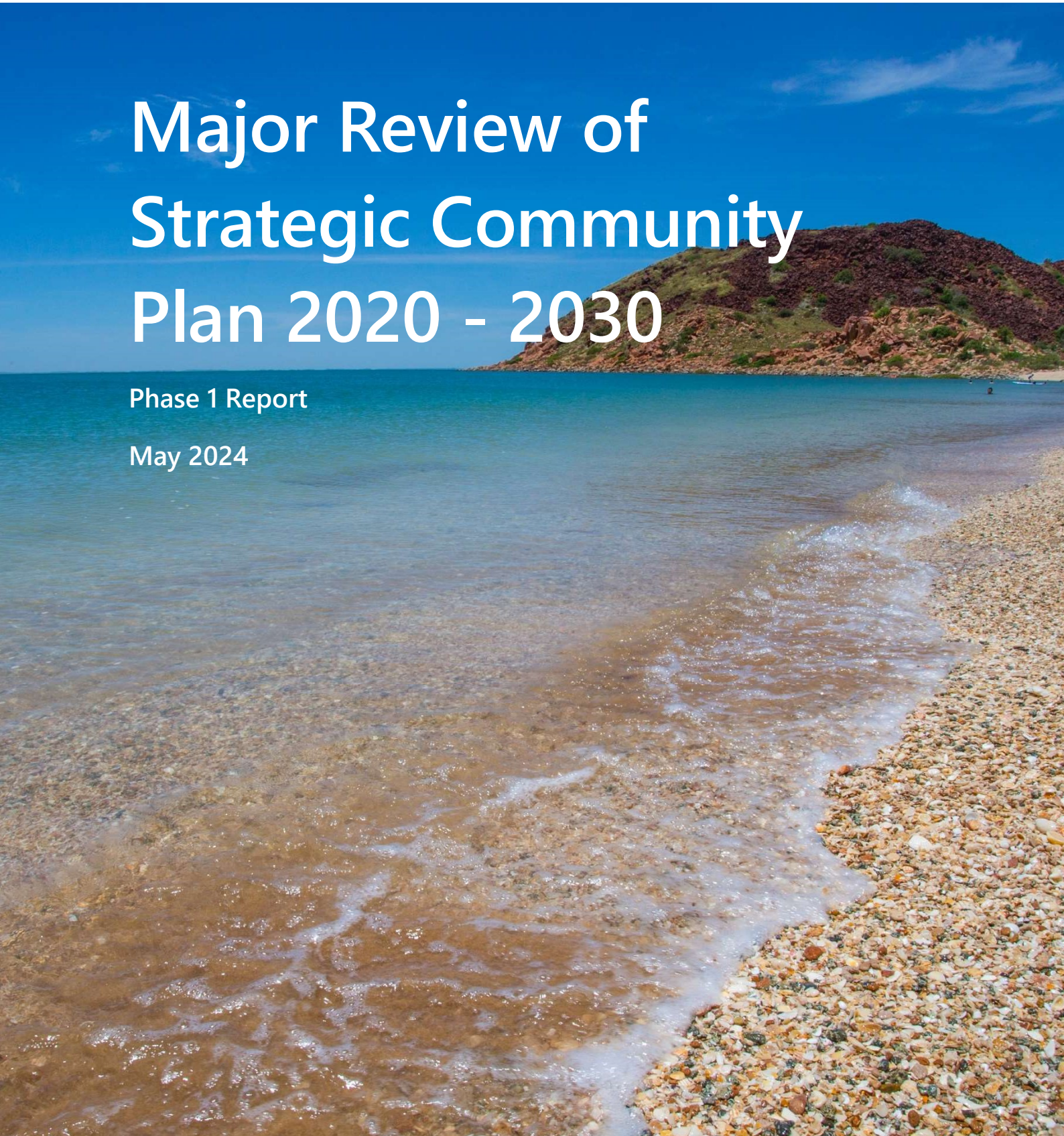


Major Review of Strategic Community Plan 2020 - 2030

Phase 1 Report

May 2024



Executive Summary

Introduction

The Strategic Community Plan 2020 – 2030 (SCP) is the principal strategic document for the City of Karratha. The SCP Major Review Project aims to re-assess and update the SCP document to reflect evolving community needs, priorities, and aspirations.

The project's first phase (December 2023 to March 2024) has evaluated the relevance of the document's current content, design effectiveness and factors influencing its implementation. This document outlines the findings of the Phase 1 assessment.

Methodology

This Phase 1 report was informed by the collection and review of data from a variety of qualitative and quantitative sources. This included consultation with 16 internal stakeholders and 4 interviews with external stakeholders from selected government agencies and community organisations.

Key Findings

Content relevance

Several key community needs are not adequately addressed by the content of the current SCP. Notably, cost of living and access to affordable housing are crucial aspects of community well-being that are not included in the plan.

The SCP also does not acknowledge the rich cultural diversity within the City of Karratha. This includes the needs and aspirations of the Aboriginal and Torres Strait Islander community, which form a large share of the population, as well as consideration of the needs of culturally and linguistically diverse people.

Another key gap is the outcome area of health, where core issues impacting community well-being, such as mental health, domestic/family violence, and access to services, are not comprehensively addressed in the SCP. Strengthening the City's environmental resilience and adapting to climate change also requires better consideration by the document.

Other issues identified as requiring potentially greater consideration in the SCP include:

- Transport and Connectivity
- Tourism, arts and culture
- Innovation and technology
- Strong leadership

Finally, there is a need for the SCP to clarify Council's Role in delivering strategic direction and/or action for identified priorities areas included in the document (e.g. deliver, partner or advocate).

Design effectiveness

The current SCP is designed as a 'corporate style' document that is delivered by administration, rather than a document that is made by and for the community. The latter is critical to ensure community ownership of the document.

General recommendations for improvement of the SCP include the incorporation of fresh graphics, high-quality visuals, simplified contextual information, and an increased use of infographics.

Other design related recommendations for improvement include:

- Streamlining future versions by excluding current upfront administrative information.
- Greater emphasis on the unique aspects of the City of Karratha, such as acknowledging community diversity and character.
- Presenting the SCP in various formats, including visual and video versions, to enhance accessibility and engagement with the document.

Implementation barriers

Issues relating to awareness, understanding, and practical application were identified as key barriers influencing the effective utilisation of the SCP by the administration and Council.

Overall, the SCP is underutilised as a primary guiding document for service delivery, with limited practical impact on day-to-day operations. Staff lack awareness of the SCP's existence and purpose, with the document currently not integrated into staff inductions. Projects, services and programmes are also retrospectively linked to the SCP, indicating a disconnect in the document's role and influence in organisational strategic forward planning.

There are no clear progress measures or an evaluation process for monitoring the SCP, preventing the ability to assess progress and review of the document.

External stakeholders interviewed indicated they have limited understanding of the SCP's purpose and aspirations. Historical low engagement by the City with community was also seen as contributing to a lack of document ownership and awareness of the City's strategic direction in the community.

It is recommended the City develop an Internal Implementation Plan outlining the methods to be used to keep the reviewed final SCP front of mind for staff in their delivery of services, programmes and projects to the community. An External Communication Plan is also suggested to enhance community awareness of the City's vision and aspirations for the future.

Conclusion

Detailed recommendations resulting from Phase 1 of the SCP review are presented at the end of this report (Page 19). These recommendations offer a comprehensive roadmap for enhancing the content, design, and implementation of the SCP in the future.

Implementing these recommendations will align the SCP more closely with evolving community needs, and foster a deeper sense of ownership by Council, administration and community of the document.

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1 Introduction

1.1 Background

1.1.1 Strategic Community Plan

The '2020-2030 Strategic Community Plan' (the SCP) is the lead strategic document for the City of Karratha (the City). It outlines the community's long-term vision and aspirations for the City over the next ten years. The SCP sits above and guides all other Council plans and strategies. A detailed description of the document is provided in Section 3 of this report.

1.1.2 SCP Review Project

Four years since the initial endorsement of the SCP in 2020, the City is undertaking a legislated major review of the document in 2024 (the 'SCP Review Project').

Additional drivers for the review include a change in executive leadership and a shift in the City's operational approach, including a focus on:

- increasing the City's responsiveness to public needs and feedback
- enhancing public participation in planning and decision-making processes
- adopting a place-based approach
- delivering evidence-based projects, actions and services.

In response to these drivers, the SCP Review Project aims to review and renew the SCP to reflect the evolving needs, priorities and aspirations of our community.

The project is being delivered through a three-phase approach with the objective and deliverables for each phase outlined in Table 1.

Table 1 Project phases

Phase	Objective	Deliverable
Phase 1	Assess the ongoing relevance of the current SCP's content, design and implementation approach based on desktop research and targeted interviews.	<ul style="list-style-type: none">• 1x Phase 1 Report and Powerpoint (including a High-level Socio-Economic Baseline)• Meeting notes from research interviews
Phase 2	Deliver 'visioning' and engagement activities with community to understand their needs, aspirations and priorities.	<ul style="list-style-type: none">• 1 x Draft and Final Phase 2 Report (Engagement Outcomes) and Powerpoint• Notes from engagement activities
Phase 3	Draw on the findings of the Phase 1 and 2 to produce a renewed SCP document for the City.	<ul style="list-style-type: none">• 2 x Draft SCP• 1 x Final 2025 – 2035 SCP document (Published)

1.2 Purpose of this document

This report presents the findings from Phase 1 of the SCP Review Project. The purpose of Phase 1 is to assess the current relevance and effectiveness of the SCP and provide evidence-based recommendations to inform development of an improved SCP document.

The research undertaken in Phase 1 is one element in a range of information (including community and Council consultation) that will inform the renewed SCP document.

The outcomes of Phase 1 will also provide an understanding of current and emerging social, economic, environmental and leadership issues in the City's communities to inform community consultation planned in Phase 2 of the project.

1.3 Limitations

The effectiveness of the SCP has only been assessed via perception-based interviews with internal management at the City of Karratha. Due to time constraints of the project, a formal measurement and assessment of existing key performance indicators within the SCP could not be conducted.

1.4 Structure of document

The Phase 1 report is structured as follows:

Section	Description
Executive Summary	Provides an overview of key findings.
Section 1	Introduces the report. It sets the context of the SCP Review Project and outlines the purpose of Phase 1.
Section 2	Describes the methodology for conducting Phase 1 of the Review.
Section 3	Provides a baseline description of the current SCP document.
Section 4	Presents key findings and considerations, aligned with the research framework in Table 2.
Section 5	Outlines recommendations for improving the relevance and effectiveness of the SCP document.

2 Methodology

Phase 1 of the SCP Review Project was conducted from December 2023 to March 2024. This section outlines the methodology used to meet the objectives of the Phase 1 research.

2.1 Research framework

The research frameworks and questions guiding Phase 1 are outlined in Table 2. The questions were grouped under three (3) key areas of investigation: content, design and implementation.

Table 2 Research questions

Area of investigation	Questions
1. Relevance of content	<p>1.1 Does the content of the SCP (e.g., the vision, themes and outcomes) remain aligned to current and emerging community needs and aspirations with respect to social, economic, environmental and leadership issues?</p> <p>1.2 What opportunities are there to strengthen the content the SCP?</p>
2. Effectiveness of design	<p>2.1 What are the current strengths and weakness of the document's design and structure?</p> <p>2.2 What opportunities are there to improve the design and structure of the SCP?</p>
3. Factors affecting Implementation	<p>3.1 What internal and external barriers have impacted the SCP being delivered?</p> <p>3.2 How could these factors be changed to improve implementation of the SCP?</p>

2.2 Data collection

This report has been informed by the following data sources:

- Review of current SCP and associated City strategic planning documents.
- Stakeholder interviews with 16 internal stakeholders (predominantly executive and managerial staff) and four (4) interviews with external stakeholders from selected government agencies and community organisations.
- Review of selected best practice examples of strategic community plans within the Australian local government context.
- Review of relevant state government policies and strategies.
- Review of quantitative data sources, including Australian Bureau of Statistics (ABS) data.

The confidentiality of all interviewees' names and responses has been maintained throughout the preparation of this report.

A summary of the data collection methods informing this Phase 1 report and their timing is shown in Figure 1.



Figure 1 Data collection methods

All collected data was analysed using a process of coding and thematic analysis, with the outcomes organised and presented in this report according to the categories of the research framework presented in Table 2.

3 The SCP Document

This section describes the key components of the SCP document. This context was used as the basis for understanding issues and opportunities for improvement with the document.

3.1 Context

The SCP is a 28-page document featuring a colour palette in endorsed City colours. The document is contextualised by upfront introductory information about the local government area (LGA), including its location within the state context, total land area, and the various towns within the LGA boundary. It includes an overview of the LGA's economic profile and a description of the City's organisational resource profile.

The upfront contextual information also includes a description of the City's organisational mission and values ('leadership, teamwork, integrity, innovation') as well as its structure. However, the document does not provide a community profile (e.g. key population and demographics trends).

3.2 Structure

The general structure of the SCP is shown in Figure 2. The strategic vision set by the document is for the City of Karratha to be 'Australia's most liveable regional city'. The vision is supported by several 'strategic theme' areas based on the quadruple bottom line framework. Each theme area includes a 'goal statement' and subsequent outcomes to support achievement of that goal. The outcomes are accompanied by a statement of the strategic action Council will undertake to achieve the outcome ('our response').



Figure 2 Structure of the SCP

A summary of the SCP current structure is shown in Table 3.

Table 3 SCP Summary

THEME	OUTCOMES
Our Community <i>Inclusive and Engaged</i>	Improved Community Safety
	Accessible Services
	Healthy Residents
	Recognition of Diversity
	Connected Communities
Our Economy <i>Well Managed and Diversified</i>	Diverse Industry
	Business prosperity
	Quality infrastructure to support business investment
	Role clarity
Our Environment <i>Thriving and Sustainable</i>	Well managed natural assets
	Attractive built environment
	Improved resource recovery and waste management
	Sustainable use and management of resources
Our Leadership <i>Proactive and Accountable</i>	Raised profile of the City
	Continuous improvement and innovation
	Financial Sustainability
	Strong partnerships and indigenous relations
	Services that meet community

3.3 Monitoring and reporting

Each strategic theme area is accompanied by several progress measures and strategic indicators stating how progress in the strategic theme area will be monitored and evaluated.

3.4 Level of compliance

In its current state, the SCP is a document that meets the *Achieving Standard* criteria under the Integrated Planning and Reporting - Advisory Standards (DLGC, 2024).

