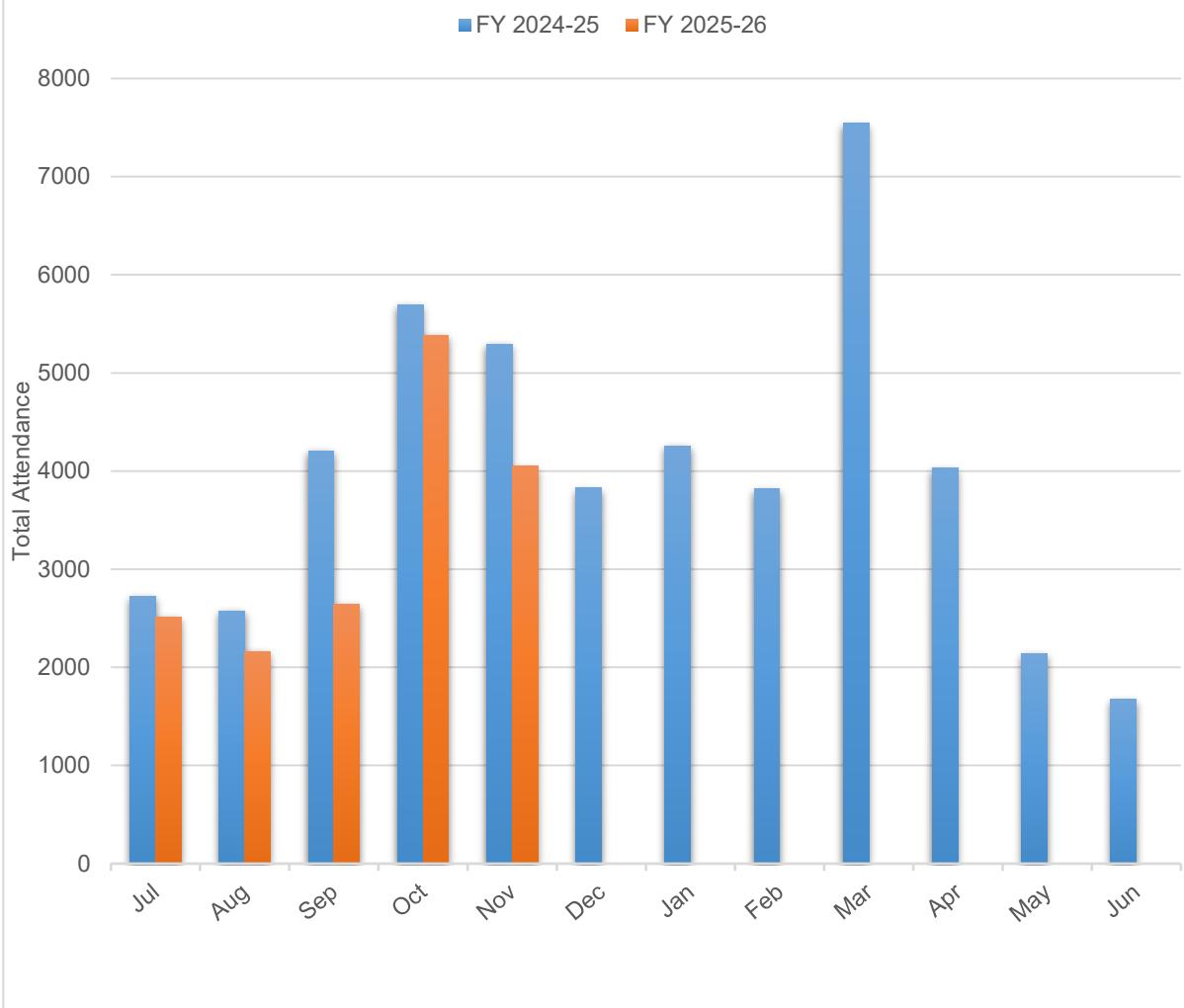
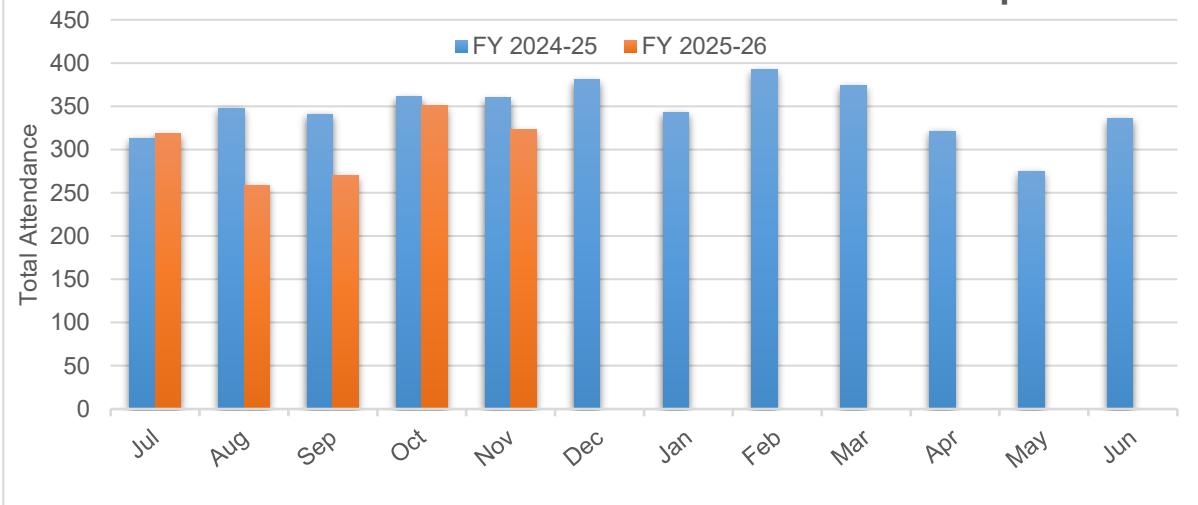
Facility Attendance	November 2024	November 2025	Year on Year %
The Youth Shed	934	606	- 35%
The Base	882	850	- 4%
Total Library	9,221	8,630	- 6%
Karratha Leisureplex	69,117	62,768	- 9%
Wickham Recreation Precinct	5,295	4,049	- 24%
Roebourne Aquatic Centre	1,250	1,025	- 18%
Indoor Play Centre	2,527	2,132	- 16%
Red Earth Arts Precinct	8,222	4,427	- 46%
Arts Development & Events	3,725	4,255	+ 14%
Community Programs	October 2025	November 2025	Month on Month %
Security Subsidy Scheme	17	12	- 29%
Meet the Street Parties	3	3	0%

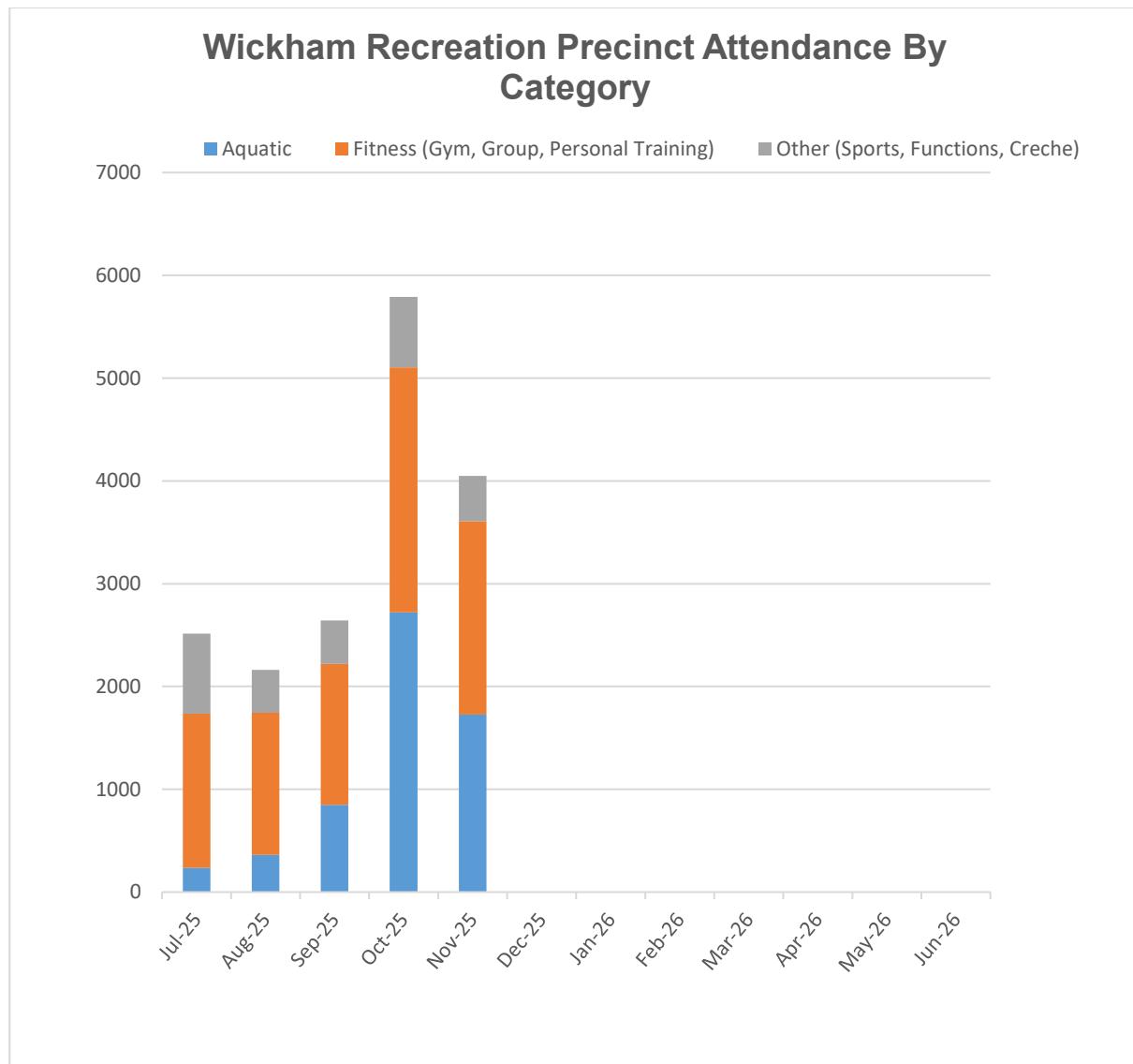
**Karratha Leisureplex****Karratha Leisureplex Total Attendance****Karratha Leisureplex Attendance By Category**

November 2025 shows a mixed result for the Karratha Leisureplex, with strong growth in core areas but a softening in overall visitation. Aquatic usage increased from 14,087 to

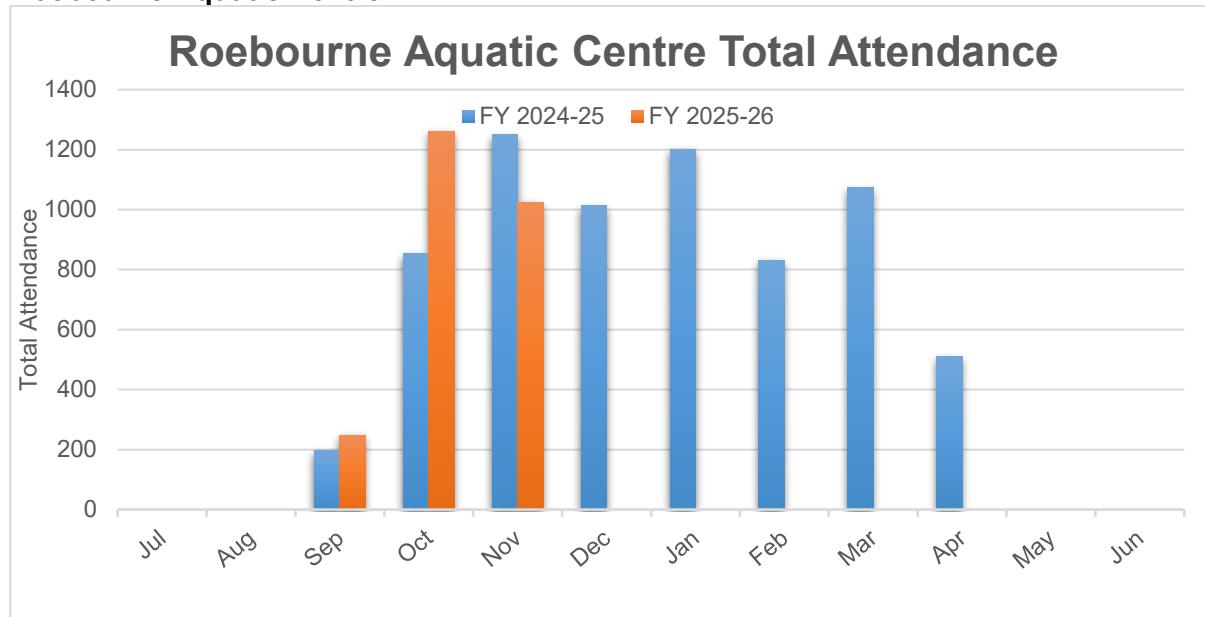
15,586 visits (+11%), reflecting warmer weather and strong pool demand. Fitness activity more than doubled, lifting from 3,319 to 8,049 visits (+143%), aligning with staff feedback about high group fitness attendance and consistent gym usage.

“Other” visits decreased from 51,711 to 39,136 (–24%), which contributed to a reduction in overall visits from 69,117 to 62,768 (–9%). This likely reflects fewer major events and changes in court and function usage compared to the previous year. Despite the drop in total visits, membership has increased from 2,003 to 2,257 (+13%), indicating a stronger committed member base.