Achieving Standard marks the first criteria level, meaning Council's plan complies with all regulatory requirements, plus:

- Council possesses a community engagement policy and/or strategy
- Council engaged with a minimum of 500, or 10% of community members, through at least two documented methods, and:
- Council conducts a strategic review every two years, alternating between a minor and major review.

To meet the Intermediate Standard criteria, the SCP must consider a range of relevant external factors, such as the plans of State and Commonwealth agencies. Additionally, the informing community engagement should involve more than the minimum requirement of community members (currently the lessor of 500 individuals or 10% of the community) and should make use of more than the minimum of two documented engagement methods in the process.

Advanced Standard is met when the SCP meets achieving and intermediate standards, and connects all of the activities and services that are delivered by the local government with the community's vision, aspirations and objectives.

4 Findings

This section synthesises the research findings relating to questions outlined previously in Table 2.

The findings analyse the SCP's content and design, outlining how the document is used internal and external stakeholders, as well as the varying views on its usefulness. Trends amongst best practice local government SCPs are highlighted, where relevant. Community issues not captured adequately by the SCP are also identified. The section concludes by identifying barriers to the implementation of the SCP.

4.1 Content

4.1.1 Awareness

There is a low level of overall awareness of the SCP and its content within the organisation. Most executive and managerial staff interviewed indicated they are aware of the vision and 4 key strategic theme areas of the document but were less familiar with its actual content. Some interviewees were observed as not referencing the latest version of the document at times.

In contrast, executive and managerial interviewees felt general staff's knowledge of the document is limited or non-existent. This was attributed to a lack of the document's inclusion in onboarding material, the limited visual presence of the document around the organisation, and limited integration of the document in organisational processes and activities.

"The SCP is more a set and forget (document)." - INTV8

There is generally a direct link between an employee's length of employment and their awareness of the document, with longer tenured employees or those with more local government experience more likely than others to be aware of the SCP and its importance. There is also a higher level of awareness amongst staff of the City's Vision *"Australia's most liveable regional city"*, due largely to the impactful nature of this statement (see Section 4.1.3).

There was consensus amongst internal interviewees that most staff focus on their day-to-day tasks with little understanding of how they link to the SCP (see section 4.1.2).

External interviewees demonstrated limited awareness of the SCP and indicated the document currently had no influence on their organisational activities, although there was a desire to greater understand and align their activities to the City's strategic priorities.

4.1.2 Utilisation

The SCP is not used as the primary document to guide service delivery for City staff. Internal interviewees indicated projects and activities undertaken by staff are more likely to be informed by the following strategic sources:

- i) Operational Plan
- ii) Long Term Financial Plan
- iii) Legislated planning documents
- iv) Asset Management Plans.

Operational tasks are often retrospectively linked to the SCP, an indication of its breadth and lack of specificity and detail in identifying our priorities (see section 4.1.4). Internal use of and

referencing to the SCP by staff is generally limited to isolated occasions, such as drafting Council agenda reports, internal communications requests, and annual reports.

"Our only touch point with the SCP document is if we have to write a council report. The City's SCP is a tick the box exercise, we don't follow up with any connection to strategy documents" - INTV16

Initiatives and programs are also perceived as being rolled over each year without proper reference to or evaluation back against the priorities of the SCP.

4.1.3 Views on the Vision

Staff hold mixed views on the suitability of the current Vision statement: 'Australia's most liveable regional city'. While some believe it is widely known throughout the organisation and appears to be adopted by the community, suggesting it remains relevant and fitting, others believe a more realistic and achievable statement would be a more suitable alternative:

"I understand it's a vision statement but I don't believe it'll ever be achievable for this region, something else may be better suited" - INTV2

Other staff made calls for the vision to be more 'bold', 'creative', 'aspirational' and 'meaningful'. While the City has opted for a single phrase vision statement, other local governments are using longer, descriptive paragraphs to represent what they want or imagine themselves to be in the future (see Figure 3 and Appendix D).

Our vision

"Sydney's Central City: sustainable, liveable and productive – inspired by our communities"

Following the formation of the City of Parramatta in 2016, extensive community consultation was carried out to develop a community vision:

"Sydney's Central City: sustainable, liveable and productive – inspired by our communities."

There was an extraordinary community response in 2016, with more than 9,000 people sharing their views on their vision and priorities for the new City of Parramatta.

The vision statement asserts that over the next 16 years, our challenge is to co-create a city that is liveable, productive and sustainable for all members of our diverse community.

During the review of the Plan in 2022, this vision statement was confirmed again via engagement, and remains unchanged.

SUSTAINABLE

Stewards of our built and natural environment. Fostering vibrant neighbourhoods, places and development that is well-balanced, connected and sustainable.

Sustainability is about managing the relationship between growth and liveability, as well as creating the right balance between the urban and the natural environment. A sustainable city is efficient and self-sufficient, where resources are locally sourced when possible, and responsible consumer choices and product use are encouraged to reduce waste.

It is also a city where the health of our unique natural ecosystem of plants and animals is protected and enhanced. In becoming a sustainable City of Parramatta, we foster a healthy and thriving community and environment that is more resilient in times of stress.

LIVEABLE

Supporting all of our community to succeed and live well. Champions of our community and culture.

Liveability is about creating a great City for our community to live in, and supporting all of our community to succeed and live well. We need to create a more affordable urban lifestyle with the prospect of rapid jobs growth close to quality housing.

We must provide adequate social infrastructure for our diverse and growing community by addressing health inequity, accessibility, inclusivity and homelessness. We must also ensure our City is safe for all. In creating a liveable City of Parramatta, we offer access to the right support when needed, and promote arts and culture celebrations and destinations.

Vision statement

Melbourne was hit hard by COVID-19 and together we experienced one of the world's longest and most restrictive lockdowns. Our efforts enabled life to return to a new normal, but it has come at an incredible cost.

Now we have an opportunity to think about how we want to evolve as a city over the next 10 years and be bold in creating a better future for Melbourne. We need to build on today's strong foundations to be a city that thrives as a place that benefits all. We're creating a city of possibility, where the world meets and the extraordinary happens.

Our city is where people of all cultures, backgrounds, genders, sexualities and abilities are welcomed, celebrated and protected. We are proud of the vibrancy this diversity brings to every aspect of city life. Our urban communities are energy efficient, sustainable, safe, affordable and inclusive, drawing people from around the world to visit, work and live.

Our distinct neighbourhoods are enjoyed day and night. Every street, laneway and public square is filled with movement, colour and excitement. The sights and sounds of sport, performance, art and public discourse flow through the streets and continually inspire us.

Our many urban parks provide us a place for reflection and respite. A forest extends through our city, linking our parks and helping to keep our city cool and clean. We can connect with nature anywhere and celebrate our leading action on climate change.

We are one of the most connected cities in the world, where collaboration is second nature and innovative start-up, business and education sectors thrive as a result.

When we meet, we look out at one of our favourite places in the municipality—the beautiful Birrarung—and acknowledge and celebrate our Traditional Custodians of the land, part of the longest surviving culture in the world. Melbourne is an Aboriginal city where we govern with our Traditional Custodians and all have a shared commitment towards treaty, justice and reconciliation with our First Peoples.

The City of Melbourne is a city of possibility.

Where the world meets and the extraordinary happens.

Figure 3 Example Vision Statements

Source: City of Melbourne, City of Possibility, Council Plan 2021 - 2025

4.1.4 Community Aspirations

Forward thinking local governments opt to integrate a dedicated section within their SCP, summarising community input and shaping this into identified community aspirations (Appendix B). This method can safeguard the genuine community narrative, shielding it from potential corporatisation when analysed and turned into formal strategic SCP responses.

Cross referencing community aspirations with outlined strategic responses can provide a clear display of how community voices have directly influenced strategic initiatives. The City's current SCP does not include this approach, reinforcing the narrative derived from qualitative interviews that the document lacks authentic community ownership and is primarily influenced by administration perspectives.

4.1.5 Strategic Themes and Outcomes

General findings

The relevance of the existing SCP themes was questioned by interviewees due to a historical lack of community participation in the document's past development. It is understood the SCP's current themes were informed by internal engagement using employees as representatives of the community, with subsequent reviews of the SCP drawing on the results on the Annual Community Survey to identify areas for change in the document. The effect of this approach is the SCP is a 'corporate style' document that is *'delivered by administration, not by community...so there is not strong community ownership'* (INTV10).

The current strategic themes and outcomes are considered generally relevant due to their broad and all-encompassing nature. However, some interviewees viewed them as too generic, high-level and textbook, in the sense that provide no detail or direction on what the City's priorities are. There is a desire for more meaningful, community driven themes in the future with outcomes described in greater detail and clarity.

"They're inoffensive but ineffective"- INTV15

"Its (got a) vanilla, template-driven vibe...not really inspiring or capturing what's unique for our community" – INTV10

"Currently we could link anything to the SCP, which is not a positive. It doesn't give me any method of prioritisation, statements are so broad I can align any project to it" - INTV10

Interviewees felt describing each theme as a standalone word also loses the weight and value of the aspiration. For example, using the word 'Community', as opposed to 'Our active, healthy City' (see City of Brisbane's SCP in Appendix B) does not explain what it is we are trying to achieve compared to what use of a more descriptive phrase could.

It was identified the themes in the SCP also strongly reflect the structure of the City's departments. It is believed this has indirectly contributed to the siloed nature of the organisation in the past, with Directorates only seeing their 'theme' as relevant to their area and preventing them from understanding how their work plays a role in other parts of the organisation. There were suggestions that specifying themes using a quadruple-bottom line framework (e.g. under a directorate theme) should be avoided in the future.

Directorates have reflected the themes, which has kind of influenced how teams work together”- INTV7

Further, there was consensus a review and rewording of ‘Our Responses’ under each theme is needed, emphasising the need for clarity and specificity in the language we use.

Gaps and weaknesses

There are a variety of community needs and issues that could be greater prioritised and/or considered by the SCP. A summary of these issues is described in Table 4. The issues were identified through stakeholder feedback, analysis of statistical information (see Appendix A) and a review of current state plans and policies (see Appendix C).

The State Government’s plan (Appendix C) defined by three board objectives – Policy Direction, Strategic Partnerships and Service Delivery, lacks specific details regarding community priorities. Consequently, establishing a clear connection between the City’s SCP and the State Government’s plan is challenging due to the limited detail.

Table 4: Community issues and needs

Issue	Context
A City of great places	The SCP does not reflect or celebrate the nuances of the unique places and communities which make up the City. There is an opportunity to strengthen the document by showcasing our unique communities as an asset.
Traditional Owners and Indigenous People	The Indigenous population of the City is not well represented in the SCP despite the percentage of residents who identify as Aboriginal and/or Torres Strait Islander being three times higher than the State (Appendix A). Acknowledgement of Traditional Owners / Indigenous people’s connection to Country, identity and strengths is commonly celebrated by local governments (e.g., one of the City of Melbourne’s key Strategic Objectives is titled <i>‘Aboriginal</i>
Cultural Diversity and Inclusion	The SCP does not adequately represent our diverse community as it tends to overlook specific cohorts and segments of the population. This oversight can be linked to the grouping of responses into broad themes without considering key segments. As a result, certain communities, such as the LGBTQI+ and Multicultural communities are not fully accounted for in planning and decision making (refer to Appendix A). Addressing this issue is crucial to ensuring Inclusivity and responsiveness to the needs of all community members.
Early years	The City has a notably young population, highlighting the importance of prioritising initiatives that enhance the wellbeing and school readiness of children (Appendix A). External stakeholders have identified this as a key focus area, emphasising the need to improve access to care for the younger demographic.
Affordable housing	A key community concern and internal priority is the need for more diverse affordable housing options to accommodate families across various income levels. Despite being identified as one of the City ‘wicked problems’ (Appendix A), the SCP does not address affordable housing.

Health and wellbeing	Core issues profoundly impacting the wellbeing of the population, such as mental health and suicide, family violence and access to healthy food is not considered in the SCP (Appendix A).
Cost of Living	Efforts to address cost of living and doing business, particularly in relation to high rents and accommodation costs should be reflected in the SCP. Notably, the Regional Price Index (RPI) in the Pilbara is significantly higher, standing 14 points above Perth (Appendix A). Mitigating costs is essential in for fostering a more business friendly environment, contributing to economic sustainability and growth.
Sustainability and Climate Resilience	Strengthening City resilience and adapting to climate change requires better integration of sustainability considerations. There is a lack of internal prioritisation of sustainability initiatives, often treated as an afterthought or value managed out of projects. Consideration of the UN Sustainability Goals, transitioning to net-zero carbon emissions, and embracing concepts like a circular economy, will help create resilient, sustainable, and environmentally conscious city operations.
Connectivity	Only minor reference is made to the airport, primarily in the context of being a key facility, however it is a significant oversight in acknowledging the role the airport plays in broader connectivity for the City of Karratha to other localities. There is also an overdependence on car transport in the City (Appendix A), with limited public transport options.
Tourism, arts and culture	The SCP has limited acknowledgement of the role played by tourism, arts and culture. There is opportunity to enhance leveraging of the City's natural assets for tourism. There is perception the SCP has predominantly focused on sports, neglecting the broader contributions of tourism, arts and culture. A more inclusive approach is needed to better recognise and incorporate the diverse segments that contribute to a community's vibrancy and appeal.
Disaster resilience	The SCP fails to adequately consider climate change and the City's resilience to this, especially in light of the Pilbara's harsh climate conditions. The City plays a key in role in emergency response and coordination, which is also not captured or reflected in the SCP.
Innovation and technology	Innovation and technology is the way of the future. The SCP makes no consideration towards adapting and shifting towards a digital future and the trend towards 'Smart Cities' or encouraging research/innovation to encourage the economy to move in new directions. The role of internal IT is not sufficiently considered in the broader strategic context of service delivery.
Leadership	The inclusion of leadership as a theme was raised, as some responses under this theme are legislated requirements, concerns were noted about their suitability in a community document like the SCP. However, the current focus on legal requirements does not provide enough detail on 'what good looks' like in achieving these things. The theme also does not highlight the importance of a good relationship between Administration and Council. Recommendations were made to improve the SCP by including criteria for how Council make decisions.

Council's Role	The existing SCP lacks clear delineation of what Council's role is for each strategic response, leading to ambiguity in how to address responses which in return contributes to confusion, impacting the quality of the City's actions and responses. Leading local governments outline the roles Council will take, providing clear strategic direction (Appendix D). Roles may be such as - Empower, Advocate, Fund, Facilitate, Partner, Deliver etc.
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4.2 Effectiveness of design

As described in Section 3.1, the SCP is a relatively short document presented in current City-endorsed City colours. While the current document design is not poor, majority of all interviewees (with a few exceptions) agreed overall design improvements could be made to the document.

Local governments are opting for clean, crisp, and attractively designed documents, featuring high-quality pictures and information presented through icons and infographics (Appendix B and Appendix D).

The professional presentation of the SCP could be improved through:

- The incorporation of fresh graphic design and high-quality photos.
- Improved brevity in upfront contextual and supporting information (see Table 5).
- Greater use of infographics to present information effectively, and be less text/table 'heavy'.
- More reader friendly text, including consideration of the use of font size, style and colour.
- Language should be simple and accessible to the community, avoiding unnecessary complexity.

Visually, the final document should be bright and glossy, similar to documents being produced by other local governments (see Appendix B and Appendix D). There is also a desire to see the SCP presented in multiple formats, such as visual and video versions, to make the document accessible to all and cater to different preferences in receiving information.

4.3 Implementation

A summary of internal and external barriers identified during interviews as effecting the effectiveness of the SCP and its implementation is outlined in Table 5.

The most common themes raised by interviewees related to a general lack of awareness of the SCP and visibility of the document within the organisation, as well a lack of clear monitoring and evaluation framework to guide its implementation and review.

Table 5

Barrier	Context
Lack of awareness and understanding	Many staff are not aware of the SCP's existence, content, or purpose. There is a general lack of understanding of the unique role all staff play in delivering the SCP. There is a perception that the document is only relevant to teams in external facing community service roles. Several interviewees commented the City is the first local government organisation they had worked at where the SCP was not included in staff inductions.

Progress Measures	The SCP currently lacks clarity on when, or if, measurements and evaluations are done against its identified Progress Measures and Strategic Indicators. The absence of monitoring makes it challenging to assess whether the City is achieving SCP objectives and remaining relevant to the community. The Operational Plan further develops the issue, lacking a systematic review process against the SCP, leading to a short-term transactional approach rather than a strategic one. The budget for each upcoming financial year is established before determining the operational plan, limiting visibility between the alignment of the annual budget and the SCP objectives.
Executive leadership	The SCP and its focus areas could be delivered more strongly by the Executive Leadership Team. There were suggestions by interviewees that in the past, if the Executive Team did not prioritise a topic or issue, then the matter received little attention or budget, making it challenging for teams to deliver. Implementing priorities was seen as difficult when the Executive Team does not support them, despite being identified in the SCP. To address this, there were suggestions to align SCP KPIs with executive performance KPIs to ensure shared focus on priorities.
Practical application	There is little to no use or reference made to the SCP by staff on a day-to-day basis. The linkage of projects, programs and activities are only made back to the SCP in retrospect. Interviewees suggested this was due to a lack of general awareness of the document as well as a limited consideration / linkage to SCP priorities during yearly forward planning.
Employee Resourcing	Ongoing resource challenges impact the ability of internal teams to forward plan appropriately, requiring them to operate on a reactive, rather than strategically informed basis. The general nature of the themes and outcomes in the current SCP was suggested as leading to an 'over commitment' in projects and activities as 'everything' is effectively a priority, with limited resourcing to deliver. High staff turnover has also meant less and less employees are familiar with the SCP. The inclusion of the document in new staff inductions was suggested as being essential.
Physical Resourcing	Inadequate physical resources available to staff was noted as a barrier to achieving the SCP. Employees lack access to best practice technology and software, limiting their ability to do tasks efficiently.
Workplace Culture and Collaboration	Internal engagement and collaboration tends to be limited across departments. Workplace culture tends to prioritise immediate tasks over thorough future planning, leading to individual-focused efforts aimed at completing tasks rather than fostering comprehensive planning and collaboration. This issue is compounded by staff resourcing issues.
Community Ownership	There has been a lack of comprehensive and meaningful community consultation to shape the SCP's content in the past. Reliance on input from internal staff and the annual community survey has meant limited external engagement has occurred. Consequently, the broader community lacks a sense of connection and ownership towards the SCP. A lack of inclusive consultation impacts the SCP's effectiveness in accurately representing the diverse needs and aspirations of the community it serves.

5 Recommendations

This section provides recommendations based on the findings of the report. The recommendations are presented as a strategic package of high-level potential measures to improve revision of the SCP in Phase 3 of the Project.

5.1 Content

#	Title	Detail
C1	Measuring and Evaluation Framework	<ul style="list-style-type: none"> • Incorporate a well-defined framework for measuring and evaluating priorities and actions outlined in the SCP. • A measurement and evaluation process should be integrated into the City's operational processes, ensuring a systematic review against SCP for all activities.
C2	Administrative text	<ul style="list-style-type: none"> • Improve brevity in upfront contextual and supporting 'administrative' information. • Exclude the organisational chart from future versions of the SCP.
C3	Community Nuances	<ul style="list-style-type: none"> • Capture and celebrate what makes the City of Karratha unique: location, lifestyle, environment, culture, diversity. • Acknowledge and represent our community's diversity through engaging infographics and photos.
C4	Detailed and Specific Language	<ul style="list-style-type: none"> • Avoid motherhood statements, use specific and detailed language when outlining priorities and responses.
C5	Vision Statement	<ul style="list-style-type: none"> • Consider making the Visioning Statement more bold and aspirational to provide strategic clarity. • Consider using longer, descriptive paragraphs to represent what is imagined for the City in ten years.
C6	Structuring Priority Areas	<ul style="list-style-type: none"> • Provide more aspirational descriptive statements to describe Priority areas rather than one word statements. • Avoid using quadruple bottom line framework to structure SCP, as this contributes to a culture of 'department silos' within the administration.
C7	Council's Role	<ul style="list-style-type: none"> • Clarify the roles Council may undertake in implementing the SCP, such as advocacy, empowerment, delivery, partner, is pivotal in providing clear strategic direction.
C8	Community Aspirations	<ul style="list-style-type: none"> • Consider summarising the insights gathered from community consultations to articulate the collective aspirations of the community.
C9	Strategic Considerations	<ul style="list-style-type: none"> • Consider the themes and issues outlined in Table 4 for strategic inclusion in drafting the next SCP: <ul style="list-style-type: none"> - A City of great places - Traditional Owners and Indigenous People - Cultural Diversity and Inclusion - Early years - Affordable housing - Health and wellbeing - Cost of Living

		<ul style="list-style-type: none"> - Sustainability and Climate Resilience - Connectivity - Tourism, arts and culture - Disaster resilience - Innovation and Technology - Strong Leadership
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5.2 Design

#	Title	Detail
D1	Graphics and Text	<ul style="list-style-type: none"> • Choose infographics to display information • Limit heavy text / tables for data
D2	Photos	<ul style="list-style-type: none"> • Update photos and ensure all images being used are crisp and high quality with no pixelation. Limit use of staff in photographs, focus on people in our community.
D3	Colour Palette	<ul style="list-style-type: none"> • Use a bold, clean, and crisp colour palette, avoid pastel/light colours.
D4	Terminology	<ul style="list-style-type: none"> • Keep language simple and user-friendly, easily understandable by community. • More people focused, less 'corporate' text.
D5	Final Formats	<ul style="list-style-type: none"> • Explore opportunities to present the SCP in multiple formats including: Short explainer video (60 – 90 seconds); Standard PDF visual version; Online interactive PDF version; Long report version.

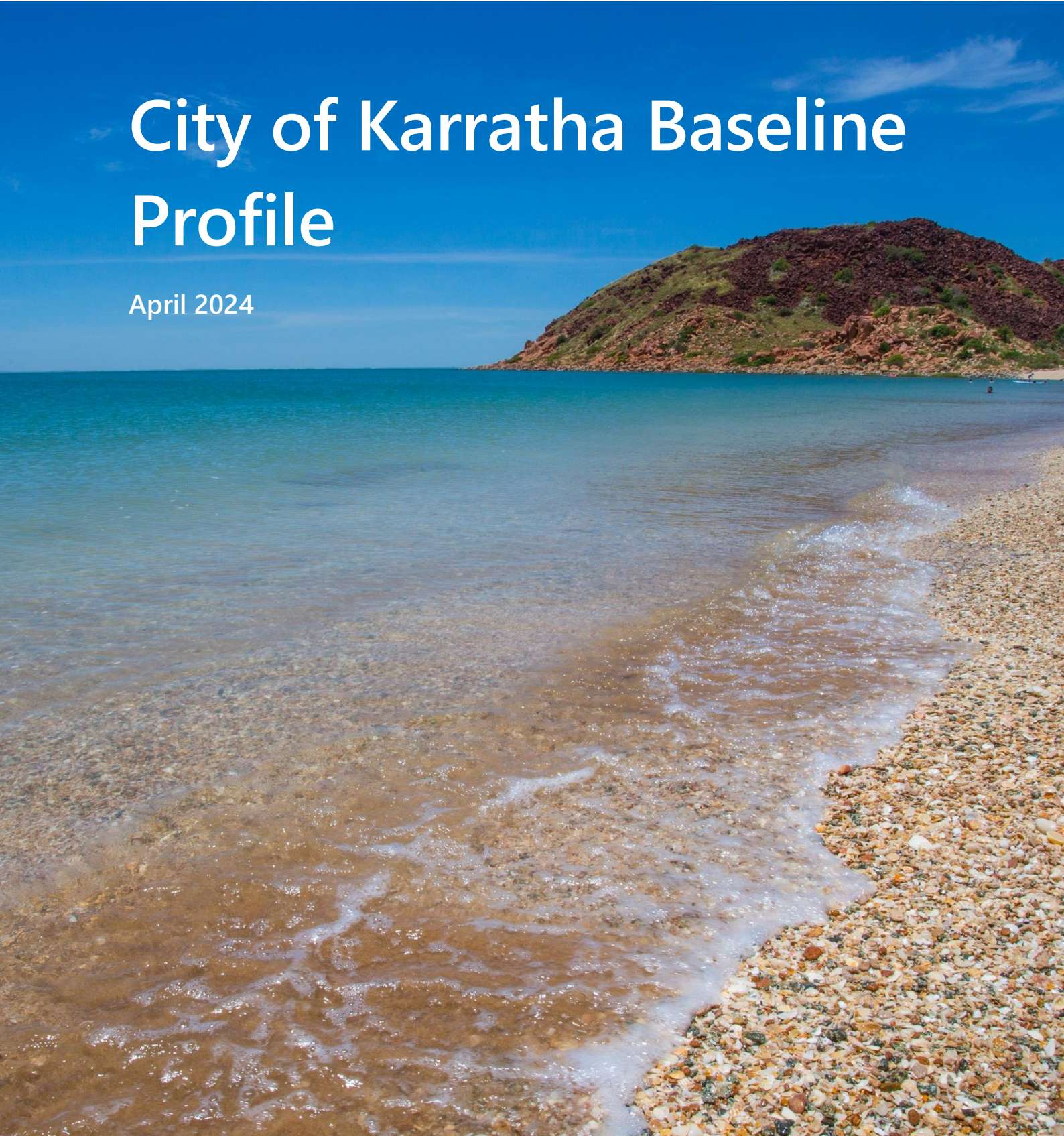
5.3 Implementation

#	Title	Detail
I1	Internal Implementation Plan	<ul style="list-style-type: none"> • Develop an implementation plan outlining actions to ensure the document is operationally relevant. For example: <ul style="list-style-type: none"> - Include the SCP and its purpose in staff inductions and onboarding material. - Increase the visual presence of the SCP document across the organisation - Consider including the SCP as a permanent agenda item at leadership meetings (EMT/EMG).
I2	External Communication Plan	<ul style="list-style-type: none"> • Develop an External Communication Plan outlining how the endorsed SCP will be communicated to community and stakeholders and identify opportunities for partnership • Consider how the City will report back to the community on monitoring of its implementation.
I3	Community Survey	<ul style="list-style-type: none"> • Re-consider the timing of the City's Annual Community Survey to ensure results can be considered as part of the next FY's Operational Plan and Budget Setting.

APPENDIX A – Community Baseline

City of Karratha Baseline Profile

April 2024



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1 Introduction

1.1 Introduction

The City of Karratha Community Baseline Report brings together a set of indicators and other information to build an understanding of how the local government area (LGA) is faring as a community in 2024. The report forms part of Phase 1 of the 2020-2030 Strategic Community Plan (SCP) Major Review project.

1.2 Methodology

The report presents information for a range of 'indicators' relevant to the following focus areas:

- Population and people
- Indigenous people
- Economy
- Education
- Housing
- Health and community wellbeing
- Environment.

Social indicators are 'summary statistics' that reflect aspects of the social condition or quality of life of a society or social subgroup. The report is structured according to the above focus areas.

The information for each indicator in this report was prepared through a desktop review of available literature and relevant data (Table 1). All statistical data reported is from Australian Bureau of Statistics (ABS) Census 2021 General Community Profile for Karratha LGA, unless otherwise stated. The data is based on place of usual residence¹. Time series data has been included where relevant.

Table 1 Key data sources

Topic	Description
Public domain data sources	<ul style="list-style-type: none">• ABS data (Census 2021)• SQM Research, Residential Vacancy Rates• Crime Statistics, Western Australia Police Force (2024)• Indigenous Business Register, Supply Nation (2024)• Regional Price Index (DPIRD, 2024)• WA Population Report (DPLH, 2016)• WA Real Estate Data (HTAG, 2024)
Reports or plans published by government agencies	<ul style="list-style-type: none">• City of Karratha Strategic Community Plan 2020-2030• City of Karratha Annual Survey Results

Insights were also drawn from semi-structured interviews with internal City Staff and 4 external stakeholders undertaken as part of the wider delivery of Phase 1 for the SCP Review project. No direct consultation with community, Indigenous persons or other stakeholders was undertaken to inform this report.

¹ Place of usual residence refers to where a person usually lives regardless of where they were on Census Night.

2 Community context

The City of Karratha is a LGA located within the Pilbara region of Western Australia (WA). The City of Karratha is located approximately 1,500 kilometres (km) north of Perth and 240 km south-west of Port Hedland. It covers the communities of; Karratha, Dampier, Roebourne, Wickham, Point Samson and the historic village of Cossack (Figure 1). Karratha is the largest town and is the administrative centre for the City of Karratha, formally known as the Shire of Roebourne.