**Wickham Recreation Precinct****Wickham Recreation Precinct Total Attendance****Wickham Recreation Precinct Total Memberships**



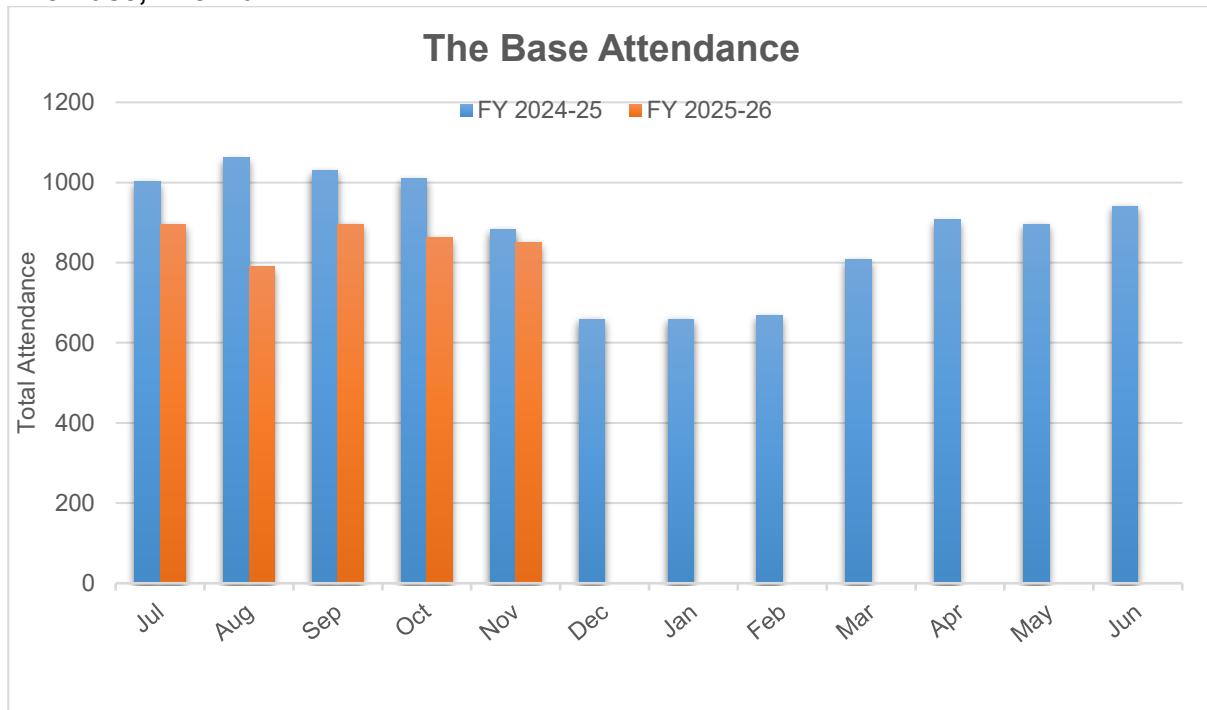
Attendance was down overall this month by 23.53%, this was driven largely by a drop in aquatic attendance and "other" visits. With the oval refurbishment now in full swing, both ovals are out of use and access to the facility as a whole has been impacted with fencing in place and footpaths blocked. The hub has also had painting works completed restricting usage and the Hall has been out of use with the new ceiling and flooring being installed. The temperature has been cooler on average for November, and this has impacted the pool temperature.

**Roebourne Aquatic Centre**

Attendance down compared to the previous year, some of this is related to closures and behaviour issues, including other factors such as Yandina and PCYC closures that have affected attendance.

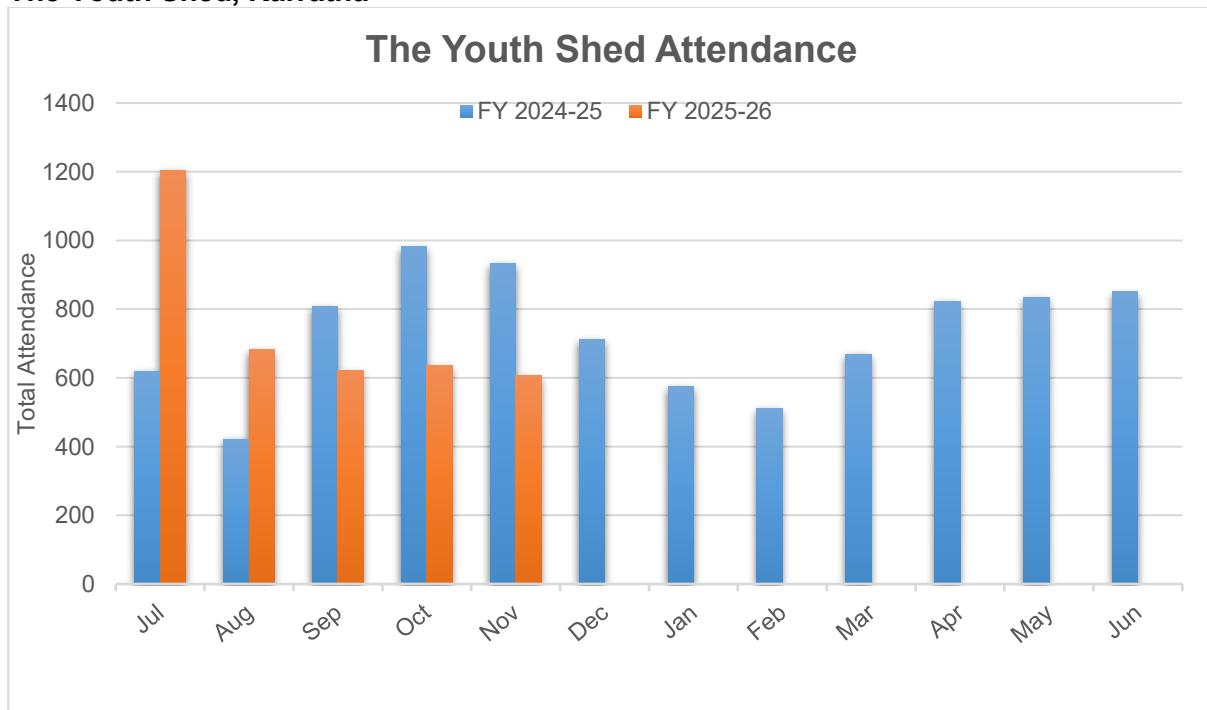
## Youth Services

### The Base, Wickham



November saw 850 young people walking through the doors. The Lock Load Laser tag event drew 65 youths for a fun exciting session. Young people were invited to attend the Rio Christmas party and the Swans Partnership remained strong with ongoing activities including 3x3 Basketball, Futsal, Tie Dye workshops & chill session events.

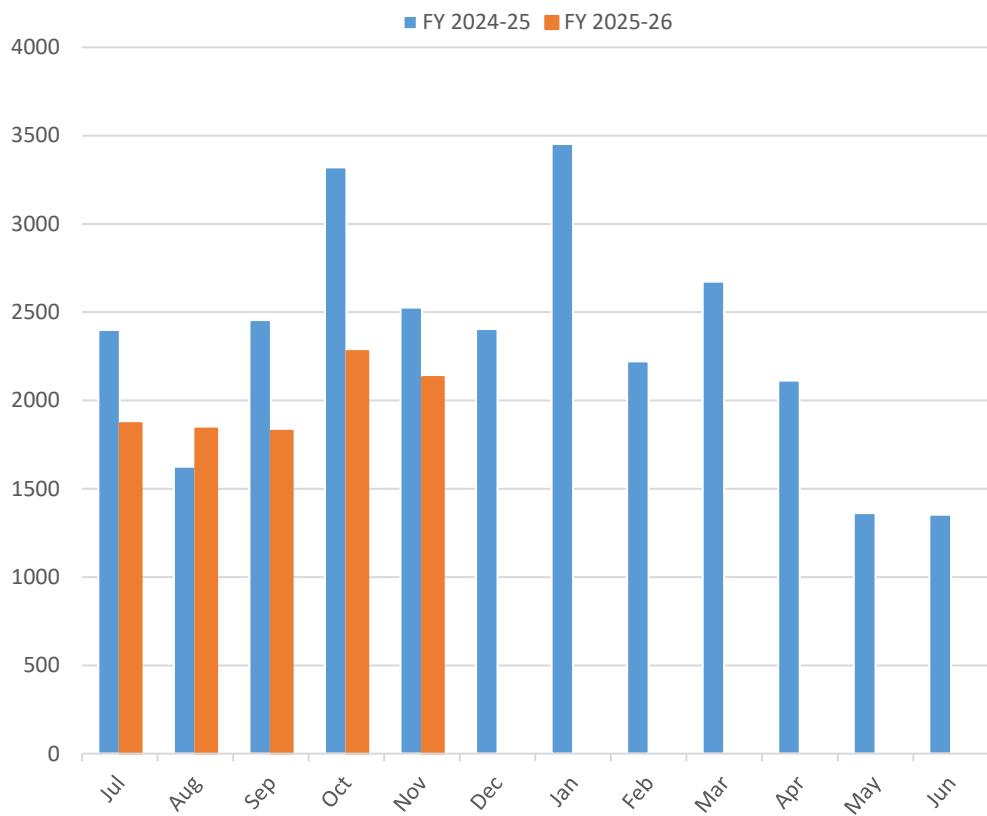
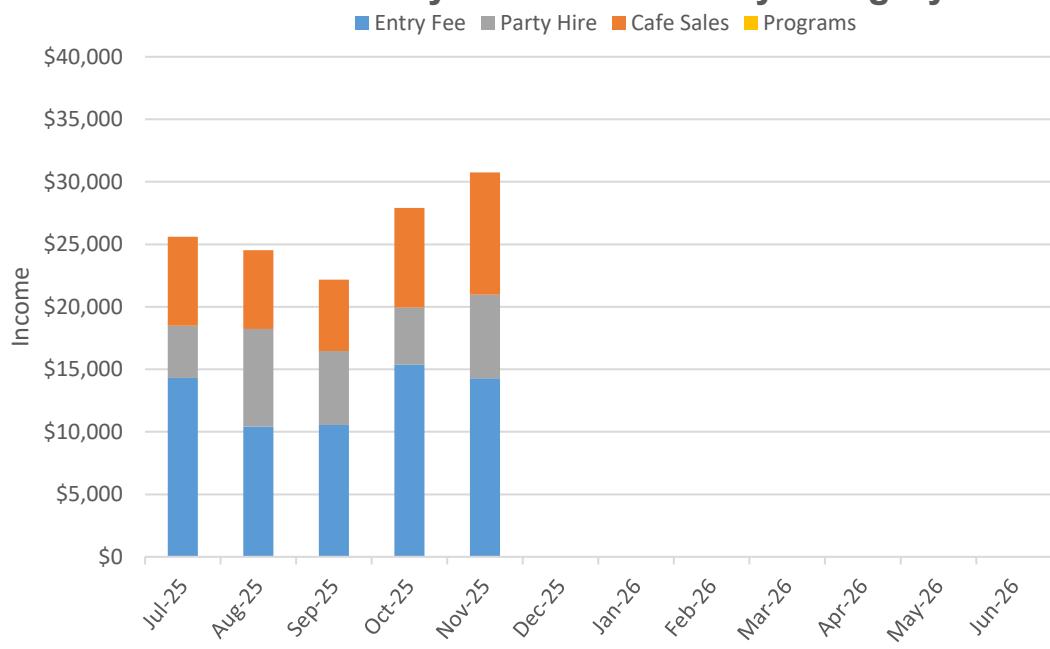
### The Youth Shed, Karratha

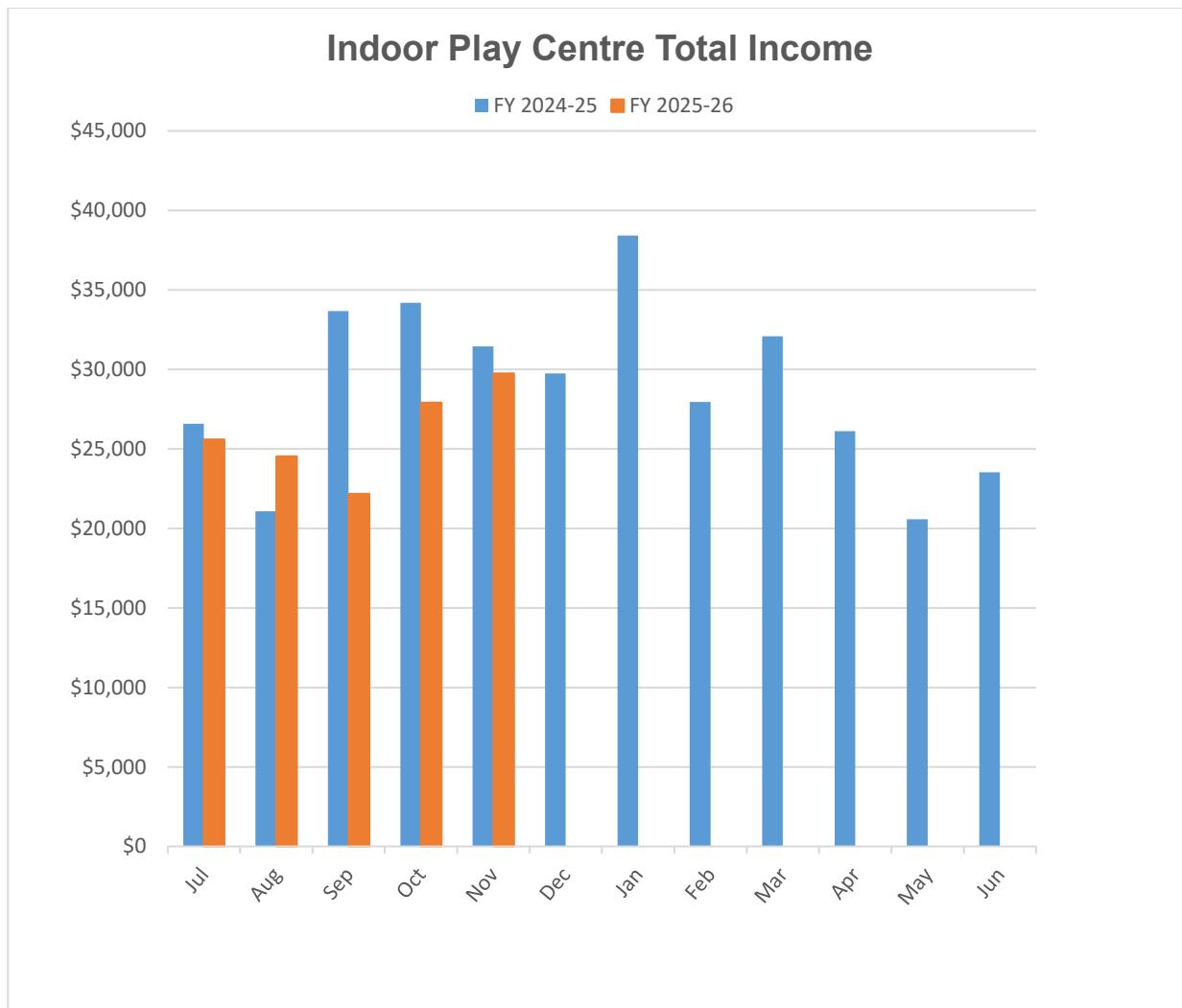


In November, the Youth Shed welcomed a total of 606 young people across a diverse range of programs. Activities included:

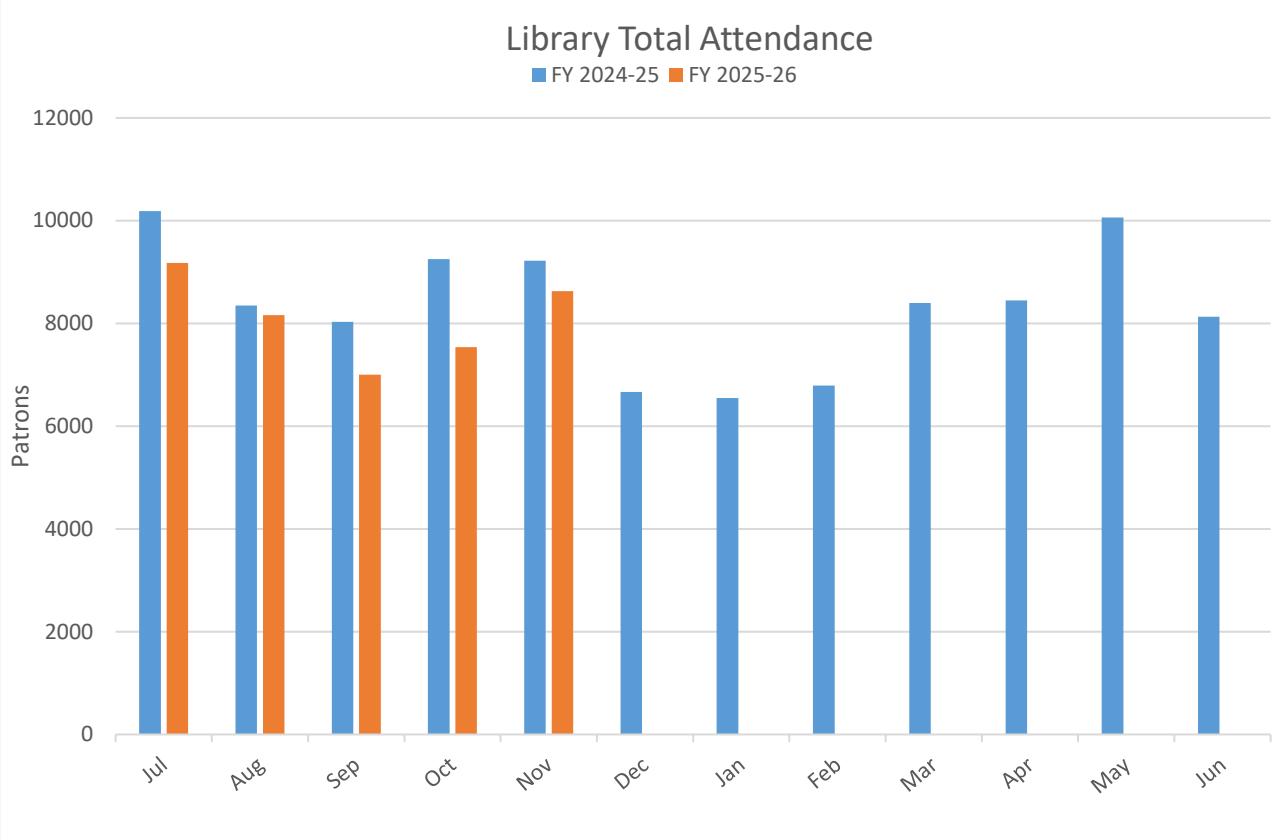
- Sports & Recreation: Basketball, pickleball, dodgeball, table tennis, pool, ping pong, 8-ball, and sports surge sessions.
- Creative & Learning Programs: Cooking, baking, art, slime making, creative corner, photo workshop, smoothies, and techsplore.
- Skill-Building & Wellness: Homeschool support, healthy habits workshops, VR experiences, bike repair, junction co, and racing simulator.
- Community & Social Activities: Dungeons & Dragons (DnD), Vibe Tribe, pool days, and 4-square.

This variety of programs highlights the Youth Shed's commitment to offering young people opportunities for fun, learning, creativity, and healthy living throughout the month.

**Indoor Play Centre****Indoor Play Centre Attendance****Indoor Play Centre Income By Category**



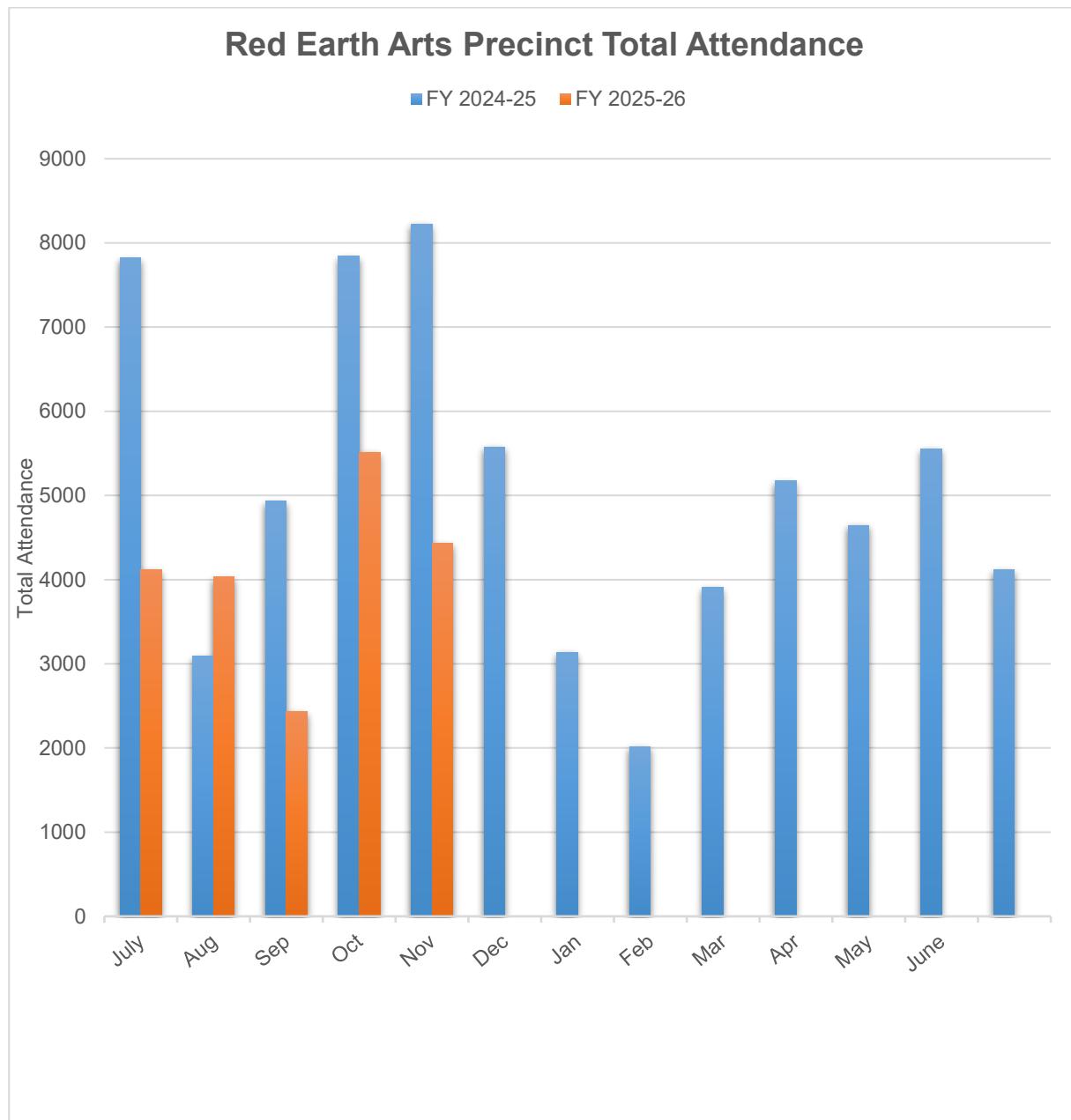
Income in November was comparable to the same period in 2024 – entry fees and café sales were strong however revenue from party bookings was down as staffing availability impacted the total number of afterhours parties.

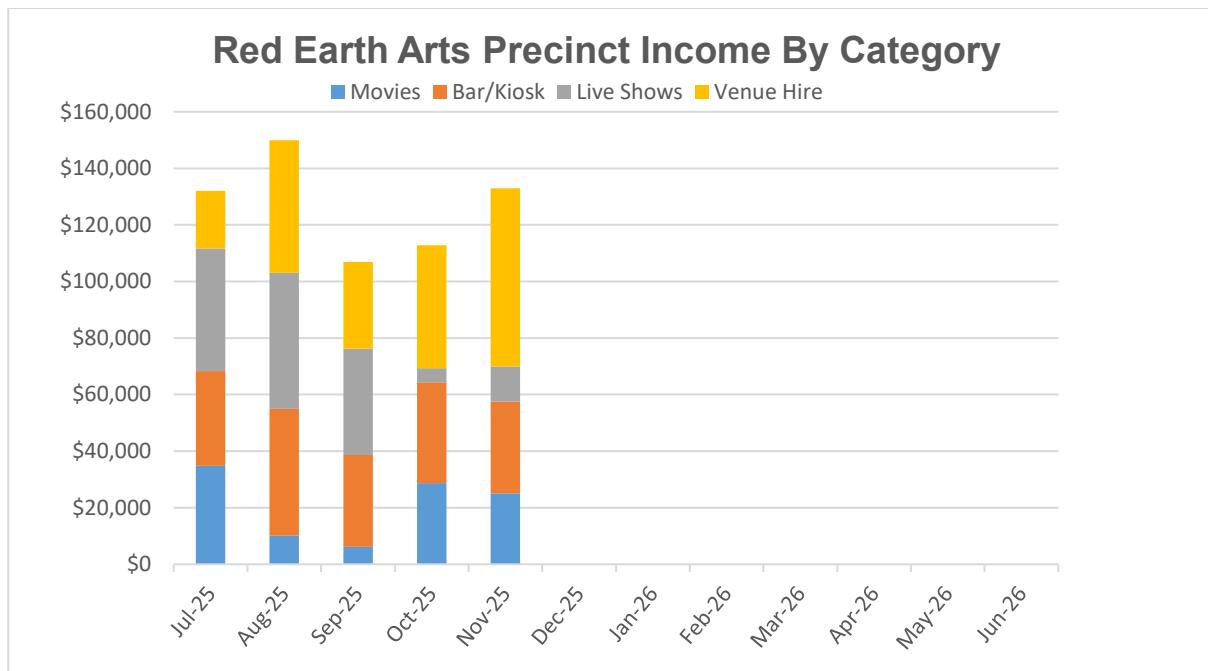
**Library Services****Library Attendance By Location**

■ Karratha ■ Wickham ■ Dampier ■ Roebourne

Month	Karratha	Wickham	Dampier	Roebourne	Total
Jul-25	6800	1200	1000	200	9200
Aug-25	5500	1000	1200	100	8200
Sep-25	4800	800	1000	100	7000
Oct-25	5200	700	1000	100	7500
Nov-25	6200	900	1200	100	8500
Dec-25					
Jan-26					
Feb-26					
Mar-26					
Apr-26					
May-26					
Jun-26					

<b>12,789</b> Total memberships (36 new members signed up in November).	<b>2,322</b> Physical items (767 down from last month and <b>1,270</b> e-Resources borrowed (316 down from last month).
<b>628</b> Individual computer log ins by members and guests (excludes Wi-Fi) (110 down from last month).	<b>984</b> Technical enquiries (including assistance with Computers, Wi-Fi, printing and scanning (147 up from last month).
<b>1177</b> Program participants at <b>69</b> programs (including regular term programs and special programs including Seniors Week Mini Museaum, Recycling Week Story Time and Libraries After Dark (364 up from last month)	<b>51</b> Better Beginnings Packs were distributed to Population Health, Kindy classes and Library patrons.

**Red Earth Arts Precinct**



### Events and Programming:

November was a highly active and successful month for events and programming at REAP, with strong community engagement across a diverse range of activities.

- Clontarf Academy hosted their end-of-year awards ceremony for Karratha Senior High School Clontarf students.
- Seniors Morning Tea held in the Studio Rooms was very well attended and received positive feedback from participants.
- KSHS Stars Foundation held their graduation ceremony.
- Next Level Up Dance Concert presented their first school concert, which was a very successful debut event for the emerging dance school.
- Dance Kix Performance delivered two shows (matinee and evening), both of which were well attended.
- The KDCCI Business Breakfast Briefing was hosted at the venue.
- A two-day event was held for the PKKP AGM, followed by the Banjima AGM—both meetings were very well attended.
- Christmas on the Green took place across the Amphitheatre, marking the inaugural use of the precinct's portable trailer stage, Foyer, Studio Rooms, and Library, attracting strong community participation and proving to be a highly successful event.
- Nagaarda Media hosted a film festival in the Studio Room over two days, screening six short films and three feature films as part of IMFF. The festival celebrates cultural diversity, inclusion, and social understanding, showcasing stories from under-represented, migrant, Indigenous, and culturally diverse voices.

### Cinema Operations:

Cinema Attendance in November 2025 was 25% higher than November 2024 at 886 patrons

- Total movie sessions: 18
- Average attendance: 49 patrons per session
- Best performing session: Regretting You with 130 patrons & The Black Phone 2 with 56 patrons

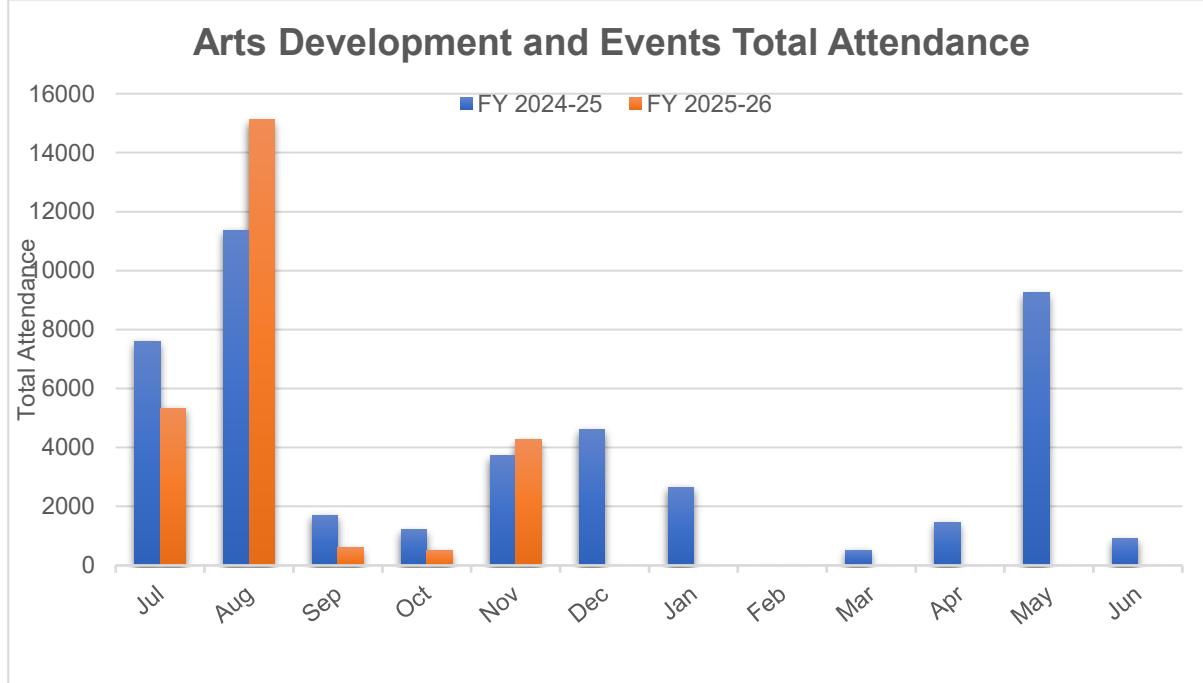
**Bar & Kiosk Revenue:**

Revenue was \$32,434 which was 24% lower than 2024. The reduction in bar and kiosk revenue compared to November 2024 is likely attributable to a combination of operational and programming factors, including:

- Event mix and patron behaviour: While November 2025 had strong attendance across multiple community, school, and AGM-style events, many of these events traditionally generate lower bar and kiosk spend, particularly daytime, school-based, seniors, and meeting-style functions.
- Increase in non-commercial community events: A higher proportion of free or low-cost community events (e.g. graduations, morning teas, AGMs, film festival screenings) typically results in reduced discretionary food and beverage purchases.