Figure 1 Location map

The City of Karratha is located on Ngarluma Country (Figure 2, see also Section 3.4).



Figure 2 Traditional Owner context map

Source: AIATSIS, 2024

3 Indigenous communities

3.1 Traditional Owner overview

The Ngarluma people are the Traditional Owners of the land within the City of Karratha. Ngarluma Country is traditionally located around the Roebourne area, and to the east and south-east of Roebourne. Ngarluma language is spoken by a very small number of Ngarluma people (PALC, 2024a). Ngarluma people still hold very strong associations to traditional country (PALC, 2024).

Yindjibarndi Country is located adjacent to Ngarluma Country (towards Millstream-Chichester National Park), but Yindjibarndi people have connection to Roebourne. There are estimated to be between six and seven hundred speakers of the Yindjibarndi language (PALC, 2024b).

Many Yindjibarndi people reside alongside Ngarluma people (as well as Kurram and Banyjima people) in Roebourne. The diversity of cultural groups in Roebourne is attributed to the decline of pastoral stations in the 1960s and the movement of Indigenous families living on these stations to the Roebourne Reserve, and later again to the town in the 1970s.

The City of Karratha is also home to the following Traditional Owner groups:

- Yaburara People
- Mardudhunera People
- Wong-GooTt-Oo People

These groups are represented by the Murujuga Aboriginal Corporation (MAC), which also includes the Yindjibarndi and Ngarluma peoples. MAC was incorporated on 19 April 2006 and is the approved corporate body for the Burrup and Maitland Industrial Estates Agreement (BMIEA).

3.2 Native Title

The Ngarluma Aboriginal Corporation (NAC) is the Prescribed Body Corporate (PBC) for Ngarluma people and was established in 2005. The Ngarluma PBC replaced the Leramugadu Group, which was established in 1974 to represent all Indigenous groups living in Roebourne (NAC, 2023).

In May 2005, Native Title was granted to the Ngarluma people. In December 2015, a consent determination of the Federal Court confirmed Ngarluma as the native title holders of land in the towns of Dampier, Wickham, Roebourne, Point Samson and Karratha.

3.3 Key indicators

Table 2 provides key socio-economic data for the Indigenous population of the City of Karratha. The statistical data presented is from the 2021 Census Aboriginal and/or Torres Strait Islander Peoples Profile for the Karratha LGA. The data is based on place of usual residence.

Table 2 Key indicators - Indigenous population, City of Karratha, 2021

Indicator	Key finding																								
Population																									
Population	At the time of the 2021 Census, the total population of the City of Karratha was 22,199 people (based on place of usual residence). Of this, the Indigenous population was 2,594 people, representing 11.7% of the total population.																								
Population growth	The size of the Indigenous population increased between 2011 and 2021 by 28.1%. The Indigenous population in 2011 was 2,025 people.																								
Population by age group	<ul style="list-style-type: none">The Indigenous population of the City of Karratha is very young, with few older people (Table 2.1):<ul style="list-style-type: none">The age cohorts of 0-4 years old and 5-14 years old comprise 10.4% and 20.3% of the Indigenous population, respectively.In contrast, people aged 0-4 years and 5-14 years comprise 8.4% and 17.0% of the total population.Only 3.8% of the Indigenous population is over the age of 65 years. <p><i>Table 2.1 Age and sex distribution, Karratha LGA - Indigenous profile, 2021</i></p> <table><tr><th>Age groups</th><th>Persons</th><th>%</th></tr><tr><td>0-4 years</td><td>269</td><td>10.4</td></tr><tr><td>5-14 years</td><td>527</td><td>20.3</td></tr><tr><td>15-24 years</td><td>460</td><td>17.7</td></tr><tr><td>25-44 years</td><td>800</td><td>30.8</td></tr><tr><td>45-64 years</td><td>448</td><td>17.3</td></tr><tr><td>65 years and over</td><td>98</td><td>3.8</td></tr><tr><td>Total</td><td>2,594</td><td>-</td></tr></table>	Age groups	Persons	%	0-4 years	269	10.4	5-14 years	527	20.3	15-24 years	460	17.7	25-44 years	800	30.8	45-64 years	448	17.3	65 years and over	98	3.8	Total	2,594	-
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45-64 years	448	17.3																							
65 years and over	98	3.8																							
Total	2,594	-																							
Median age	The median age of Indigenous people is 32 years.																								
Gender distribution	There are comparatively less Indigenous females (46.5%) than Indigenous males (53.7%) in the City of Karratha.																								

Household composition	In 2021, there were 862 Indigenous households in the City of Karratha (Table 2.2). Most Indigenous households are occupied by couple families with children, representing 37.8% of all Indigenous households, compared to all households within the City of Karratha at 42.5%.																																	
	Table 2.2 Family composition, Karratha LGA - Indigenous profile, 2021																																	
	<table><tr><th>Family type</th><th>Households</th><th>%</th></tr><tr><td>One family household</td><td>635</td><td>73.7</td></tr><tr><td>Couple family with no children</td><td>142</td><td>16.5</td></tr><tr><td>Couple family with children</td><td>326</td><td>37.8</td></tr><tr><td>One parent family</td><td>154</td><td>17.9</td></tr><tr><td>Other family</td><td>15</td><td>1.7</td></tr><tr><td>Multiple family households</td><td>38</td><td>4.4</td></tr><tr><td>Total family households</td><td>672</td><td>78.0</td></tr><tr><td>Lone person households</td><td>164</td><td>19.0</td></tr><tr><td>Group households</td><td>27</td><td>3.1</td></tr><tr><td>Total Households</td><td>862</td><td>-</td></tr></table>	Family type	Households	%	One family household	635	73.7	Couple family with no children	142	16.5	Couple family with children	326	37.8	One parent family	154	17.9	Other family	15	1.7	Multiple family households	38	4.4	Total family households	672	78.0	Lone person households	164	19.0	Group households	27	3.1	Total Households	862	-
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Group households	27	3.1																																
Total Households	862	-																																
Cultural diversity																																		
Language spoken at home	Approximately 66.8% of the City's Indigenous population speak English only, with 20.0% speaking Australian Indigenous Languages (Table 2.3).																																	
	Table 2.3 Languages spoken, Karratha LGA - Indigenous profile, 2021																																	
	<table><tr><th>Language</th><th>Persons</th><th>%</th></tr><tr><td>English only</td><td>1,733</td><td>66.8</td></tr><tr><td>Total Australian Indigenous Languages</td><td>520</td><td>20.0</td></tr><tr><td>Australian Indigenous Languages, not defined</td><td>22</td><td>0.8%</td></tr><tr><td>Torres Strait Island Languages</td><td>18</td><td>0.7%</td></tr><tr><td>Western Desert Languages</td><td>4</td><td>0.2%</td></tr><tr><td>Western Desert Languages</td><td>10</td><td>0.4%</td></tr><tr><td>Kimberley Area Languages</td><td>462</td><td>17.8%</td></tr><tr><td>Other Australian Indigenous Languages</td><td>22</td><td>0.8%</td></tr><tr><td>Total</td><td>2,594</td><td>-</td></tr></table>	Language	Persons	%	English only	1,733	66.8	Total Australian Indigenous Languages	520	20.0	Australian Indigenous Languages, not defined	22	0.8%	Torres Strait Island Languages	18	0.7%	Western Desert Languages	4	0.2%	Western Desert Languages	10	0.4%	Kimberley Area Languages	462	17.8%	Other Australian Indigenous Languages	22	0.8%	Total	2,594	-			
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Other Australian Indigenous Languages	22	0.8%																																
Total	2,594	-																																
Housing and accommodation																																		
Household size	The average Indigenous household size is 3.2 persons.																																	

Tenure	<p>In 2021, the majority of dwellings occupied by Indigenous households in the City of Karratha were rented (73.7%).</p> <p>Only 17.7% of Indigenous households owned their house outright or with a mortgage, compared to 31.2% of all households in the City of Karratha (Table 2.4).</p> <p>Table 2.4 - Housing tenure, Karratha LGA - Indigenous profile, 2021</p> <table><tr><th>Tenure</th><th>Households</th><th>%</th></tr><tr><td>Owned outright/with a mortgage</td><td>153</td><td>17.7</td></tr><tr><td>Rented:</td><td>635</td><td>73.7</td></tr><tr><td>Real estate agent</td><td>119</td><td>13.8%</td></tr><tr><td>State or territory housing authority</td><td>209</td><td>24.2%</td></tr><tr><td>Person not in same household</td><td>38</td><td>4.4%</td></tr><tr><td>Community housing provider</td><td>30</td><td>3.5%</td></tr><tr><td>Other landlord type</td><td>240</td><td>27.8%</td></tr><tr><td>Landlord type not stated</td><td>0</td><td>0.0%</td></tr><tr><td>Total</td><td>862</td><td>-</td></tr></table>	Tenure	Households	%	Owned outright/with a mortgage	153	17.7	Rented:	635	73.7	Real estate agent	119	13.8%	State or territory housing authority	209	24.2%	Person not in same household	38	4.4%	Community housing provider	30	3.5%	Other landlord type	240	27.8%	Landlord type not stated	0	0.0%	Total	862	-
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Landlord type not stated	0	0.0%																													
Total	862	-																													
Housing Suitability (Overcrowding)	<p>In 2021, approximately 8.1% of Indigenous households were overcrowded, requiring one or more bedrooms (Table 2.5). Only 0.3% of dwellings were severely crowded, requiring four or more extra bedrooms.</p> <p>Table 2.5 Housing suitability, Karratha LGA - Indigenous profile, 2021</p> <table><tr><th>Tenure</th><th>Households</th><th>%</th></tr><tr><td>No bedrooms needed or spare</td><td>192</td><td>22.3%</td></tr><tr><td>One or more extra bedrooms needed:</td><td>70</td><td>8.1%</td></tr><tr><td>One extra bedroom needed</td><td>45</td><td>5.2%</td></tr><tr><td>Two extra bedrooms needed</td><td>19</td><td>2.2%</td></tr><tr><td>Three extra bedrooms needed</td><td>3</td><td>0.3%</td></tr><tr><td>Four or more extra bedrooms needed</td><td>3</td><td>0.3%</td></tr><tr><td>One or more bedrooms spare</td><td>534</td><td>61.9%</td></tr><tr><td>Total</td><td>862</td><td>100.0%</td></tr></table>	Tenure	Households	%	No bedrooms needed or spare	192	22.3%	One or more extra bedrooms needed:	70	8.1%	One extra bedroom needed	45	5.2%	Two extra bedrooms needed	19	2.2%	Three extra bedrooms needed	3	0.3%	Four or more extra bedrooms needed	3	0.3%	One or more bedrooms spare	534	61.9%	Total	862	100.0%			
Tenure	Households	%																													
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One or more bedrooms spare	534	61.9%																													
Total	862	100.0%																													
Economic participation																															

Labour force status	<p>In 2021, of the Indigenous population (aged 15 years and over) in the City of Karratha (Table 2.6):</p> <ul style="list-style-type: none">- 44.8% were employed- 6.1% were unemployed- 47.1% are not in the labour force all together. <p>Table 2.6 Labour force, Karratha LGA - Indigenous profile, 2021</p> <table><tr><th>Employment</th><th>Persons</th><th>%</th></tr><tr><td>Total employed</td><td>807</td><td>44.8%</td></tr><tr><td>Unemployed persons</td><td>110</td><td>6.1%</td></tr><tr><td>Not in the labour force</td><td>849</td><td>47.1%</td></tr><tr><td>Labour force status not stated</td><td>39</td><td>2.2%</td></tr><tr><td>Total</td><td>1,801</td><td>-</td></tr></table>	Employment	Persons	%	Total employed	807	44.8%	Unemployed persons	110	6.1%	Not in the labour force	849	47.1%	Labour force status not stated	39	2.2%	Total	1,801	-									
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Not in the labour force	849	47.1%																										
Labour force status not stated	39	2.2%																										
Total	1,801	-																										
Labour force participation rate ²	The total labour force participation rate amongst the Indigenous population is 50.9%.																											
Income																												
Personal income	In 2021, the median weekly personal income for Indigenous people in the city of Karratha was \$570 compared to \$1,633 for non-Indigenous people - almost three times more.																											
Household income	Inn 2021, the median weekly household income for Indigenous households in the City of Karratha was \$2,133 compared to \$3,272 for non-Indigenous households.																											
Education																												
Highest level of education	<p>In 2021, of Indigenous people aged 15 years and over in the City of Karratha, 34.5% had completed Year 10 as their highest level of educational attainment, followed by Year 12 (30.3%) (Table 2.7).</p> <p>Table 2.7 Highest level of high school completed, Karratha LGA - Indigenous profile, 2021</p> <table><tr><th>Highest level of high school completed</th><th>Persons</th><th>%</th></tr><tr><td>Year 12 or equivalent</td><td>514</td><td>30.3</td></tr><tr><td>Year 11 or equivalent</td><td>295</td><td>17.4</td></tr><tr><td>Year 10 or equivalent</td><td>584</td><td>34.5</td></tr><tr><td>Year 9 or equivalent</td><td>116</td><td>6.8</td></tr><tr><td>Year 8 or below</td><td>97</td><td>5.7</td></tr><tr><td>Did not go to school</td><td>31</td><td>1.8</td></tr><tr><td>Not stated</td><td>57</td><td>3.4</td></tr><tr><td>Total</td><td>1,695</td><td>-</td></tr></table>	Highest level of high school completed	Persons	%	Year 12 or equivalent	514	30.3	Year 11 or equivalent	295	17.4	Year 10 or equivalent	584	34.5	Year 9 or equivalent	116	6.8	Year 8 or below	97	5.7	Did not go to school	31	1.8	Not stated	57	3.4	Total	1,695	-
Highest level of high school completed	Persons	%																										
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Year 9 or equivalent	116	6.8																										
Year 8 or below	97	5.7																										
Did not go to school	31	1.8																										
Not stated	57	3.4																										
Total	1,695	-																										

² The labour force rate is calculated the total labour force divided by the total working-age population (15 years and over).