**Live Shows:**

Total Ticket Sales: \$12,373.00. Key performance highlights for November included the Dance Kix performances, which delivered two well-attended shows (matinee and evening), 949 patrons and demonstrated strong audience engagement for local dance programming. In addition, Christmas on the Green was a standout community event, activating multiple spaces across the Amphitheatre, Foyer, Studio Rooms, and Library. The event attracted strong community participation and reinforced REAP's role as a central hub for large-scale, inclusive community celebrations.

**Arts Development & Events**

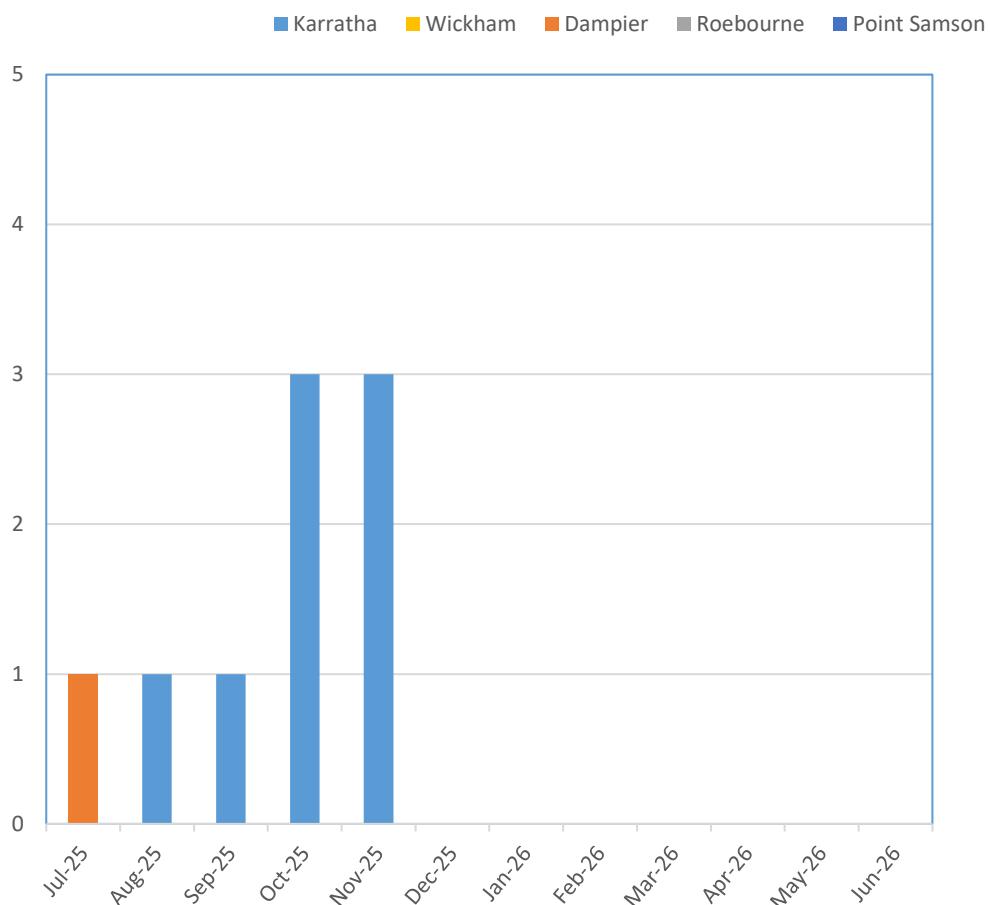
November was a busy month, featuring the Halloween Spooktacular at the Quarter, which attracted 800 visitors. Additionally, the start of the Christmas on the Green drew in 1,200 visitors. We also celebrated Seniors Week, welcoming over 130 seniors throughout the week and the Community Christmas Exhibition, which attracted 200 visitors.

**Security Subsidy Scheme**

12 Security Subsidy applications were received and eligible for reimbursement.

## Meet the Street

### Meet the Street Parties By Location



3 Meet the Street parties hosted this month.

### Small Community Grants

Town	Who	What	Awarded ex GST
Karratha	West Pilbara Junior Cricket Association	Funding to assist with accommodation and uniform costs for the junior participants competing in the WACC Junior Country Week Competition.	\$5,000

### 13.7 INFORMATION REPORT - COMMUNITY EXPERIENCE – DECEMBER 2025

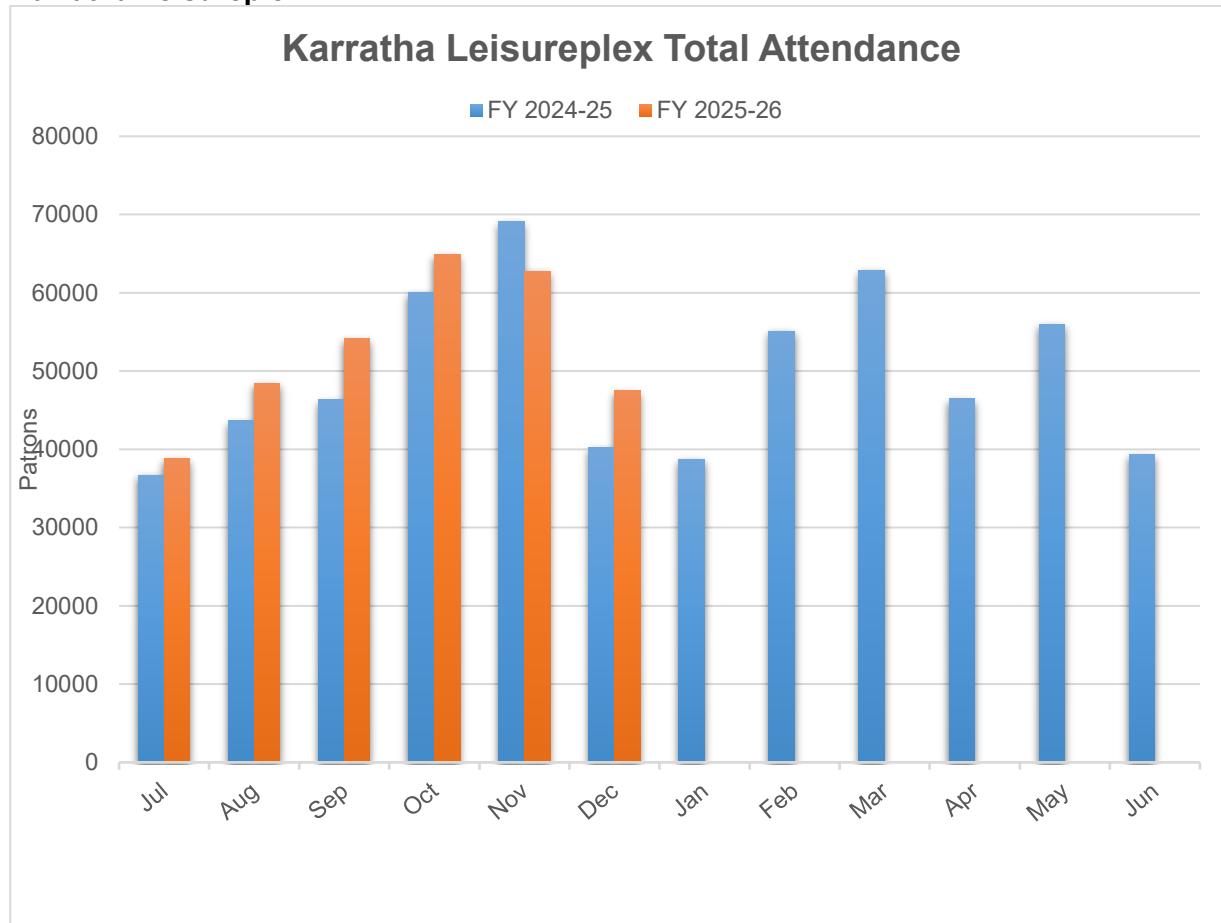
**File No:** CS.23  
**Responsible Executive Officer:** Director Community Experience  
**Reporting Author:** EA Community Experience  
**Date of Report:** 23 January 2026  
**Applicant/Proponent:** Nil  
**Disclosure of Interest:** Nil  
**Attachment(s)** Nil

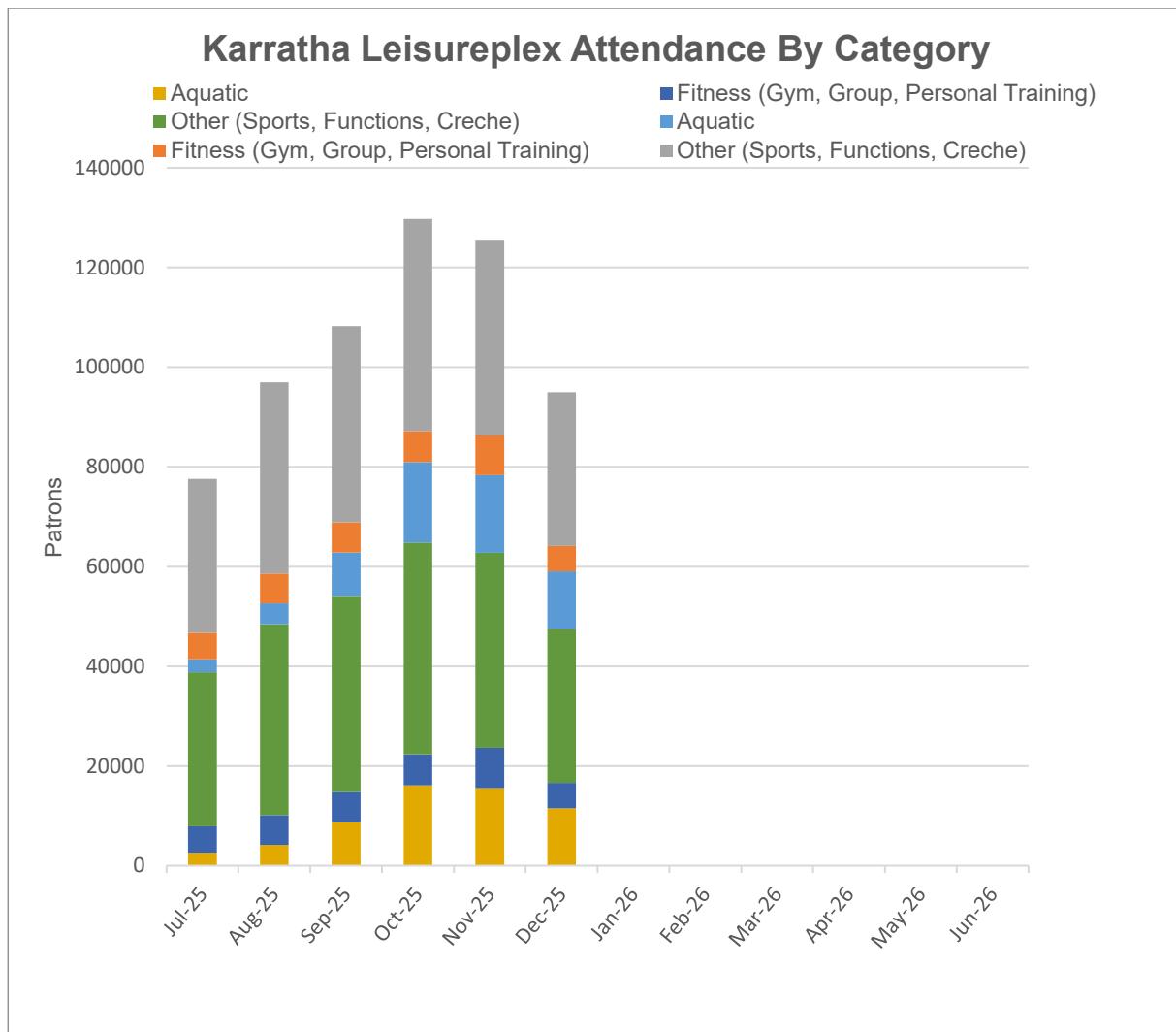
#### **PURPOSE**

To provide Council with an update on Community Experience services and programs for December 2025.