Highest qualification level	Of Indigenous people aged 15 years and over in the City of Karratha: 28.5% have completed an Advanced Diploma qualification as their highest level of non-school qualification (Table 2.8). Only 10.0% have completed a Bachelor Degree and 5.0% a Postgraduate Degree.																											
	Table 2.8 Highest level of non-school qualification achieved, Karratha LGA - Indigenous profile, 2021																											
	<table><tr><th>Highest level of post-graduate qualifications achieved</th><th>Persons</th><th>%</th></tr><tr><td>Postgraduate Degree Level and Graduate Diploma and Graduate Certificate Level</td><td>18</td><td>5.9</td></tr><tr><td>Bachelor Degree Level</td><td>33</td><td>10.0</td></tr><tr><td>Advanced Diploma and Diploma Level</td><td>46</td><td>28.5</td></tr><tr><td>Certificate I & II</td><td>347</td><td>24.3</td></tr><tr><td>Certificate III & IV</td><td>56</td><td>18.2</td></tr><tr><td>Certificate level (not further defined)</td><td>17</td><td>10.5</td></tr><tr><td>Level of education not stated</td><td>94</td><td>3.4</td></tr><tr><td>Total</td><td>610</td><td>-</td></tr></table>	Highest level of post-graduate qualifications achieved	Persons	%	Postgraduate Degree Level and Graduate Diploma and Graduate Certificate Level	18	5.9	Bachelor Degree Level	33	10.0	Advanced Diploma and Diploma Level	46	28.5	Certificate I & II	347	24.3	Certificate III & IV	56	18.2	Certificate level (not further defined)	17	10.5	Level of education not stated	94	3.4	Total	610	-
	Highest level of post-graduate qualifications achieved	Persons	%																									
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	Certificate III & IV	56	18.2																									
	Certificate level (not further defined)	17	10.5																									
Level of education not stated	94	3.4																										
Total	610	-																										

Health and wellbeing

Long-term health conditions

Approximately 34.2% of the Indigenous population has at least one long-term health condition. The most commonly reported long-term health conditions in the Indigenous population were; diabetes (7.7%), asthma (7.4%) and a mental health condition (4.7%) (Table 2.9).

Table 2.9 Type of long-term health condition, Karratha LGA - Indigenous profile, 2021

Highest level of post-graduate qualifications achieved	Persons	%
Long-term health condition reported:	887	34.2
Arthritis	79	3.0
Asthma	191	7.4
Cancer (including remission)	26	1.0
Dementia (including Alzheimer's)	5	0.2
Diabetes (excluding gestational diabetes)	201	7.7
Heart disease	70	2.7
Kidney disease	32	1.2
Lung condition	17	0.7
Mental health condition	121	4.7
Stroke	14	0.5
Any other long-term health condition(s)	131	5.1
No long-term health condition(s)	1,683	64.9
Not stated	299	11.5
Total	2,594	-

4 Population and people

4.1 Key indicators

Key socio-economic data for the general population of the City of Karratha is summarised below.

Table 3 Key indicators – Population, City of Karratha, 2021

Indicator	Key finding												
Population													
Population	<p>At the time of the 2021 Census, the total population of the City of Karratha was 22,199 people (place of usual residence). The City's population increased by 3.9% from the 2016 population but overall decreased by 3.0% from its 2011 population.</p> <p><i>Table 3.1 Population (place of usual residence), Karratha LGA, Census 2021, 2016, 2011</i></p> <table><tr><th>Census Year</th><th>Population (people)</th><th>Change from previous Census year</th></tr><tr><td>2021</td><td>22,199</td><td>3.9%</td></tr><tr><td>2016</td><td>21,472</td><td>-6.2%</td></tr><tr><td>2011</td><td>22,899</td><td>-</td></tr></table> <p>The estimated residential population of the City of Karratha at September 2023 is 24,237 people (ABS, 2023)</p>	Census Year	Population (people)	Change from previous Census year	2021	22,199	3.9%	2016	21,472	-6.2%	2011	22,899	-
Census Year	Population (people)	Change from previous Census year											
2021	22,199	3.9%											
2016	21,472	-6.2%											
2011	22,899	-											
Population projection	<ul style="list-style-type: none">The WA Population Report no.11 (2016) contains population forecasts for Western Australia's regions (DPLH, 2016). Based on this data, the population of the City of Karratha is forecast to grow from 21,472 people in 2016 to 23,890 people in 2031 (42.6%, growth) - according to the median forecast (Band C).REMPPLAN (2024) provides population forecast for selected localities. Based on this data, the population of the City of Karratha is forecast to grow from 22,211 people in 2016 to:<ul style="list-style-type: none">25,631 by 203127,052 by 203628,521 by 2041.												
Birthplace	<p>In 2021, 66.5% of people in the City of Karratha were born in Australia; 14.3% of people were born overseas, and 5.8% of residents' birthplace was not stated. The percentage of persons born in Australia in the City of Karratha is higher than the WA average of 62.0%.</p>												
Languages spoken at home	<p>In 2021, 70.2% of people in the City of Karratha spoke English only, which is lower than the WA average of 75.3% (Table 3.2). The share of people who speak English only in the City of Karratha declined from 74.5% in 2016.</p> <p>Approximately 12.5% of people in the City of Karratha speak a language other than English at home, compared to the State average of 18.4%.</p> <p>The most common languages spoken at home in the City of Karratha are: Yindjibarndi (1.4%); Tagalog (1.1%); Filipino (0.8%); Mandarin (0.7%); and Thai (0.7%).</p>												

	<p>Table 3.2 Languages spoken at home, Karratha LGA - Community profile, 2021</p> <table><tr><th>Languages spoken at home</th><th>Persons</th><th>%</th></tr><tr><td>Speaks English only</td><td>15,589</td><td>70.2</td></tr><tr><td>Uses other language</td><td>2,771</td><td>12.5</td></tr><tr><td>Language used at home not stated</td><td>3,834</td><td>17.3</td></tr><tr><td>Total</td><td>22,199</td><td>100.0</td></tr></table>	Languages spoken at home	Persons	%	Speaks English only	15,589	70.2	Uses other language	2,771	12.5	Language used at home not stated	3,834	17.3	Total	22,199	100.0															
Languages spoken at home	Persons	%																													
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Uses other language	2,771	12.5																													
Language used at home not stated	3,834	17.3																													
Total	22,199	100.0																													
Level of English	<p>Of residents who speak a language other than English at home, 6.3% do not speak English well or at all, compared to the WA average of 11.9% (Table 3.3).</p> <p>Table 3.3 Languages spoken at home, Karratha LGA - Community profile, 2021</p> <table><tr><th></th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Proficiency in English</th><th>Persons</th><th>%</th><th>Persons</th><th>%</th></tr><tr><td>Speaks English very well or well</td><td>2,552</td><td>92.1</td><td>425,195</td><td>86.9</td></tr><tr><td>Speaks English not well or very well</td><td>175</td><td>6.3</td><td>58,370</td><td>11.9%</td></tr><tr><td>Not stated</td><td>41</td><td>1.5</td><td>5,485</td><td>1.1%</td></tr><tr><td>Total</td><td>2,771</td><td>100.0</td><td>489,043</td><td>100.0</td></tr></table>		City of Karratha		WA		Proficiency in English	Persons	%	Persons	%	Speaks English very well or well	2,552	92.1	425,195	86.9	Speaks English not well or very well	175	6.3	58,370	11.9%	Not stated	41	1.5	5,485	1.1%	Total	2,771	100.0	489,043	100.0
	City of Karratha		WA																												
Proficiency in English	Persons	%	Persons	%																											
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Not stated	41	1.5	5,485	1.1%																											
Total	2,771	100.0	489,043	100.0																											
Religion	<p>In 2021, the most common religions in the City of Karratha were:</p> <ul style="list-style-type: none">• No Religion described (46.8%)• Catholic (15.2%)• Anglican (5.9%)• Christianity (no further defined) (2.5%)• Baptist (1.4%)• Hinduism (1.4%) <p>A total of 5.6% of residents affiliate with a religion other than Christianity.</p>																														
Age and sex distribution																															
Age distribution	<p>At the time of the 2021 Census (Table 3.4):</p> <ul style="list-style-type: none">• The largest age cohort in the City of Karratha was people aged 25 – 44 years, comprising 38.1% of the total population (compared to 28.3% of WA’s population in this same cohort).• 17.0% of the City’s population was aged 5-14 years (compared to 12.9% of WA’s population in this cohort).• 8.4% of the City’s population was aged 0-4 years (compared to 6.1% of WA’s population in this cohort).• Only 3.2% of people in the City of Karratha were aged 65 years and over, compared to 16.1% at the State level. <p>Table 3.4 Age distribution, Karratha LGA - Community profile, 2021</p> <table><tr><th rowspan="2">Age groups</th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Persons</th><th>%</th><th>Persons</th><th>%</th></tr><tr><td>0-4 years</td><td>1,873</td><td>8.4</td><td>161,753</td><td>6.1</td></tr><tr><td>5-14 years</td><td>3,765</td><td>17.0</td><td>344,030</td><td>12.9</td></tr></table>	Age groups	City of Karratha		WA		Persons	%	Persons	%	0-4 years	1,873	8.4	161,753	6.1	5-14 years	3,765	17.0	344,030	12.9											
Age groups	City of Karratha		WA																												
	Persons	%	Persons	%																											
0-4 years	1,873	8.4	161,753	6.1																											
5-14 years	3,765	17.0	344,030	12.9																											

	<table><tr><td>15-24 years</td><td>2,366</td><td>10.7</td><td>312,080</td><td>11.7</td></tr><tr><td>25-44 years</td><td>8,466</td><td>38.1</td><td>751,844</td><td>28.3</td></tr><tr><td>45-64 years</td><td>5,006</td><td>22.6</td><td>661,700</td><td>24.9</td></tr><tr><td>65 years and over</td><td>721</td><td>3.2</td><td>428,619</td><td>16.1</td></tr><tr><td>Total</td><td>22,199</td><td>100.0</td><td>2,660,026</td><td>100.0</td></tr></table>	15-24 years	2,366	10.7	312,080	11.7	25-44 years	8,466	38.1	751,844	28.3	45-64 years	5,006	22.6	661,700	24.9	65 years and over	721	3.2	428,619	16.1	Total	22,199	100.0	2,660,026	100.0
15-24 years	2,366	10.7	312,080	11.7																						
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45-64 years	5,006	22.6	661,700	24.9																						
65 years and over	721	3.2	428,619	16.1																						
Total	22,199	100.0	2,660,026	100.0																						
Median age	The median age of residents is 32 years (38 years for WA).																									
Gender distribution	There are less females (45.8%) than males (54.2%).																									
Marital composition	<p>Approximately 44.9% of residents are married. The percentage of City's population reported as separated (3.5%) is similar to the WA average of 3.3% (Table 3.5).</p> <p>Table 3.5 Marital status, Karratha LGA - Community profile, 2021</p> <table><tr><th>Status</th><th>Persons</th><th>%</th></tr><tr><td>Married</td><td>7,435</td><td>44.9</td></tr><tr><td>Separated</td><td>583</td><td>3.5</td></tr><tr><td>Divorced</td><td>1,086</td><td>6.6</td></tr><tr><td>Widowed</td><td>195</td><td>1.2</td></tr><tr><td>Never married</td><td>7,260</td><td>43.8</td></tr><tr><td>Total</td><td>16,560</td><td>100.0</td></tr></table>	Status	Persons	%	Married	7,435	44.9	Separated	583	3.5	Divorced	1,086	6.6	Widowed	195	1.2	Never married	7,260	43.8	Total	16,560	100.0				
Status	Persons	%																								
Married	7,435	44.9																								
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Widowed	195	1.2																								
Never married	7,260	43.8																								
Total	16,560	100.0																								
Families																										
Family composition ³	<p>In 2021, there were 4,826 families in the City of Karratha (Table 3.6). Of these, 55.9% were couples with children families, which is slightly lower than the WA average (58.9%). Approximately 33.1% are couple families without children and 6.7% are one parent families.</p> <p>Table 3.6 Family composition, Karratha LGA - Community profile, 2021</p> <table><tr><th>Family type</th><th>Families</th><th>%</th></tr><tr><td>Couple family with children</td><td>1,595</td><td>55.9</td></tr><tr><td>Couple family without children</td><td>1,595</td><td>33.1</td></tr><tr><td>One parent family</td><td>324</td><td>6.7</td></tr><tr><td>Other family</td><td>51</td><td>1.1</td></tr><tr><td>Total</td><td>4,826</td><td>100.0</td></tr></table>	Family type	Families	%	Couple family with children	1,595	55.9	Couple family without children	1,595	33.1	One parent family	324	6.7	Other family	51	1.1	Total	4,826	100.0							
Family type	Families	%																								
Couple family with children	1,595	55.9																								
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One parent family	324	6.7																								
Other family	51	1.1																								
Total	4,826	100.0																								
Households																										
Household composition	<p>In 2021, there were 6,308 households in the City of Karratha (Table 3.7). Most of these households are family households (75.2%), while non-family households (lone and group households) comprise 24.9% of the population. Couple family households with children is the most common household type (42.5%).</p>																									

³ Count of in families in occupied private dwellings (based on place of enumeration).

	Table 3.7 Household composition, Karratha LGA - Community profile, 2021		
	Type	Households	%
	Family households	4,741	75.2
	Couple family with children	2,682	42.5
	Couple family without children	1,541	24.4
	One parent family	473	7.5
	Other family	46	0.7
	Non-family households	1,571	24.9
	Lone person	1,360	21.6
	Group households	212	3.4
	Total	6,308	100.0
Average household size	The average household size is 2.8 persons, compared to the WA average of 2.5 persons.		

4.2 Key population groups

4.2.1 Women

What we know

Women comprise 45.8% of the City's population in 2021 (10,166 people).

Employment (15 years and over)

- In 2021 7,466 women were within the working age of 15 years and over. Of these:
 - 64.8% were employed
 - 1.2% were seeking employment
 - 18.1% were not employed nor seeking employment
- The female labour force participation rate was 67.1%, compared to the male labour force participation rate of 70.9%.
- The percentage of males employed in the mining industry was 35.4%, compared to 12.1% of females.
- Approximately 41.8% of the male population in the City of Karratha earn \$2,000 or more a week, compared to 13.0% of the female population.
- Most females (18.1%) work between 35-39 hours per week, compared to 41.01% of males who work 49+ hours per week.

Unpaid domestic work and care

- Women carry out a greater share of unpaid work compared to men in the City of Karratha:
 - In 2021, 13.9% of females completed 30 hours or more of unpaid domestic work compared to 2.9% of males.
 - In 2021, 29.1% of females cared for their own child/children, noting there was a similar percentage of males 22.62%. These figures were higher than that recorded at the State level for care of own children (Females - 22.02% and Males -18.91%).

Education

- In 2021, there was a greater percentage of women who had completed year 12 or equivalent (53.0%) compared to men (40.6%).
- In 2021:
 - 19.8% of females (15 years and over) in the City of Karratha held a Certificate Level Qualification, compared to 35.1% of males aged 15 years and over.
 - 21.6% of females (15 years and over) hold a bachelor degree, compared to only 6.1% of men aged 15 years and over.
- Females trend towards study fields of management and commerce, education, society, and culture, and health.

Issues

- Access to early childhood education and care
 - A lack of access to early childhood education and care is an ongoing issue in the City of Karratha, and wider regional Australia.
 - 74% of families surveyed as part of the 2022 Rio Tinto White Paper indicated they were on a waitlist for Childcare in the Pilbara region.
 - Improving childcare services in the City was a recurrent theme in the City's Annual Community Survey in 2023, with survey participants indicating the issue affects women by preventing their return to work.
- Domestic and family violence rates in the Pilbara region have increased more than 200 per cent over 10 years from 2012 (Murphy, 2023). Aboriginal women experience family and domestic violence at a far greater rate (Owen and Carrington, 2014).
- Women living in rural and regional Australia face challenges of isolation, lack of recognition and support, and attitudinal barriers.

4.2.2 Youth

What we know

- Youth (aged 15 – 24 years) make up 10.7% of the City's population (2,367 people)
 - 1,323 Males (11% of Male population)
 - 1,042 Females (10.3% of Female population)

Issues

- Ongoing feedback from the Annual Community Survey suggests that while young children are well catered for, there is a need to boost the number and variety of recreational activities and events for young people in the City.
- There is a desire for improved availability, frequency, and reliability of public transport to service the City's youth population (YAG feedback).
- Consultation feedback (2024) suggested more-easily accessible mental health services are required for youth to improve wellbeing.
- A lack of affordable housing options for young people as well as cost of living pressures are barriers preventing young persons' uptake of options to study and work in the City (Consultation for this study, 2024)

4.2.3 Seniors (65+ years)

What we know

Population

- Seniors make up 3.2% of the City's population (713 persons), in contrast to at the WA level where this cohort comprises 16.1% of the population.

- It is estimated that 22% of people aged 50 years and over migrated out of the City of Karratha between 2016-2021 despite WA experiencing an 7% increase in persons aged 50 years and over during this time.

Issues

- Seniors face difficulty in accessing health services and support, with limited aged care support services in town being a key influence.
- Accessing transport – the City does not have a daily bus service. This is a key barrier for many Seniors in accessing other services (appointments, groceries, social connectivity).
- Difficulties ageing in place (at home), with limited aged care services in the City.
- Cost of living, specifically insurance, is unaffordable for many Seniors.
- There is a lack of suitable accommodation – no suitable accommodation for Seniors to downsize as they age.

4.2.4 Cultural and linguistically diverse (CALD) groups

What we know

Birthplace

- The City of Karratha has a lower percentage of overseas born residents (18.6%) compared to Western Australia's population (32.2%).
- New Zealand is the highest overseas birthplace (4.1%) for residents of the City of Karratha followed by the United Kingdom (3.1%) and South-East Asia (2.8%).
- Karratha has three active multi-cultural community groups/organisations:
 - Northwest Multicultural Association
 - Hindu Association of Pilbara
 - Karratha Filipino Community.
- Other CALD representative community groups do exist but are informal in nature.

Issues

- This sector of community has received little formalised support from the City of Karratha (feedback collected from the Annual Community Survey 2023).
- There are aspirations from multi-cultural groups for their own dedicated places of worship or facilities to practice and celebrate their culture. A current lack of available space to hire/lease in the City is a key challenge driving this request.
- People from diverse backgrounds tend to experience greater adversity when settling in regional and rural locations of Australia: their circumstances are exacerbated by low English proficiency, limited access to cultural and religious institutions, and the potential experience of trauma, racism, and stereotyping (FEECA, 2015).

4.2.5 LGBTQI

What we know

- In 2021, same sex couples accounted for 0.83% of all couples in City of Karratha.
- 0.52% were female same sex couples and 0.31% were male.
- The representation of same sex couples has doubled since 2016 where same sex couples accounted for 0.40% of responses at the Census.

Issues

- To date, no targeted engagement by the City of Karratha has been undertaken with the LGBTQI community. An understanding of current challenges and opportunities facing this group is not known.
- There is limited visibility of this cohort within the community, with no known networks in the City of Karratha in regard to LGBTQI inclusion and support.

4.2.6 People with disability

What we know

Need for assistance

- In 2021, 1.5% of City's population had a need for assistance with core activities, compared with 4.6% of WA's population. Slightly more males indicated they require assistance at 0.86% compared to females at 0.64%.
- A greater percentage of Indigenous people identified themselves as requiring need for assistance with core activities (3.32%) compared to the balance of community (1.25%).
- Of those who selected requiring assistance with core activities, 27.7% were between 5-14 years of age.

Issues

- Some known issues facing people with disability in the City of Karratha include: a lack of appropriate transport; the need for greater collaboration between services; and the capacity of the disability workforce to support persons with high care needs (Consultation feedback as part of this study, 2024).
- Greater engagement is required to understand the issues and opportunities affecting this sector of the community.

5 Economy

Key economic and industry data for of the City of Karratha is summarised below.

Table 4 Key indicators - Economy, City of Karratha, 2021

Indicator	Key finding																																								
Economy																																									
Gross Regional Product	The City of Karratha's Gross Regional Product (GRP) is estimated at \$13.5 billion in 2023, representing 3.0% of WA’s Gross State Product of \$445.3 billion (REMPPLAN 2024).																																								
Output	<p>The total output estimate (gross revenue generated by businesses and organisation) for the City of Karratha in 2023 is \$19.823 billion (REMPPLAN, 2024). The major contributors to the City’s output are:</p> <ul style="list-style-type: none">• Mining sector (74.4% of this output)• Construction industry (7.9%)• Manufacturing (2.9%) <p>In contrast, the mining sector represents 33.8% of the State’s total economic output in 2023.</p> <p><i>Table 4.1 Industry Output, Karratha LGA, 2023</i></p> <table><tr><th></th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Industry Sector</th><th>\$B</th><th>%</th><th>\$B</th><th>%</th></tr><tr><td>Mining</td><td>\$14.740</td><td>74.4%</td><td>\$277.263</td><td>33.8%</td></tr><tr><td>Manufacturing</td><td>\$0.581</td><td>2.9%</td><td>\$98.633</td><td>12.0%</td></tr><tr><td>Construction</td><td>\$1.569</td><td>7.9%</td><td>\$85.605</td><td>10.4%</td></tr><tr><td>Total</td><td>\$19.823</td><td>100.0</td><td>\$819.345</td><td>100.0</td></tr></table>		City of Karratha		WA		Industry Sector	\$B	%	\$B	%	Mining	\$14.740	74.4%	\$277.263	33.8%	Manufacturing	\$0.581	2.9%	\$98.633	12.0%	Construction	\$1.569	7.9%	\$85.605	10.4%	Total	\$19.823	100.0	\$819.345	100.0										
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Total	\$19.823	100.0	\$819.345	100.0																																					
Employment																																									
Employment status	<p>In 2021, of the people aged 15 years and over in the City of Karratha:</p> <ul style="list-style-type: none">• 67.2% were employed, in contrast to 60.6% across WA• 2.0% were unemployed, in contrast to 3.2% across WA• 14.0% were not in the labour force all together. <p>Of those employed:</p> <ul style="list-style-type: none">• 47.8% are employed working full-time• 14.1% are employed on a part time basis. <p><i>Table 4.1 Labour force, Karratha LGA - Community profile, 2021</i></p> <table><tr><th></th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Employment</th><th>Persons</th><th>%</th><th>Persons</th><th>%</th></tr><tr><td>Total employed</td><td>11,129</td><td>67.2</td><td>1,306,249</td><td>60.6</td></tr><tr><td>Unemployed persons</td><td>328</td><td>2.0</td><td>70,001</td><td>3.2</td></tr><tr><td>Total Labour force</td><td>11,459</td><td>-</td><td>1,376,251</td><td>-</td></tr><tr><td>Not in the labour force</td><td>2,321</td><td>14.0</td><td>641,842</td><td>29.8%</td></tr><tr><td>Labour force status not stated</td><td>2,772</td><td>16.7</td><td>136,153</td><td>6.3%</td></tr><tr><td>Total</td><td>16,560</td><td>100.0</td><td>1,376,251</td><td>100.0</td></tr></table>		City of Karratha		WA		Employment	Persons	%	Persons	%	Total employed	11,129	67.2	1,306,249	60.6	Unemployed persons	328	2.0	70,001	3.2	Total Labour force	11,459	-	1,376,251	-	Not in the labour force	2,321	14.0	641,842	29.8%	Labour force status not stated	2,772	16.7	136,153	6.3%	Total	16,560	100.0	1,376,251	100.0
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Labour force status not stated	2,772	16.7	136,153	6.3%																																					
Total	16,560	100.0	1,376,251	100.0																																					

Unemployment rate ⁴	The unemployment rate for the City of Karratha was 2.6% at the time of the 2021 Census, compared to the WA average of 5.1%.																																																																																																																			
Labour force participation rate	The labour force participation rate for the City of Karratha was 69.2%, at the time of the 2021 Census, compared to the WA average of 63.9%																																																																																																																			
Industry																																																																																																																				
Key industries of employment	<p>In 2021, employment in the City of Karratha was concentrated in the Mining Industry (25.3%) (Table 4.2), followed by the Construction Sector (10.1%) and Education and Training sector (8.0%). At the State level, the mining sector comprises only 7.5% of all employment in WA.</p> <p>Table 4.2 Industry of employment, Karratha LGA - Community profile, 2021</p> <table><tr><th></th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Industry</th><th>Persons</th><th>%</th><th>Persons</th><th>%</th></tr><tr><td>Mining</td><td>2,813</td><td>25.3</td><td>98,036</td><td>7.5%</td></tr><tr><td>Construction</td><td>1,122</td><td>10.1</td><td>115,090</td><td>8.8%</td></tr><tr><td>Education and Training</td><td>893</td><td>8.0</td><td>114,415</td><td>8.8%</td></tr><tr><td>Health Care and Social Assistance</td><td>835</td><td>7.5</td><td>177,570</td><td>13.6%</td></tr><tr><td>Public Administration and Safety</td><td>696</td><td>6.3</td><td>77,420</td><td>5.9%</td></tr><tr><td>Retail Trade</td><td>684</td><td>6.1</td><td>114,617</td><td>8.8%</td></tr><tr><td>Transport, Postal and Warehousing</td><td>625</td><td>5.6</td><td>59,111</td><td>4.5%</td></tr><tr><td>Accommodation and Food Services</td><td>621</td><td>5.6</td><td>85,241</td><td>6.5%</td></tr><tr><td>Inadequately described/Not stated</td><td>556</td><td>5.0</td><td>59,901</td><td>4.6%</td></tr><tr><td>Administrative and Support Services</td><td>495</td><td>4.4</td><td>40,292</td><td>3.1%</td></tr><tr><td>Other Services</td><td>396</td><td>3.6</td><td>50,545</td><td>3.9%</td></tr><tr><td>Manufacturing</td><td>311</td><td>2.8</td><td>68,785</td><td>5.3%</td></tr><tr><td>Professional, Scientific and Technical Services</td><td>236</td><td>2.1</td><td>90,117</td><td>6.9%</td></tr><tr><td>Electricity, Gas, Water and Waste Services</td><td>234</td><td>2.1</td><td>15,135</td><td>1.2%</td></tr><tr><td>Rental, Hiring and Real Estate Services</td><td>214</td><td>1.9</td><td>18,626</td><td>1.4%</td></tr><tr><td>Wholesale Trade</td><td>177</td><td>1.6</td><td>32,226</td><td>2.5%</td></tr><tr><td>Arts and Recreation Services</td><td>95</td><td>0.9</td><td>21,131</td><td>1.6%</td></tr><tr><td>Financial and Insurance Services</td><td>44</td><td>0.4</td><td>28,251</td><td>2.2%</td></tr><tr><td>Information Media and Telecommunications</td><td>43</td><td>0.4</td><td>10,087</td><td>0.8%</td></tr><tr><td>Agriculture, Forestry and Fishing</td><td>25</td><td>0.2</td><td>29,641</td><td>2.3%</td></tr><tr><td>Total</td><td>16,560</td><td>100.0</td><td>1,306,249</td><td>100.0</td></tr></table>		City of Karratha		WA		Industry	Persons	%	Persons	%	Mining	2,813	25.3	98,036	7.5%	Construction	1,122	10.1	115,090	8.8%	Education and Training	893	8.0	114,415	8.8%	Health Care and Social Assistance	835	7.5	177,570	13.6%	Public Administration and Safety	696	6.3	77,420	5.9%	Retail Trade	684	6.1	114,617	8.8%	Transport, Postal and Warehousing	625	5.6	59,111	4.5%	Accommodation and Food Services	621	5.6	85,241	6.5%	Inadequately described/Not stated	556	5.0	59,901	4.6%	Administrative and Support Services	495	4.4	40,292	3.1%	Other Services	396	3.6	50,545	3.9%	Manufacturing	311	2.8	68,785	5.3%	Professional, Scientific and Technical Services	236	2.1	90,117	6.9%	Electricity, Gas, Water and Waste Services	234	2.1	15,135	1.2%	Rental, Hiring and Real Estate Services	214	1.9	18,626	1.4%	Wholesale Trade	177	1.6	32,226	2.5%	Arts and Recreation Services	95	0.9	21,131	1.6%	Financial and Insurance Services	44	0.4	28,251	2.2%	Information Media and Telecommunications	43	0.4	10,087	0.8%	Agriculture, Forestry and Fishing	25	0.2	29,641	2.3%	Total	16,560	100.0	1,306,249	100.0
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⁴ The number of unemployed people (aged 15 years and over) by the total number in the labour force.

Income

Personal income

In 2021, the median weekly personal income for residents (aged 15 years and over) in the City of Karratha was \$1,545, compared to the WA median average of \$848. A breakdown of the weekly earning brackets is shown in Table 4.3.

Table 4.3 Total personal income, Karratha LGA - Community profile, 2021

Income	Persons	%
\$1-999	4,543	27.4%
\$1000-1,999	4,113	24.8%
\$2000-2999	2,480	15.0%
\$3,000 or more	2,301	13.9%
Income not stated	3,128	18.9%
Total	16,560	100.0%

Household income

In 2021, the median total household income in the City of Karratha was \$3,158 per week, which is approximately \$1,343 higher than the WA median (\$1,815 per week). A breakdown of the weekly earning brackets is shown in Table 4.4.