#### **Attendance & Utilisation Summary**

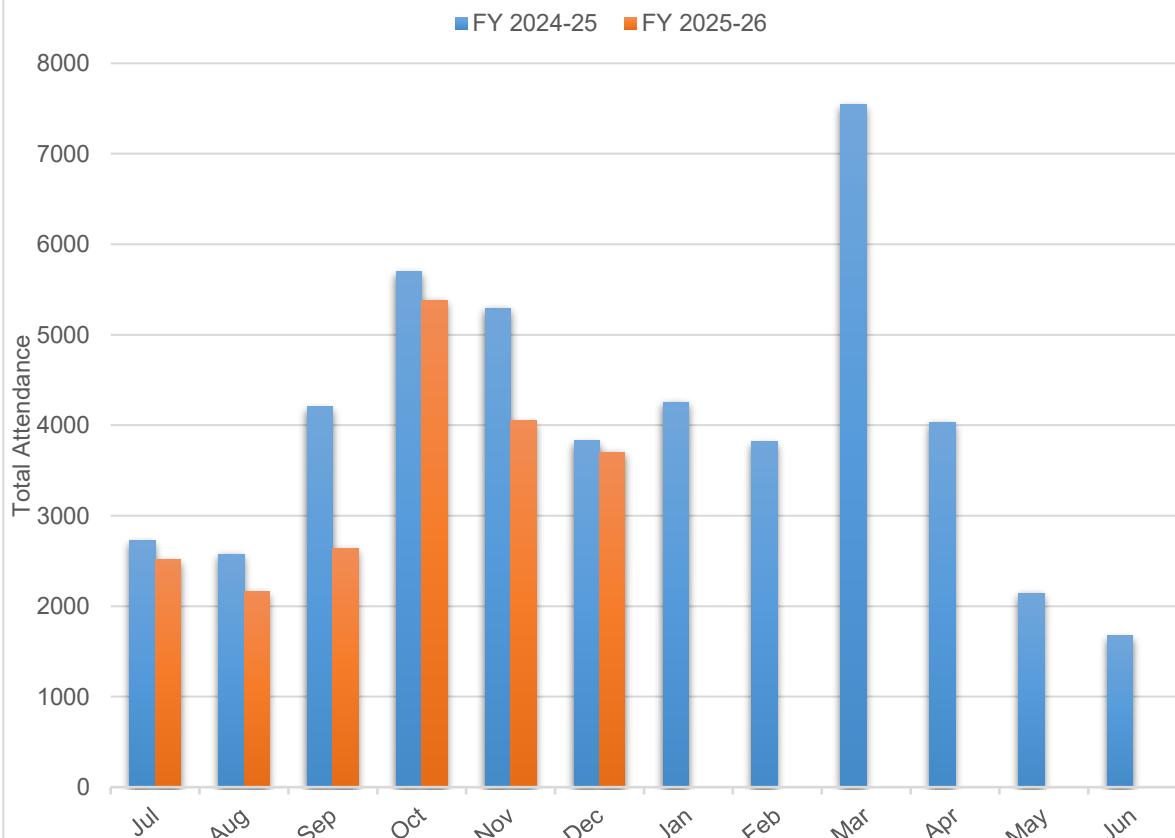
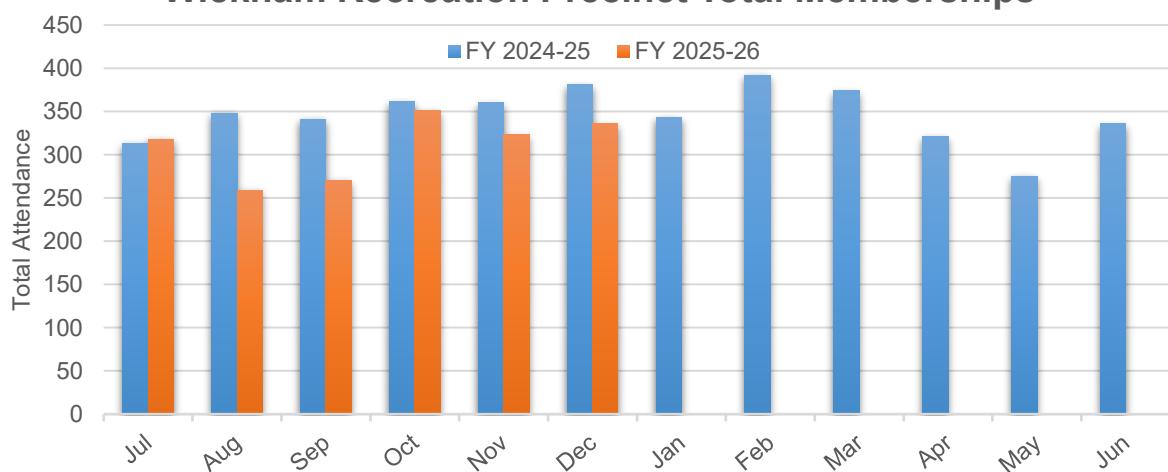
Facility Attendance	December 2024	December 2025	Year on Year %
The Youth Shed	713	527	- 26%
The Base	659	598	- 9%
Total Library	6,666	6,884	+ 3%
Karratha Leisureplex	40,226	47,498	+ 18%
Wickham Recreation Precinct	3,826	3,704	- 3%
Roebourne Aquatic Centre	1,013	811	- 20%
Indoor Play Centre	2,404	2,056	- 14%
Red Earth Arts Precinct	5,575	5,094	- 9%
Arts Development & Events	4,611	526	- 89%
Community Programs	November 2025	December 2025	Month on Month %
Security Subsidy Scheme	12	17	+ 42%
Meet the Street Parties	3	8	+ 167%

**Karratha Leisureplex**

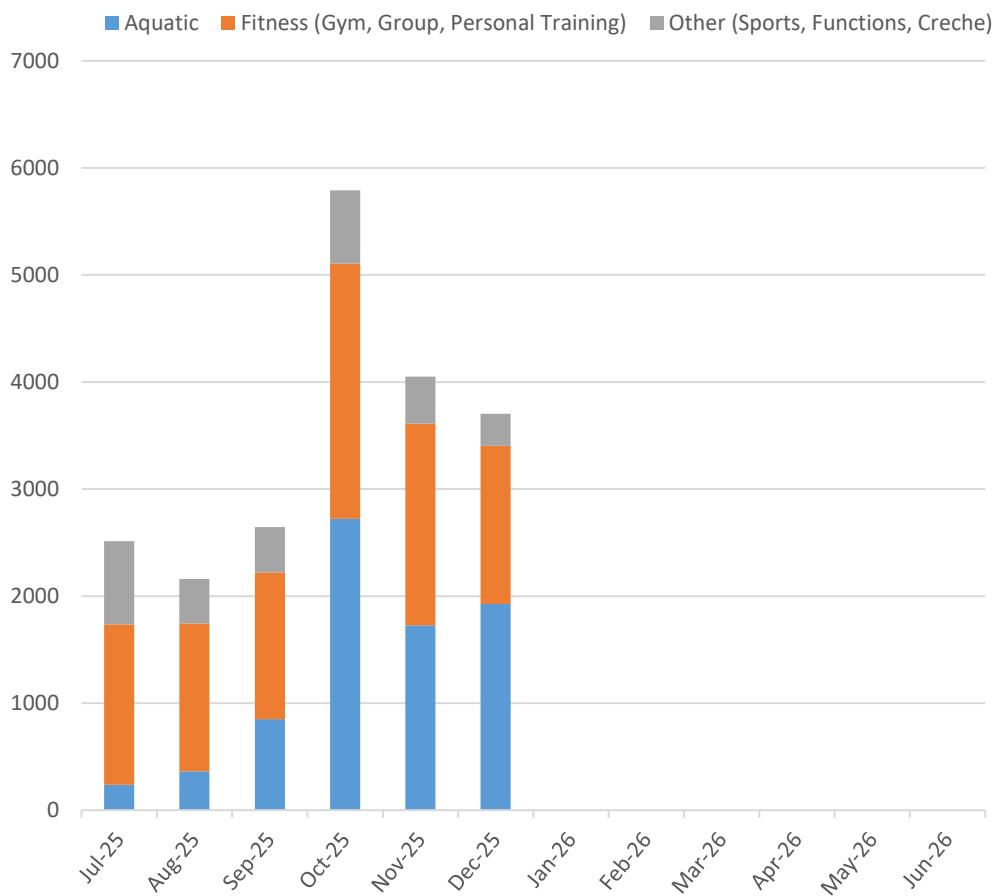


December 2025 delivered a positive result for Karratha Leisureplex despite the Christmas shutdown period, with increases in both total visitation and membership year on year.

Aquatic visits rose from 9,433 to 11,533 (+22%), supported by seasonal demand and targeted activations, including 314 free swims delivered with headspace on 29 December. Fitness visits declined from 9,763 to 5,098 (– 48%), reflecting reduced operating days and holiday travel. This aligns with typical December trends, with reformer Pilates remaining a strong performer and engagement supported through the Group Fitness Christmas Challenge. “Other” visits increased from 21,030 to 30,867 (+47%), driven by strong uptake of holiday programs and events, including Grinchmas, the School’s Out Pool Party – Aqua Run, dry inflatables, classic school games, Christmas crafts and the Christmas Bake-Off. Total visits increased from 40,226 to 47,498 (+18%), while membership grew from 1,898 to 2,132 (+12%), reinforcing continued growth in KLP’s core member base heading into the new year.

**Wickham Recreation Precinct****Wickham Recreation Precinct Total Attendance****Wickham Recreation Precinct Total Memberships**

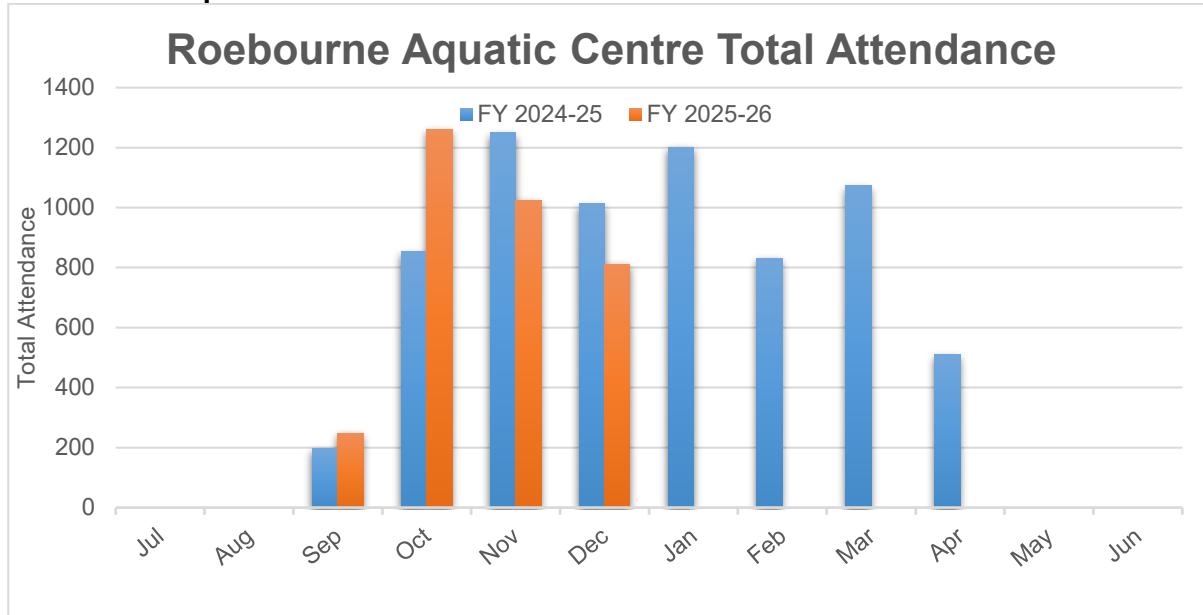
## Wickham Recreation Precinct Attendance By Category



Attendance is down overall this month by 3% which is an improvement on last months results, impacted by the Christmas break in group fitness and play and recreation programs.

Aquatics were also down by 5%. Aquatics were also impacted by the Christmas shutdown of Swim Club which will also impact January. Memberships are down 11.8%, largely driven by the reduction in the Azure contract but this will be the primary focus of the fitness and CSO team for the New Year. School holiday programming will commence on 19 January.

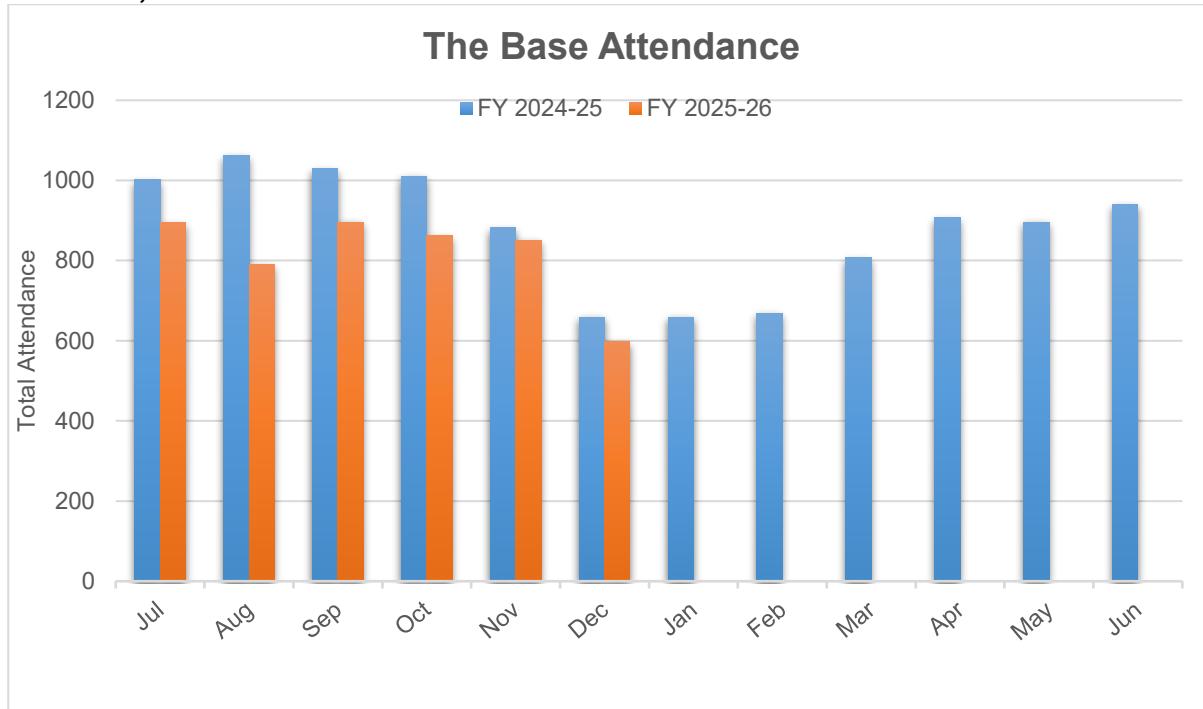
### Roebourne Aquatic Centre



Attendance down by 20% compared to the previous year. This was attributed to many young people not staying in Roebourne for the Christmas and New Year period. Yaandina has continued to have closures, also impacting on pool attendance.

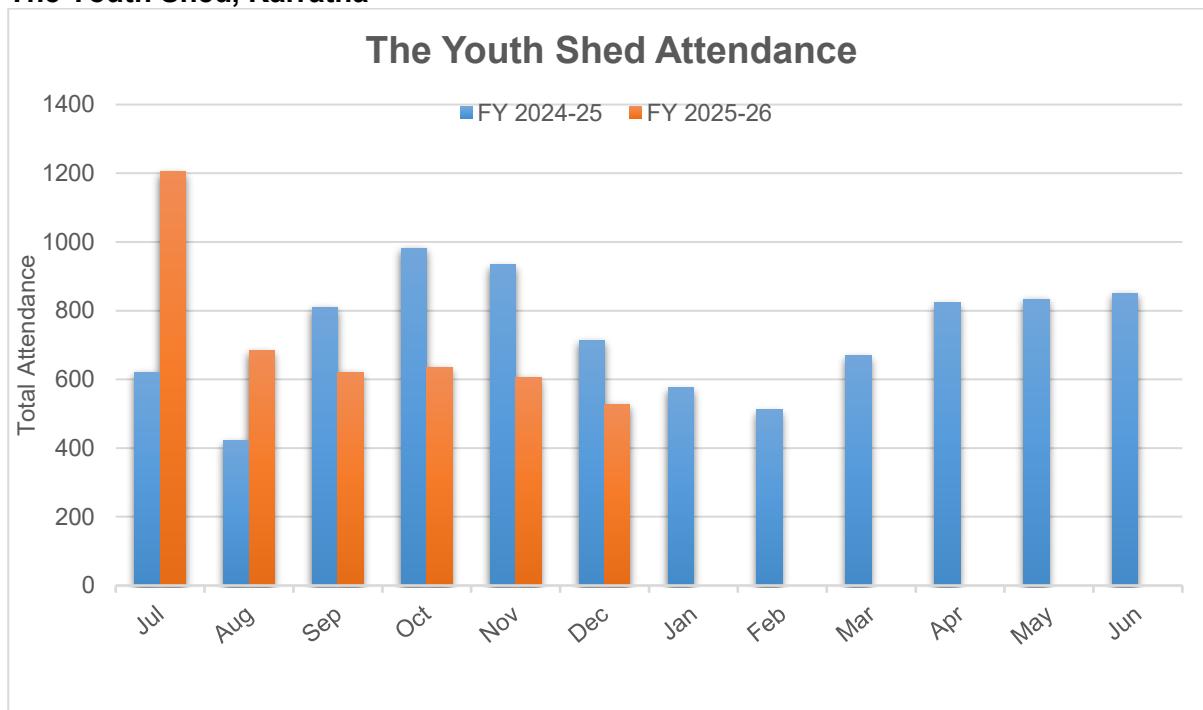
### Youth Services

#### The Base, Wickham

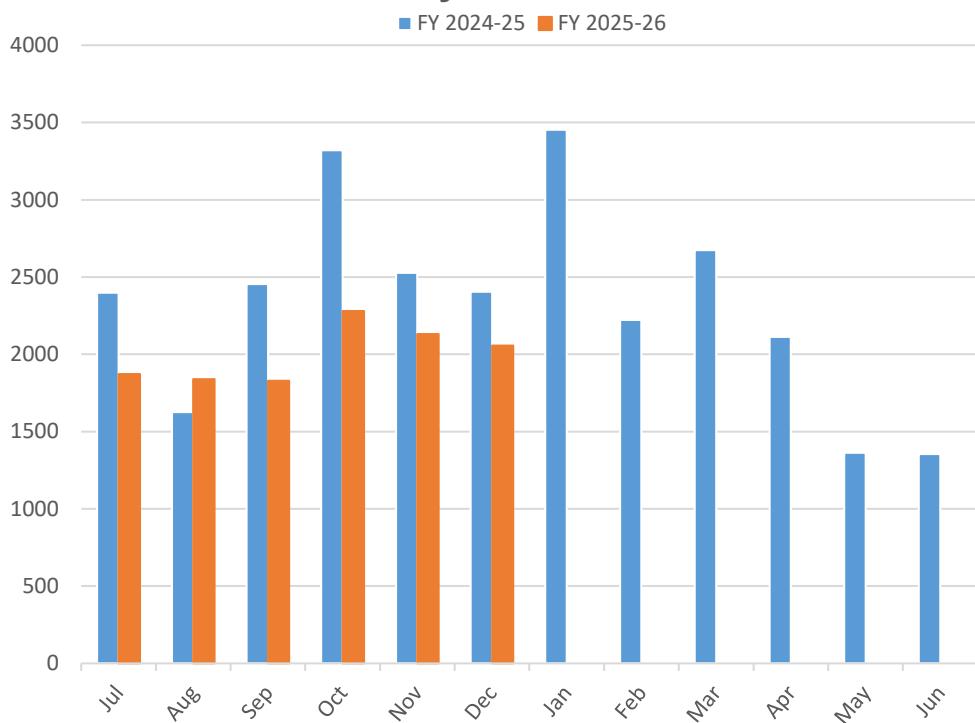
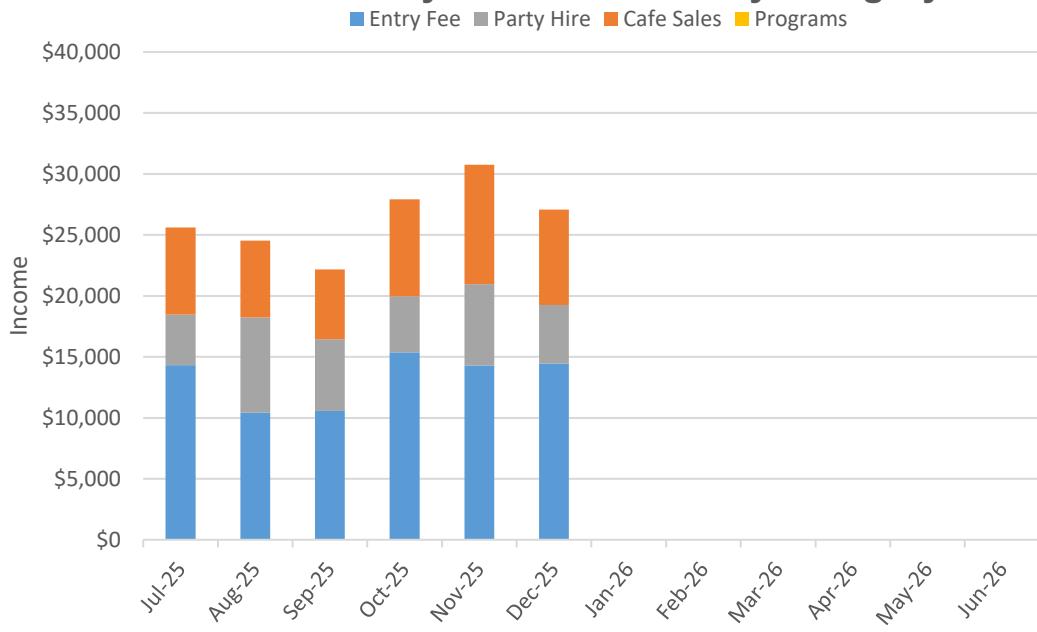


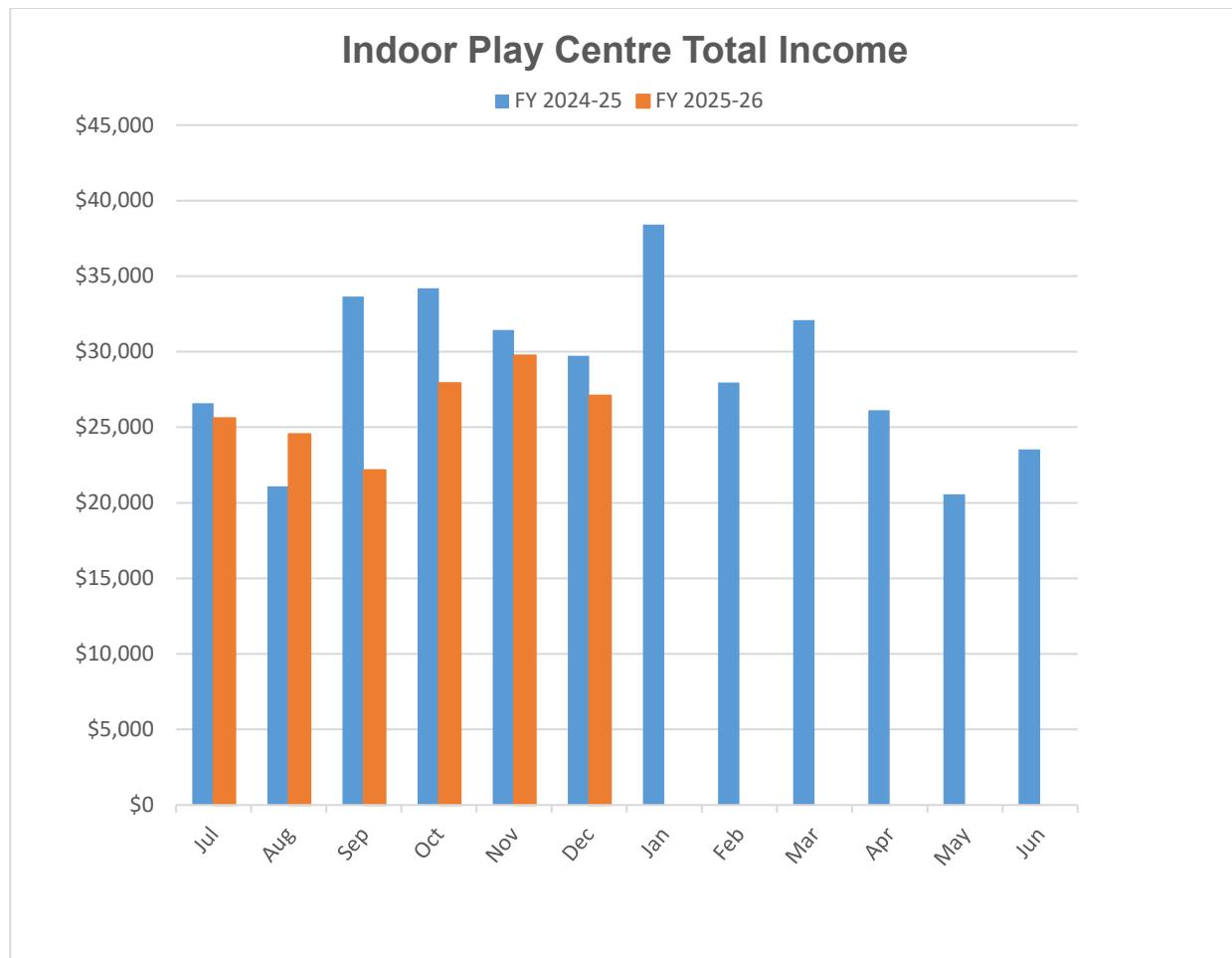
In December, 598 young people accessed The Base, with attendance reflecting the holiday and festive season as many families were away. The month focused on the end-of-year celebration, connection and creative engagement. A range of programs included spray painting, basketball, baking, movie marathon, DIY decorations, trivia, staff vs youth pool competition and dance/singalong sessions. The Base partnered with Swans to deliver tie-dye art, dodge ball and printing, culminating in a successful Street Basketball Event, supported by Azure Minerals through catering.