Table 4.4 Total household income, Karratha LGA - Community profile, 2021

Income	Households	%
\$1-999	474	7.5
\$1000-1,999	940	14.9
\$2000-2999	1,198	19.0
\$3,000-3,999	1,084	17.2
\$4000 or over	4,126	65.4
Partial income stated(c)	572	9.1
All incomes not stated(d)	79	1.3
Total	6,308	100.0

Cost of living

Regional Price Index

The Regional Price Index (RPI) contrasts the cost of a common basket of goods and services at regional locations across Western Australia to the Perth metropolitan area (100.0) (DIRD, 2023).

In 2023, the RPI shows that overall prices were highest in the Pilbara region (115.0), followed by Kimberley (108.9) and Gascoyne (105.5). The lowest overall RPI was recorded in both the Mid-West and South-West (both 99.3).

Karratha's overall RPI (111.1) is the second lowest of the five Pilbara towns assessed, with Newman the lowest at 106.2. The cost of goods and services is most expensive in Tom Price (129.7).

Prices in the Pilbara Region are more expensive than Perth for all 8 categories measured. The following summarises the index for selected categories:

Housing

- Pilbara Region recorded the highest house category index at 140.6.

	<ul style="list-style-type: none">Kimberley Region was second at 113.0.The cost of housing in the Pilbara Region has become more expensive, increasing from 134.6 in 2016. <p>Food</p> <ul style="list-style-type: none">The Pilbara Region recorded the second highest index score for 'food' at 102.0, decreasing from 2016 when the score was 105.1.The Kimberley Region was the most expensive at 107.3. <p>Transport</p> <ul style="list-style-type: none">Transport prices in the Pilbara Region were the second most expensive (108.7), slightly lower than the Kimberley Region at 109.4.The lowest index score was the South-West at 98.6.The cost of transport in the Pilbara Region has reduced from 111.6 in 2016. <p>Education and Recreation</p> <ul style="list-style-type: none">The Pilbara Region was ranked 6th out of the 10 regions for this category, with an RPI of 101.1.The highest score for education and recreation costs is the Kimberley Region at 106.6. The least expensive region for this category is the Mid-West region (98.5).																					
Businesses																						
Business counts	<p>At 30 June 2023, there were 1187 actively trading businesses in the City of Karratha (ABS 2022). The industries with the largest number of businesses were:</p> <ul style="list-style-type: none">Construction (23.5%)Rental, Hiring and real Estate (12.5%)Professional, Scientific and Technical Services (9.6%). <p>A total of 1119 small businesses were recorded (i.e. any non-employing business or a business with less than 20 staff), making up 94.3% of businesses in the City of Karratha (Table 4.5).</p> <p>Table 4.5 Businesses (Annualised Employment Size), Karratha LGA, June 2023</p> <table><tr><th>Income</th><th>Businesses</th><th>%</th></tr><tr><td>Non employing</td><td>619</td><td>52.1%</td></tr><tr><td>1-4 Employees</td><td>333</td><td>28.1%</td></tr><tr><td>5-19 Employees</td><td>167</td><td>14.1%</td></tr><tr><td>20-199 Employees</td><td>67</td><td>5.6%</td></tr><tr><td>200+ Employees</td><td>3</td><td>0.3%</td></tr><tr><td>Total</td><td>1,187</td><td>100.0</td></tr></table>	Income	Businesses	%	Non employing	619	52.1%	1-4 Employees	333	28.1%	5-19 Employees	167	14.1%	20-199 Employees	67	5.6%	200+ Employees	3	0.3%	Total	1,187	100.0
Income	Businesses	%																				
Non employing	619	52.1%																				
1-4 Employees	333	28.1%																				
5-19 Employees	167	14.1%																				
20-199 Employees	67	5.6%																				
200+ Employees	3	0.3%																				
Total	1,187	100.0																				
No. of Indigenous-owned or controlled businesses	<p>As of March 2024, there were 72 Indigenous businesses listed on Supply Nation (2024) within a 100km radius of Karratha. The industries with the largest number of Indigenous businesses were:</p> <ul style="list-style-type: none">Construction (32 businesses)Facilities Management (32 businesses)Manufacturing and Equipment Hire (22 businesses).																					

6 Education

Key education data for of the City of Karratha general population is summarised below.

Table 5 Key indicators – Education, City of Karratha, 2021

Indicator	Key finding																																																	
Educational attainment																																																		
Highest year of school completed	In 2021, 47.8% of persons aged 15 years and over in the City of Karratha had completed Year 12, compared to 58.0% in WA.																																																	
	<i>Table 5.1 Highest level of high school completed, Karratha LGA, 2021</i>																																																	
	<table><tr><th rowspan="2">Highest level of school completed</th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Persons</th><th>%</th><th>Persons</th><th>%</th></tr><tr><td>Year 12 or equivalent</td><td>7,605</td><td>47.8</td><td>1,199,462</td><td>58.0</td></tr><tr><td>Year 11 or equivalent</td><td>1,726</td><td>10.8</td><td>181,156</td><td>8.8</td></tr><tr><td>Year 10 or equivalent</td><td>3,003</td><td>18.9</td><td>397,978</td><td>19.2</td></tr><tr><td>Year 9 or equivalent</td><td>429</td><td>2.7</td><td>68,513</td><td>3.3</td></tr><tr><td>Year 8 or below</td><td>227</td><td>1.4</td><td>54,960</td><td>2.7</td></tr><tr><td>Did not go to school</td><td>65</td><td>0.4</td><td>14,709</td><td>0.7</td></tr><tr><td>Not stated</td><td>2,873</td><td>18.0</td><td>152,434</td><td>7.4</td></tr><tr><td>Total</td><td>15,921</td><td>100.0</td><td>2,069,214</td><td>100.0</td></tr></table>	Highest level of school completed	City of Karratha		WA		Persons	%	Persons	%	Year 12 or equivalent	7,605	47.8	1,199,462	58.0	Year 11 or equivalent	1,726	10.8	181,156	8.8	Year 10 or equivalent	3,003	18.9	397,978	19.2	Year 9 or equivalent	429	2.7	68,513	3.3	Year 8 or below	227	1.4	54,960	2.7	Did not go to school	65	0.4	14,709	0.7	Not stated	2,873	18.0	152,434	7.4	Total	15,921	100.0	2,069,214	100.0
	Highest level of school completed		City of Karratha		WA																																													
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Not stated	2,873	18.0	152,434	7.4																																														
Total	15,921	100.0	2,069,214	100.0																																														
Highest level of non-high school qualification	<ul style="list-style-type: none">• In 2021, 40.2% of people aged 15 years and over in the City of Karratha had completed a Certificate level qualification as their highest level of non-high school qualification, compared to a Bachelor Degree (15.4%) and Postgraduate Degree (3.6%).• At the State level, the highest level of education completed amongst the population is also Certificate level (28.0%).																																																	
	<i>Table 5.2 Highest level of non-school qualification achieved, Karratha LGA, 2021</i>																																																	
	<table><tr><th rowspan="2">Post-graduate qualifications achieved</th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Persons</th><th>%</th><th></th><th></th></tr><tr><td>Postgraduate Degree Level</td><td>417</td><td>3.6</td><td>109,913</td><td>8.0%</td></tr><tr><td>Graduate Diploma and Graduate Certificate Level</td><td>303</td><td>2.6</td><td>50,138</td><td>3.7%</td></tr><tr><td>Bachelor Degree Level</td><td>1,779</td><td>15.4</td><td>353,606</td><td>25.9%</td></tr><tr><td>Advanced Diploma and Diploma Level</td><td>1,247</td><td>10.8</td><td>200,659</td><td>14.7%</td></tr><tr><td>Certificate level</td><td>4,640</td><td>40.2</td><td>382,528</td><td>28.0%</td></tr><tr><td>Level of education not stated or inadequately described</td><td>3,140</td><td>27.2</td><td>197,692</td><td>14.5%</td></tr><tr><td>Total</td><td>11,532</td><td>100.0</td><td>1,367,340</td><td>100.0%</td></tr></table>	Post-graduate qualifications achieved	City of Karratha		WA		Persons	%			Postgraduate Degree Level	417	3.6	109,913	8.0%	Graduate Diploma and Graduate Certificate Level	303	2.6	50,138	3.7%	Bachelor Degree Level	1,779	15.4	353,606	25.9%	Advanced Diploma and Diploma Level	1,247	10.8	200,659	14.7%	Certificate level	4,640	40.2	382,528	28.0%	Level of education not stated or inadequately described	3,140	27.2	197,692	14.5%	Total	11,532	100.0	1,367,340	100.0%					
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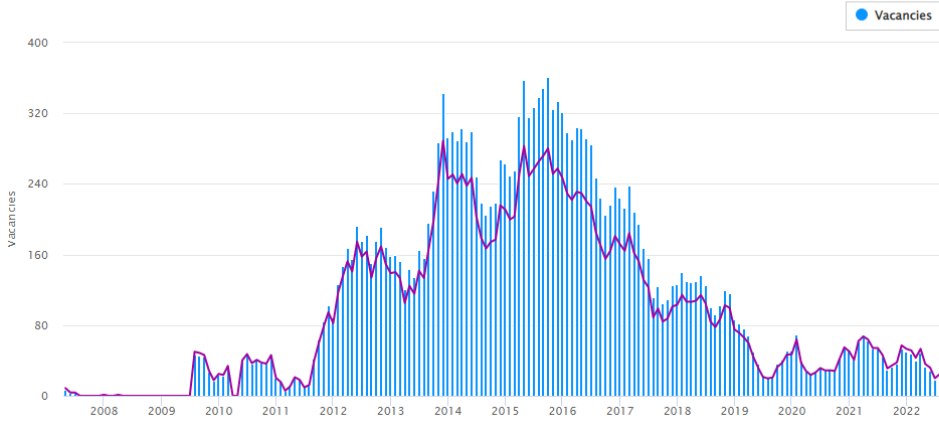
Summary	<p>The Australian Early Development Census (Australian Government, 2022) measures how children are developing in their first year of full-time school. Table 5.3 summarises the results for the City of Karratha.</p> <p>Table 5.3 Children developmentally vulnerable, Karratha LGA, 2021</p> <table><tr><th></th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Category</th><th>No.</th><th>%</th><th>No.</th><th>%</th></tr><tr><td>Physical</td><td>24</td><td>6.1</td><td>3,178</td><td>9.4</td></tr><tr><td>Social</td><td>28</td><td>7.1</td><td>2,577</td><td>7.6</td></tr><tr><td>Emotional</td><td>26</td><td>6.6</td><td>2,635</td><td>7.8</td></tr><tr><td>Language</td><td>33</td><td>8.4</td><td>2,416</td><td>7.2</td></tr><tr><td>Communication</td><td>27</td><td>6.9</td><td>2,717</td><td>8.0</td></tr><tr><td>Vuln 1</td><td>72</td><td>18.3</td><td>6,852</td><td>20.3</td></tr><tr><td>Vuln 2</td><td>36</td><td>9.1</td><td>3,457</td><td>10.2</td></tr></table> <p><i>Note: In 2021, there were 407 children within the City of Karratha in their first year of school.</i></p>		City of Karratha		WA		Category	No.	%	No.	%	Physical	24	6.1	3,178	9.4	Social	28	7.1	2,577	7.6	Emotional	26	6.6	2,635	7.8	Language	33	8.4	2,416	7.2	Communication	27	6.9	2,717	8.0	Vuln 1	72	18.3	6,852	20.3	Vuln 2	36	9.1	3,457	10.2
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Vuln 1	72	18.3	6,852	20.3																																										
Vuln 2	36	9.1	3,457	10.2																																										
Children with English as a second language	Of children in their first year of school, 9.6% spoke English as a second language.																																													
Overall Developmental Vulnerability	Of children in their first year of school: <ul style="list-style-type: none">18.3% of children were assessed as vulnerable in <i>one or more development domains</i>.9.1% of children were assessed as vulnerable in <i>two of more development domains</i>																																													
Physical health and wellbeing	6.1% of children were assessed as developmentally vulnerable, lower than State at 9.4% and Nation at 9.8%. For the subcategories: <ul style="list-style-type: none">Physical readiness for school day: 11.2% of children were assessed as developmentally vulnerable in this domain.Physical independence; 6.9% of children were assessed as developmentally vulnerable in this domain.Gross and fine motor skills: .3% were assessed as developmentally vulnerable in this domain.																																													
Social Competence	7.1% are developmentally vulnerable in this domain, lower than State at 7.6% and Nation at 9.6%.																																													
Emotional Maturity	6.6% are developmentally vulnerable in this domain, lower than that State at 7.8% and Nation at 8.5%.																																													
Language and cognitive skills (school-based)	8.4% of children were assessed as developmentally vulnerable in this domain, higher than the State score of 7.2% and Nation of 7.3%. However, the percentage of developmentally vulnerable children in this domain has decreased since 2015 (14%).																																													
Communication skills and general knowledge	6.9% are developmentally vulnerable within this domain, lower than the State which is 8.0%																																													

7 Housing and accommodation

Key housing and accommodation data for the City of Karratha is summarised below.