## The Youth Shed, Karratha

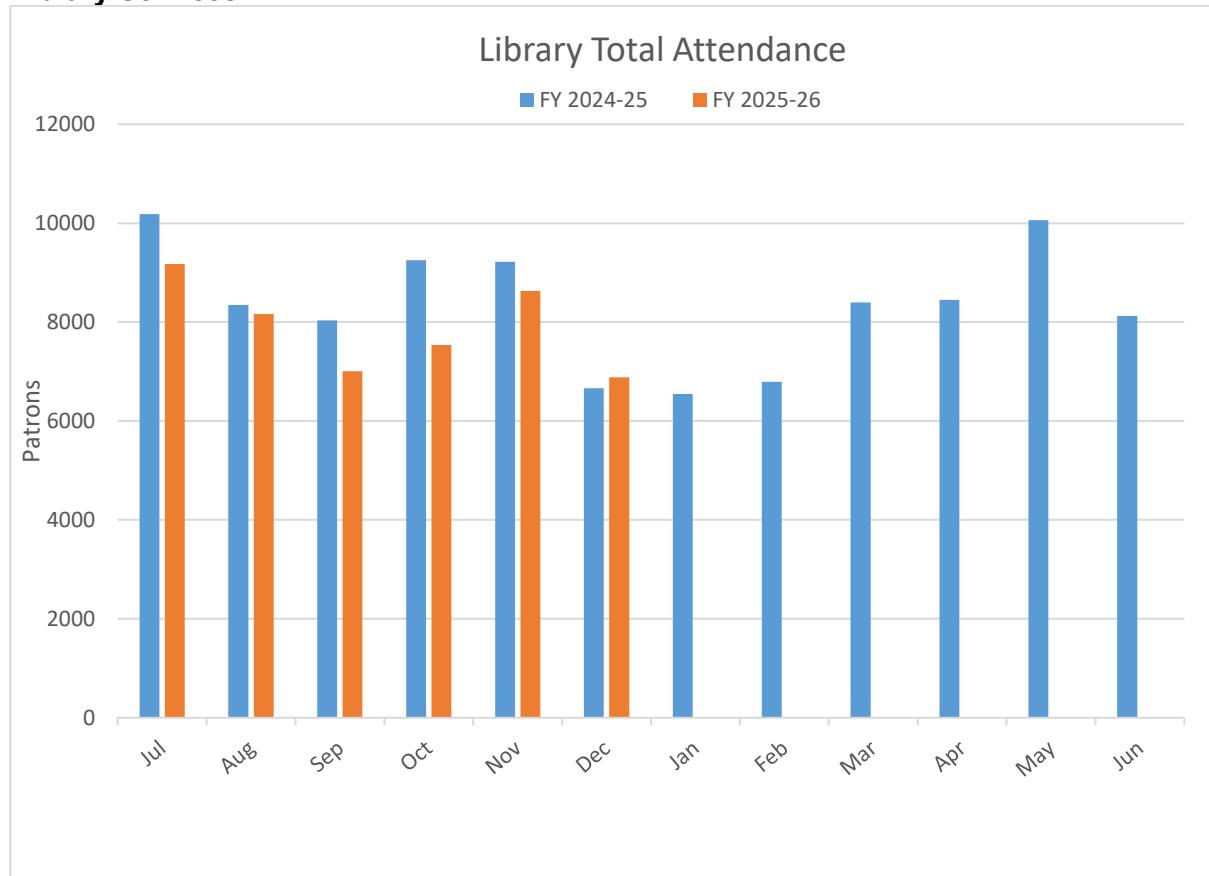


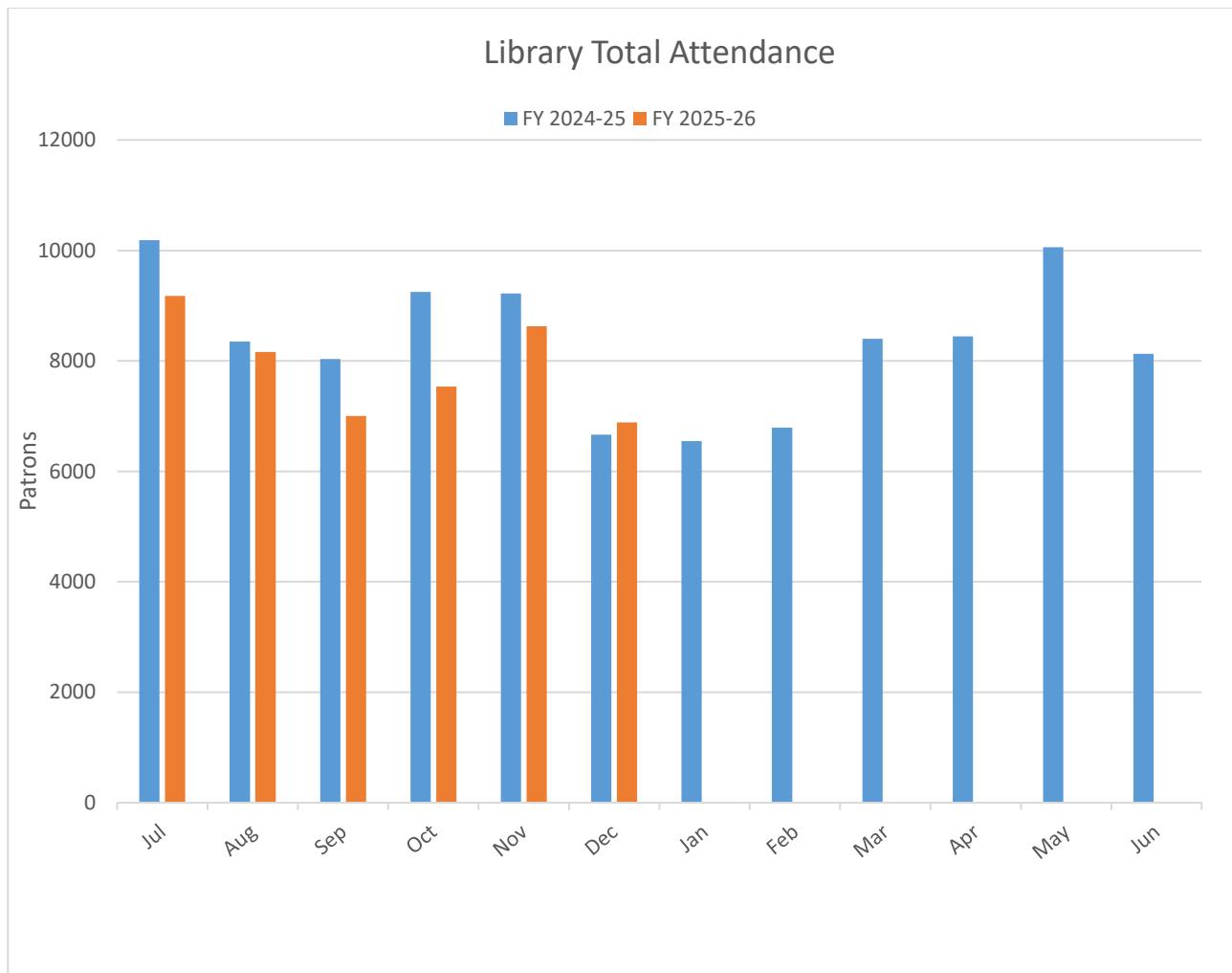
In December, the Youth Shed welcomed 527 young people through numerous engagement strategies. The month was filled with festive programs such as Christmas decorations, Christmas challenges, trivia competitions, karaoke, DIY workshops, and multiple Christmas parties. High attendance programs included the Youth Shed Christmas Party drawing a total of 120 attendees, Festive Lights Bus Tour, and our brand-new Air Hockey table sessions. Creative activities like baking, cookie decorating, art workshops, and tie dye sessions continued to engage young people, while recreation and tech programs such as VR, gaming, and board games remained popular. Sports and social activities, including pool days, slip and slide, basketball, DnD, and Clontarf sessions—rounded out a vibrant and well attended month at the Centre. Attendance programs included the Youth Shed Christmas Party drawing a total of 120 attendees, Festive Lights Bus Tour, and our dye sessions continued to engage young people, while recreation and tech programs such as VR, gaming, and board games remained popular. Sports and social and slide, basketball, DnD, and Clontarf attended month at the Centre.-attendance programs included the Youth Shed Christmas Party drawing a total of 120 attendees, Festive Lights Bus Tour, and our -dye sessions continued to engage young people, while recreation and tech programs such as VR, gaming, and board games remained popular. Sports and social -and-slide, basketball, attended month at the Centre.

**Indoor Play Centre****Indoor Play Centre Attendance****Indoor Play Centre Income By Category**



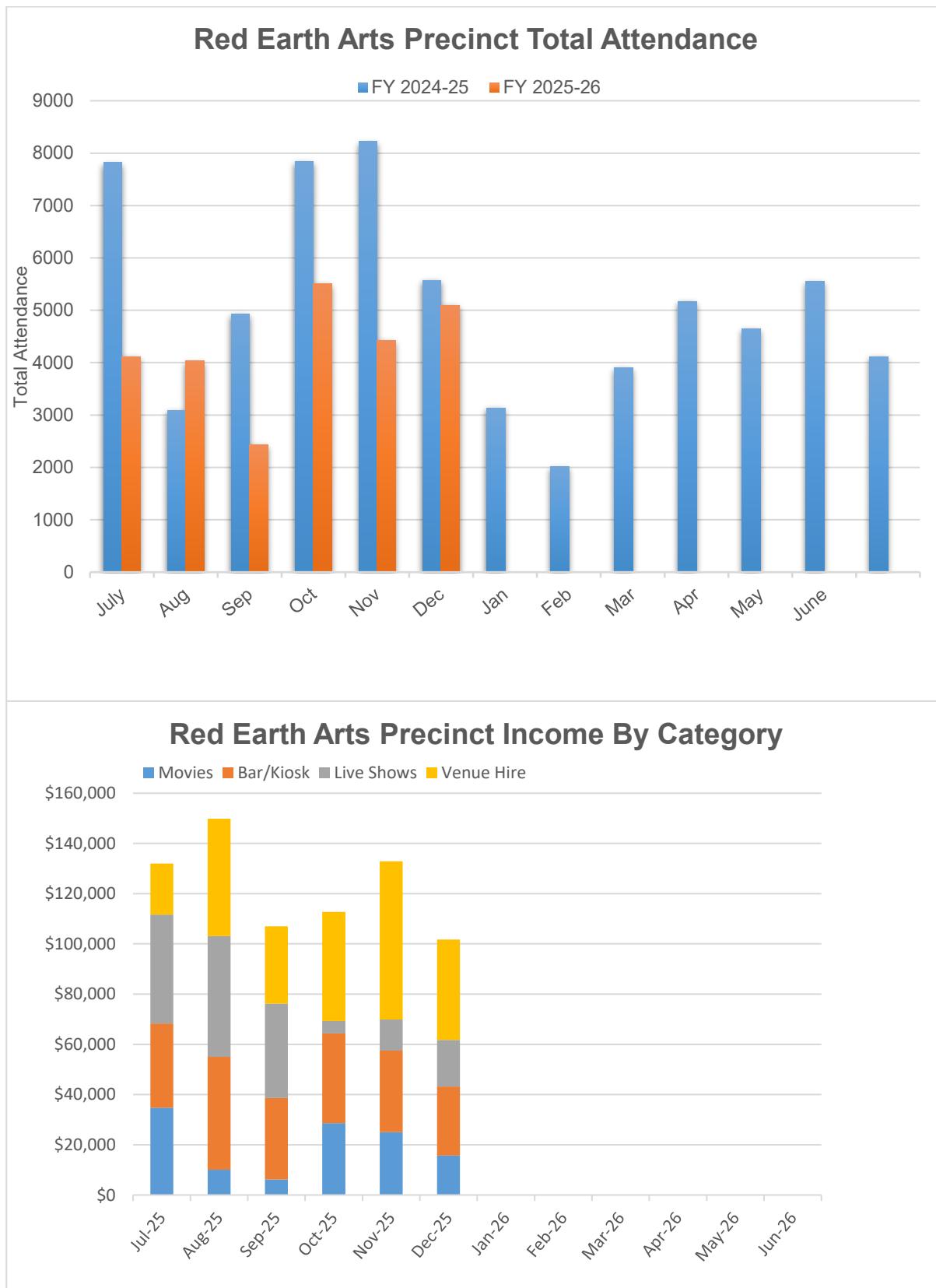
December revenue was comparable with the same period in 2024; however, attendance was down by 348 for the month in comparison to 2024, noting 2024 saw increased attendance during Summer due to the Karratha Leisureplex pool shades being out of order, and families seeking an alternative shaded location for activities.

**Library Services**



<b>12,846</b> Total memberships (57 new members signed up in December).	<b>1,784</b> Physical items (538 down from last month and <b>1,305</b> eResources borrowed (35 up from last month).
<b>512</b> Individual computer log ins by members and guests (excludes Wi-Fi) (116 down from last month).	<b>638</b> Technical enquiries (including assistance with Computers, Wi-Fi, printing and scanning (346 down from last month).
<b>917</b> Program participants at <b>55</b> programs (including regular term programs and special programs including Christmas Crafts, Language Exchange, CV Express and Libraries After Dark.	<b>30</b> Better Beginnings Packs were distributed to Population Health, Kindy classes and Library patrons.
<i>Branch Libraries were closed 25 December to 4 January, Karratha Library closed for Public Holidays</i>	

## Red Earth Arts Precinct



### Events and Programming:

December delivered a strong and diverse program of events at REAP, with high attendance across performances, school celebrations, and community and corporate functions.

- A major highlight was Library After Dark featuring Judy Nunn, which was extremely well attended with 120 patrons and held in the REAP Foyer, demonstrating strong community interest in author-led events.
- Several school celebrations were successfully hosted, including Tambrey Primary School Year 6 Graduation, followed by a disco in the Studio Rooms with a photo booth, and Baynton West Primary School Year 6 Graduation, followed by a disco on the Shelf. Both events were highly successful and well received by students and families.
- The Lea Cullen Performing Arts Concert delivered two performances (11:00am and 5:00pm), attracting a combined attendance of 848 patrons.
- Karratha Senior High School Lower School Presentations were held in the Theatre.
- The City of Karratha Staff Christmas Party took place in the Amphitheatre, and the City of Karratha Staff Awards Breakfast, held across the Studio Room and Theatre, was very well received by staff.
- The month concluded with a strong outcome for local performing arts, with Pitter Pat Theatre Company presenting a live production of Mamma Mia! over three days, attracting a total attendance of 579 patrons.

**Cinema Operations:**

Cinema Attendance in December 2025 was 34% lower than December 2024 at 1734 patrons

- Total movie sessions: 26
- Average attendance: 66 patrons per session
- Best performing sessions:
  - Zootopia 2 – 459
  - Wicket for Good - 557

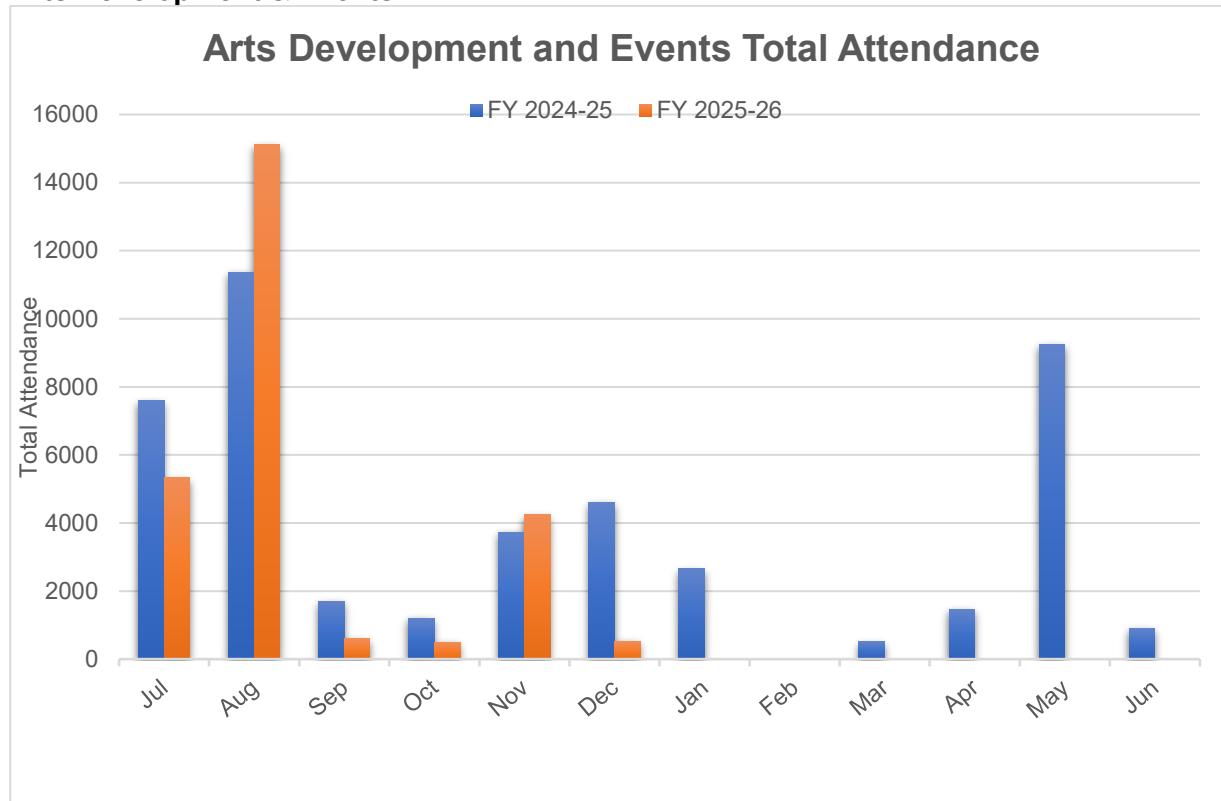
**Bar & Kiosk Revenue:**

Revenue was \$27,493 which was 39% lower than 2024, the reduction in bar and kiosk revenue is likely attributable to a combination of operational and programming factors, including:

- Event mix and patron behaviour: While December 2025 had strong attendance across multiple community, school style events, many of these events traditionally generate lower bar and kiosk spend, particularly daytime, school-based, and meeting-style functions.
- Increase in non-commercial community events: A higher proportion of free or low-cost community events (e.g. graduations, dance concerts, discos typically result in reduced discretionary food and beverage purchases.

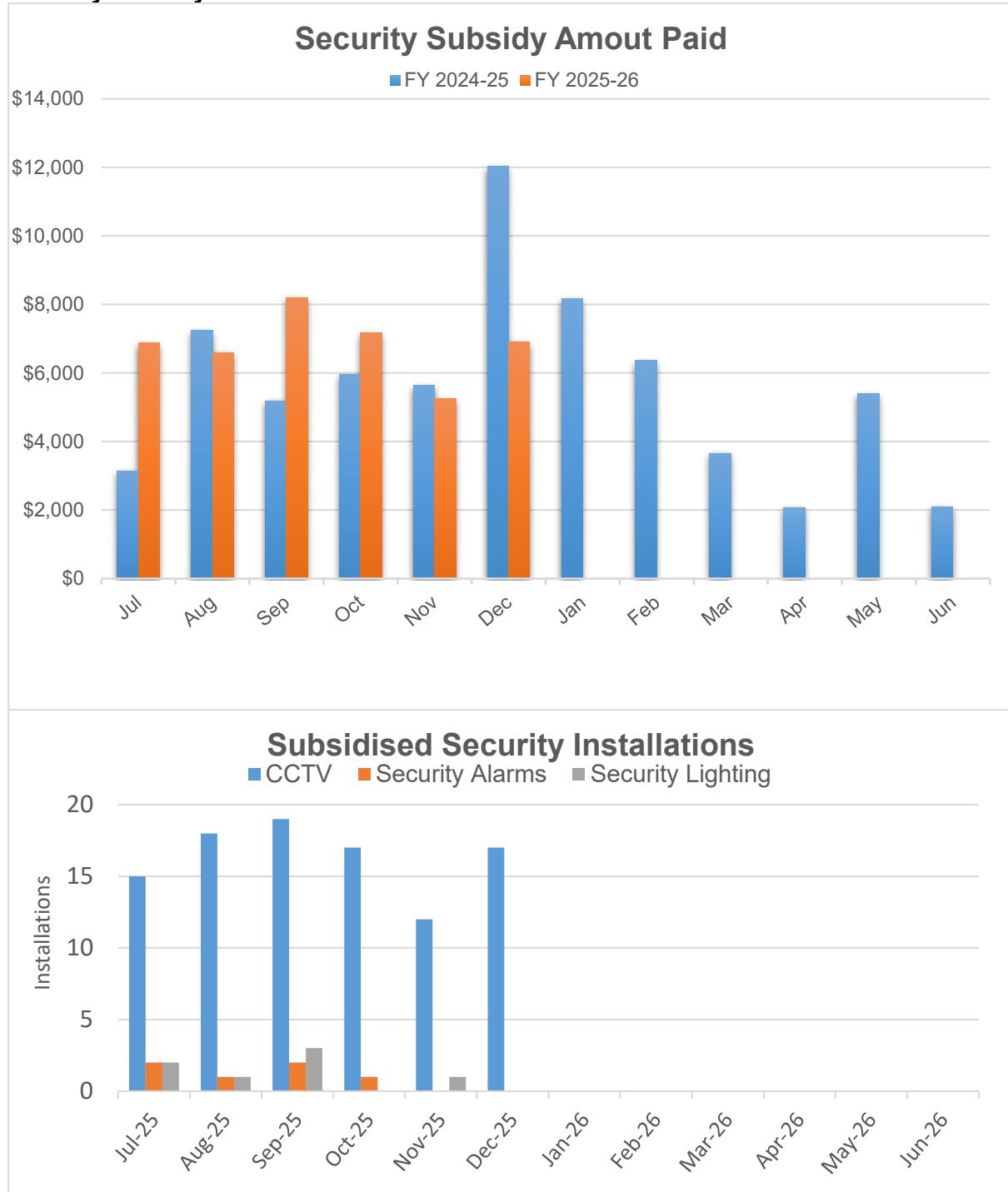
**Live Shows:**

- Total Ticket Sales: \$18,511.00.
- Key performance highlights for December included the Lea Cullen and Pitter Pat performances, which delivered well-attended shows, 1427 patrons combined and demonstrated strong audience engagement for local programming.

**Arts Development & Events**

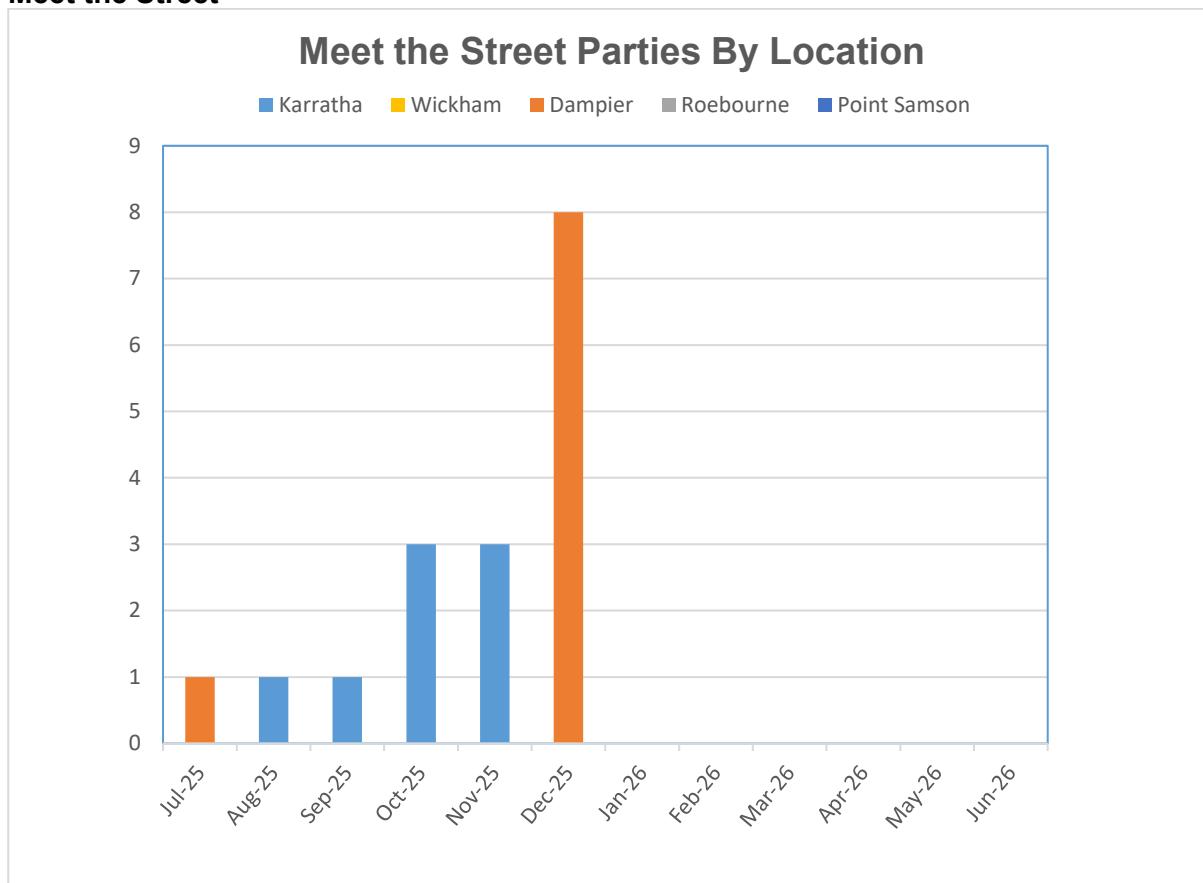
December is a quieter month with a few smaller more intimate events for seniors and community pop up activities.

### Security Subsidy Scheme



17 Security Subsidy applications were received and eligible for reimbursement.

## Meet the Street



8 Meet the Street parties hosted in December.

## Small Community Grants – December 2025

Applicant	Project Description	Awarded ex GST
Dampier Volunteer Fire and Rescue Service	The refurbishment of Dampier VFRS Equipment store and PPC room to safely store critical tooling, rescue gear, chemicals, PPC and community welfare and support gear.	\$3,200
Dampier Surf Life Saving Club – Point Samson Outreach	Purchase of new boards to expand their nippers' program to include training programs for the Surf Rescue and Bronze Medallion Certification.	\$5,000
Dampier Junior Soccer Club Red Dogs	The DJSC – Red Dogs Unleashed Skills Clinics are capacity building skill clinics for junior players focusing on player skills, sportsmanlike behaviours, capability of volunteer coaches and managers and junior referees.	\$5,000
Basketball WA - Indee Davies	Indee Davies has been selected to represent Western Australia in the Under 14 State Basketball Championships held in Melbourne in January 2026. This project involves supporting her travel, accommodation and competition costs so she can participate in this national-level event.	\$1,000
Basketball WA - Daisy McDonald	Daisy McDonald has been selected to represent Western Australia in the Under 14 State Basketball Championships held in Melbourne in January 2026. This project involves supporting her travel, accommodation and competition costs so she can participate in this national-level event.	\$1,000

Basketball WA - Zahli Ryan	Zahli Ryan has been selected to represent Western Australia in the Under 14 State Basketball Championships held in Melbourne in January 2026. This project involves supporting her travel, accommodation and competition costs so she can participate in this national-level event.	\$1,000
Basketball WA - Coby Hemmett	Coby Hemmett has been selected to represent Western Australia in the Under 15 State Basketball Championships held in Melbourne in January 2026. This project involves supporting his travel, accommodation and competition costs so he can participate in this national-level event.	\$1,000
Karratha Netball Association – Poppy Pederson	Poppy Pedersen has been selected to join the 2026 Gold Industry Group WA Netball League (WANL) under the Futures program with the Perth Rangers Netball Club. WANL is Western Australia's premier netball competition – an elite level league that serves as the primary pathway for players, coaches and umpires looking to progress to higher performance levels.	\$1,000
Yaandina Community Services	Yaandina will engage Clarity West Inc. to run the Community Strong – Pathways to Wellbeing event in February/March 2026, creating a culturally safe and welcoming space for local residents, families, and Elders to connect, share knowledge, and access essential services.	\$5,000

**13.8 INFORMATION REPORT - DEVELOPMENT SERVICES UPDATE**

<b>File No:</b>	DB.32
<b>Responsible Executive Officer:</b>	Director Development Services
<b>Reporting Author:</b>	Manager Planning Services
<b>Date of Report:</b>	23 January 2026
<b>Disclosure of Interest:</b>	Nil
<b>Attachment(s)</b>	List of current decisions subject of State Administrative Tribunal Review and List of current Regional Development Assessment Panel applications

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**PURPOSE**

To provide information relating to current State Administrative Tribunal (SAT) Reviews and development applications to be determined by the Regional Development Assessment Panel (RDAP).

This information is provided to keep Council informed of major development applications within the City of Karratha that will be determined by the RDAP rather than the City, and decisions made under planning legislation within the City that are being challenged in SAT.

These matters may also be of interest to members of the local community. The attached summaries also make information publicly available on major development applications and decisions that are being challenged.

It is noted that there are no current RDAP or SAT matters under consideration.

APPLICATION (City &/or RDAP File Ref)	PROPERTY	DATE FOR SAT REVIEW / APPLICATION LODGED	STATUS	DATE CLOSED / COMPLETED
<b>SAT</b>				
Nil				
<b>RDAP</b>				
Nil				

### **13.9 RECORD OF TENDER OUTCOME UNDER DELEGATION – RT0000043 KARRATHA AIRPORT TERMINAL SEATING REPLACEMENT PROJECT**

**File No:** RFT0000043

**Responsible Executive Officer:** Chief Executive Officer

**Date of Report:** 28 January 2026

**Disclosure of Interest:** Nil

**Attachment(s)** Nil

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#### **PURPOSE**

To inform Council of the outcome of tenders that have been determined under delegation since the last Ordinary Council Meeting.

#### **BACKGROUND**

Under Delegation 1.1 'Tenders & Expressions of Interest', the Chief Executive Officer (CEO) is able to award a tender where the consideration does not exceed \$1,000,000 and Directors \$250,000 (excluding GST) on the provision there is an approved budget.

Alternatively, under section 5.42 of the *Local Government Act 1995*, Council may specifically delegate to the CEO the authority to award a particular tender up to a specific value limit.

Policy CG-12 'Purchasing Policy' requires that on each occasion a tender is determined under delegated authority a report is to be provided to Council at its next ordinary meeting that provides the information as detailed below:

<b>Tender No:</b>	RFT0000043	<b>Project Budget:</b>	\$250,000 (excl. GST)
<b>Tender Title:</b>	Karratha Airport Terminal Seating Replacement Project		
<b>State-wide Advertising Commenced:</b>	5/11/2025	<b>Tender Closing Date/ Time:</b>	10/12/2025
<b>Scope of Works:</b>	The City is undertaking a comprehensive upgrade of terminal seating, the objective being to replace the existing seating with modern, durable, and ergonomically designed seating that enhances passenger comfort, supports long-term operational requirements and reflects the Airport's commitment to providing a compliant, contemporary, welcoming and inclusive environment for all.		
<b>Selection Criteria:</b>	Relevant Experience		10%
	Quality Control		10%
	Capacity to Deliver		15%
	Sustainability		5%
	Price		60%
<b>Submissions Received:</b>	Zaneti		
<b>Tender Awarded:</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Date of Decision:</b>	27/01/2026
<b>Reason:</b>	The tender submission did not progress to the qualitative evaluation process due to non-compliance with the specified criteria.		
<b>Contract Value:</b>	NA		
<b>Contract Term:</b>	NA	<b>Contract Options:</b>	NA

## 13.10 RECORD OF TENDER OUTCOME UNDER DELEGATION – RFT0000056 KARRATHA AIRPORT MANAGEMENT REVIEW

**File No:** RFT0000056

**Responsible Executive Officer:** Chief Executive Officer

**Date of Report:** 19 January 2026

**Disclosure of Interest:** Nil

**Attachment(s)** Nil

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### PURPOSE

To inform Council of the outcome of tenders that have been determined under delegation since the last Ordinary Council Meeting.

### BACKGROUND

Under Delegation 1.1 'Tenders & Expressions of Interest', the Chief Executive Officer (CEO) can award a tender where the consideration does not exceed \$1,000,000 and Directors \$250,000 (excluding GST) on the provision there is an approved budget.

Alternatively, under section 5.42 of the *Local Government Act 1995*, Council may specifically delegate to the CEO the authority to award a particular tender up to a specific value limit.

Policy CG-12 'Purchasing Policy' requires that on each occasion a tender is determined under delegated authority a report is to be provided to Council at its next ordinary meeting that provides the information as detailed below:

<b>Tender No:</b>	RFT0000056	<b>Project Budget:</b>	\$300,000 (excl. GST)
<b>Tender Title:</b>	Karratha Airport Management Plan		
<b>State-wide Advertising Commenced:</b>	12/11/2025	<b>Tender Closing Date/ Time:</b>	11/12/2025 2:00PM
<b>Scope of Works:</b>	This scope involves engaging a specialist consultant to review the current management of Karratha Airport and assess future management options. The mandatory Phase 1 includes developing an Airport Management and Business Plan outlining existing operations and financial performance, preparing a Service Review to identify opportunities for improved service delivery and operational efficiency, and completing a Management Options Analysis recommending a preferred management model. Subject to the outcomes of Phase 1, an optional Phase 2 may include market testing and preparation for procurement processes.		
<b>Selection Criteria:</b>	Relevant Experience		15%
	Methodology		20%
	Capacity to Deliver		15%
	Sustainability		5%
	Price		45%
<b>Submissions Received:</b>	BDO Services Pty Ltd Deloitte Touche Tohmatsu Egis Oceania Pty Ltd JJ Ryan Consulting Pty Ltd		
<b>Tender Awarded:</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>Date of Decision:</b>	15/01/2026
<b>Tender Awarded to:</b>	Egis Oceania Pty Ltd		
<b>Contract Value:</b>	\$242,160 (excl. GST)		
<b>Contract Term:</b>	7 months	<b>Contract Options:</b>	Phase 2 – term not yet defined

**14 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN  
GIVEN**

**15 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE  
HAS BEEN GIVEN**

**16 URGENT BUSINESS APPROVED BY THE PERSON  
PRESIDING OR BY DECISION**

## **17 MATTERS BEHIND CLOSED DOORS**

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### **OFFICER'S RECOMMENDATION**

**In accordance with Section 5.23 (2) (e) (iii) of the *Local Government Act 1995*, that Council move in camera to discuss the following:**

**ATTACHMENT TO ITEM 12.1**

**ATTACHMENT TO ITEM 12.2**

**These matters if disclosed would reveal information about the business, professional, commercial or financial affairs of a person.**

## **18 CLOSURE & DATE OF NEXT MEETING**

The meeting closed at \_\_\_\_\_.

The Ordinary Council Meeting is to be held on [Click here to enter a date.](#) at 6pm at Council Chambers - Welcome Road, Karratha.