Table 6 Key indicators – Housing and accommodation, City of Karratha, 2021

Indicator	Key finding																					
Dwelling characteristics																						
Occupied dwellings	<p>In 2021, there were a total of 6,308 occupied private dwellings recorded in the City of Karratha (Table 6.1). There were 1,721 unoccupied private dwellings, accounting for 21.4% of total private dwellings. This higher than the level of unoccupied dwellings at the State level (10.9%).</p> <p><i>Table 6.1 Dwelling structure, Karratha LGA - Community profile, 2021</i></p> <table><tr><th>Structure</th><th>Dwellings</th><th>%</th></tr><tr><td>Occupied private dwellings</td><td>6,308</td><td>78.5</td></tr><tr><td>Unoccupied private dwellings</td><td>1,721</td><td>21.4</td></tr><tr><td>Total</td><td>8,031</td><td>100.0</td></tr></table>	Structure	Dwellings	%	Occupied private dwellings	6,308	78.5	Unoccupied private dwellings	1,721	21.4	Total	8,031	100.0									
Structure	Dwellings	%																				
Occupied private dwellings	6,308	78.5																				
Unoccupied private dwellings	1,721	21.4																				
Total	8,031	100.0																				
Dwelling structure	<p>Of occupied private dwellings within the City of Karratha, 'separate houses' made up the largest proportion of dwellings (78.5%), followed by 'semi-detached or townhouse' (14.2%) and 'flat or apartment' (1.6%).</p> <p><i>Table 6.2 Dwelling structure, Karratha LGA - Community profile, 2021</i></p> <table><tr><th>Employment</th><th>Occupied dwellings</th><th>%</th></tr><tr><td>Separate house</td><td>4,951</td><td>78.5</td></tr><tr><td>Semi-detached or town house</td><td>893</td><td>14.2</td></tr><tr><td>Flat or apartment</td><td>98</td><td>1.6</td></tr><tr><td>Other dwelling</td><td>1.5%</td><td>1.5</td></tr><tr><td>Dwelling structure not stated</td><td>34</td><td>0.5</td></tr><tr><td>Total</td><td>6,308</td><td>100.0</td></tr></table>	Employment	Occupied dwellings	%	Separate house	4,951	78.5	Semi-detached or town house	893	14.2	Flat or apartment	98	1.6	Other dwelling	1.5%	1.5	Dwelling structure not stated	34	0.5	Total	6,308	100.0
Employment	Occupied dwellings	%																				
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Dwelling structure not stated	34	0.5																				
Total	6,308	100.0																				
Dwelling tenure	<p>In 2021, of all occupied private dwellings in the City of Karratha, 60.7% were rented compared to 27.3% at the State level (Table 6.3).</p> <p>Property ownership is less common within the City with only 31.2% of occupied private dwellings being owned with a mortgage or outright, compared to 69.2% at the State level.</p> <p><i>Table 6.3 Dwelling tenure, Karratha LGA - Community profile, 2021</i></p> <table><tr><th>Tenure</th><th>Occupied dwellings</th><th>%</th></tr><tr><td>Owned outright</td><td>448</td><td>7.1%</td></tr><tr><td>Owned with a mortgage</td><td>1,518</td><td>24.1%</td></tr><tr><td>Rented</td><td>1,207</td><td>60.7%</td></tr><tr><td>Other tenure type</td><td>388</td><td>6.2%</td></tr><tr><td>Tenure type not stated</td><td>124</td><td>2.0%</td></tr><tr><td>Total</td><td>6,308</td><td>100.0</td></tr></table>	Tenure	Occupied dwellings	%	Owned outright	448	7.1%	Owned with a mortgage	1,518	24.1%	Rented	1,207	60.7%	Other tenure type	388	6.2%	Tenure type not stated	124	2.0%	Total	6,308	100.0
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Rented	1,207	60.7%																				
Other tenure type	388	6.2%																				
Tenure type not stated	124	2.0%																				
Total	6,308	100.0																				

Average number of bedrooms per dwelling	The average number of bedrooms per dwelling in the City of Karratha is 3.3 bedroom, which is the same at the State level (3.3 bedrooms).
Homelessness	<p>In 2022, 195 persons were estimated to be homeless, comprising:</p> <ul style="list-style-type: none"> • 29.7% living in other crowded dwellings • 26.2% 'severely' crowded dwellings • 13.8% who are marginally housed in caravan parks • 7.7% in tents or sleeping out. <p>This translates to a percentage of 0.7% of residents within City of Karratha, a similar rate to the State (0.6%).</p>
Housing market	
Median rent	<ul style="list-style-type: none"> • At the time of the 2021 Census, the median weekly rent in the City of Karratha was \$285 per week, compared to WA median of \$340. • More recent data from HTAG (2024) reports the current median rental (house) price – as of March 2024 - in the City of Karratha as \$904 per week, representing a 12-month increase of 25.0%. The median rent is higher compared to the median for the City of Perth (LGA) at \$724 per week.
Median sale price	<ul style="list-style-type: none"> • The median sale price of houses in the City of Karratha at March 2024 is \$583,000 (HTAG, 2024), with a 12-month increase of 2.3% • The median house price for the City of Karratha was lower however compared to the that of the City of Perth (\$1,147,000).
Median mortgage repayments	<ul style="list-style-type: none"> • At the time of the 2021 Census, the median monthly mortgage repayment for households in the City of Karratha was \$2,000 per month. This was higher compared to the median monthly mortgage repayments in WA (\$1,842).
Vacancy rate	<ul style="list-style-type: none"> • As of February 2024, the rental vacancy rate was 2.4% for Karratha (6714), indicating a low level of rental availability (Figure 3) (SQM research, 2024). <p style="text-align: center;">Residential Vacancy Rates Source: SQM Research</p>  <p>Figure 3 Vacancy Rates, Karratha</p>

8 Health and community wellbeing

Key health and community wellbeing data for the City of Karratha is summarised below.

Table 7 Key indicators – Health and wellbeing, City of Karratha, 2021

Indicator	Key finding																																																																																					
Long-term health conditions	<p>In 2021, 23.0% of the City of Karratha’s population identified as having a long-term health condition, compared to 45.2% of WA’s population. The most commonly reported health conditions were; asthma (5.4%) and a mental health condition (4.9%) (Table 7.1).</p> <p><i>Table 7.1 Type of long-term health condition, Karratha LGA - Community profile, 2021</i></p> <table><tr><th></th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Highest level of post-graduate qualifications achieved</th><th>Persons</th><th>%</th><th>Persons</th><th>%</th></tr><tr><td>Long-term health condition reported:</td><td>5,106</td><td>23.0</td><td>1,201,352</td><td>45.2</td></tr><tr><td>Arthritis</td><td>611</td><td>2.8</td><td>202,847</td><td>7.6</td></tr><tr><td>Asthma</td><td>1,201</td><td>5.4</td><td>195,300</td><td>7.3</td></tr><tr><td>Cancer (including remission)</td><td>229</td><td>1.0</td><td>72,864</td><td>2.7</td></tr><tr><td>Dementia (including Alzheimer's)</td><td>30</td><td>0.1</td><td>17,612</td><td>0.7</td></tr><tr><td>Diabetes (excluding gestational diabetes)</td><td>566</td><td>2.5</td><td>117,182</td><td>4.4</td></tr><tr><td>Heart disease</td><td>255</td><td>1.1</td><td>94,523</td><td>3.6</td></tr><tr><td>Kidney disease</td><td>77</td><td>0.3</td><td>20,352</td><td>0.8</td></tr><tr><td>Lung condition</td><td>104</td><td>0.5</td><td>42,087</td><td>1.6</td></tr><tr><td>Mental health condition</td><td>1,093</td><td>4.9</td><td>220,581</td><td>8.3</td></tr><tr><td>Stroke</td><td>52</td><td>0.2</td><td>21,573</td><td>0.8</td></tr><tr><td>Any other long-term health condition(s)</td><td>888</td><td>4.0</td><td>196,431</td><td>7.4</td></tr><tr><td>No long-term health condition(s)</td><td>13,998</td><td>63.1</td><td>1,629,249</td><td>61.2</td></tr><tr><td>Not stated</td><td>4,302</td><td>19.4</td><td>235,428</td><td>8.9</td></tr><tr><td>Total</td><td>22,199</td><td>100.0</td><td>2,660,026</td><td>100.0</td></tr></table>		City of Karratha		WA		Highest level of post-graduate qualifications achieved	Persons	%	Persons	%	Long-term health condition reported:	5,106	23.0	1,201,352	45.2	Arthritis	611	2.8	202,847	7.6	Asthma	1,201	5.4	195,300	7.3	Cancer (including remission)	229	1.0	72,864	2.7	Dementia (including Alzheimer's)	30	0.1	17,612	0.7	Diabetes (excluding gestational diabetes)	566	2.5	117,182	4.4	Heart disease	255	1.1	94,523	3.6	Kidney disease	77	0.3	20,352	0.8	Lung condition	104	0.5	42,087	1.6	Mental health condition	1,093	4.9	220,581	8.3	Stroke	52	0.2	21,573	0.8	Any other long-term health condition(s)	888	4.0	196,431	7.4	No long-term health condition(s)	13,998	63.1	1,629,249	61.2	Not stated	4,302	19.4	235,428	8.9	Total	22,199	100.0	2,660,026	100.0
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Socio-economic disadvantage	<p>The ABS (2016) produces 4 Socio-Economic Indices for Areas (SEIFA) which identify areas of relative advantage and disadvantage based on 2021 Census. The Index of Relative Socio-Economic Disadvantage (IRSD) is examined here for the City of Karratha and selected state suburbs (SSC) (Table 7.2).</p> <p>For this index:</p> <ul style="list-style-type: none">• The average for Australia is set at approximately 1,000.• A low score indicates relatively greater disadvantage in general. A high score indicates a relative lack of disadvantage in general. <p>Using 2021 data, the City of Karratha has a ISRD score of 1052, indicating the area has a relative lack of disadvantage in general compared to the standardised average of 1000. The score has improved from since 2016.</p>																																																																																					

In 2021, the LGA ranks 125 out of 139 WA Local Governments in terms of relative disadvantage experienced (there are only 14 more LGAs that experience less disadvantage).

However, the data demonstrates there are two very different socio-economic profiles within the City of Karratha, with disparity in the level of disadvantage experienced between individual suburbs:

- Roebourne has an ISRD score of 737, which worsened from its 2016 score of 774. It is in the lowest 10% (Decile 1) of ranked WA suburbs in terms of relative disadvantage experienced.
- In contrast, Baynton experiences a relative lack of disadvantage, with an ISRD score of 1085 (increasing from 1081 in 2016) and decile score of 10 (i.e., it is in the highest 10% of ranked suburbs with a relative lack of disadvantage).

Table 7.2 Index of Relative Socio-economic Disadvantage, Karratha LGA and SSCs, 2016-2021

	2016			2021		
	Score	Rank	Decile	Score	Rank	Decile
City of Karratha (LGA)	1035	117	9	1052	125	9
Perth (LGA)	1049	124	9	1040	120	9
Baynton	1081	1257	9	1085	1379	9
Nickol / Nickol West	1058	1087	8	1074	1277	9
Millars Well	1044	952	7	1067	1181	8
Pegs Creek	1021	674	5	1049	947	7
Bulgarra	1025	749	6	1041	883	6
Dampier	1083	1292	9	1094	1446	10
Wickham	1010	591	5	1051	993	7
Point Samson	1041	907	7	1035	842	6
Roebourne	774	35	1	737	39	1

Volunteering

- In 2021, the percentage of persons aged 15 years over in the City of Karratha who did unpaid volunteer work was 15.6%, compared to 15.9% in WA (Table 7.3).
- There has been a decline in volunteering levels in the from the 2016 Census where 20.7% of residents over 15 in the City of Karratha identified as being a volunteer.

Table 7.1 Voluntary work for an organisation, Karratha LGA - Community profile, 2021

	City of Karratha		WA	
	Persons	%	Persons	%
Volunteer	2,576	15.6	343,566	15.9
Not a volunteer	10,913	65.9	1,658,192	77.0
Voluntary work not stated	3,071	18.5	152,484	7.1
Total	16,560	100.0	2,154,244	100.0

Crime

- Crime has been reported as a top 4 priority by residents for the past four years as part of the City's Annual Community Survey results (2020- 2023). In 2023, survey feedback identified crime as one of the most important things the City should focus on in the next 12 months.
- Using data from WA Police, the rate of crime per 1,000 people across the City's communities is shown in Table 7.1. The population is based on the 2021 Census population.
- In FY 2022-23:
 - The rate of crime in Point Samson, Karratha and Dampier were notably lower than that of WA overall. However, the crime rate was higher than the WA average in both Roebourne and Wickham.
 - The most common offences in Karratha was 'Stealing' (220 offences), followed by property damage (76 offences) and Drugs (60 offences).

Table 7.1 Crime rate, City of Karratha, various towns, FY 2022-23

Town	FY 2022-23	
	No. of Offences	Crime rate (per 1,000 persons)
Point Samson	12	48.2
Karratha	571	33.6
Roebourne	400	373.8
Dampier	53	41.4
Wickham	222	110.1
WA	273,524	102.8

Source: Crime Statistics, WA Police Force, 2024

- Since FY 2015-2016, there has been a two-fold increase in family assault offences in Karratha (Figure 4).

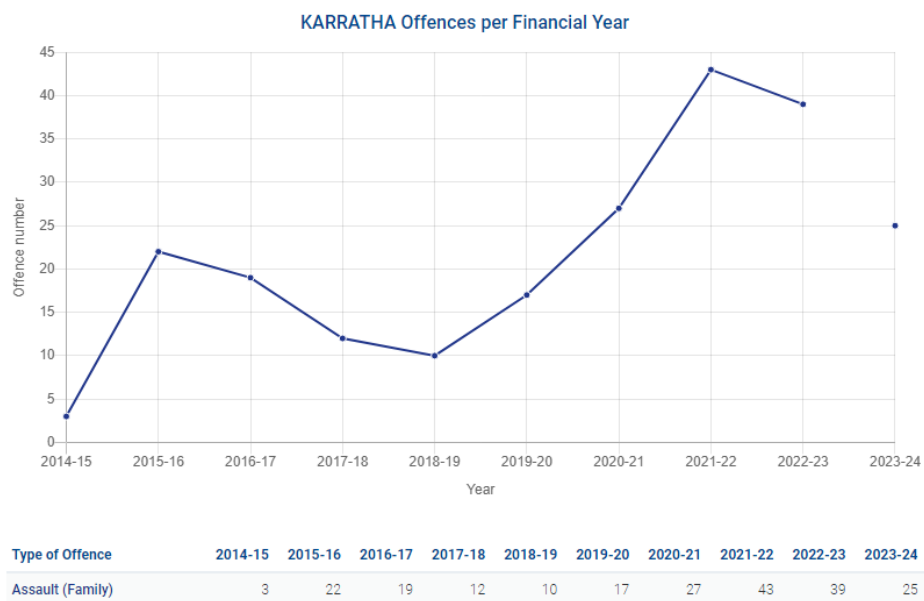


Figure 4 Karratha – Family Offences, selected financial years

9 Environment

Key environment data for the City of Karratha is summarised below.

Table 8 Key indicators – Environment, City of Karratha, 2021

Indicator	Key finding																																																	
Method of travel	On the day of the 2021 Census, the most common method of travel to work in the City of Karratha was by car as a driver (67.2%) which is higher than in WA (62.1%) (Table 8.1).																																																	
	<i>Table 8.1 Method of travel to work (top responses) on day of Census, Karratha LGA - Community profile, 2021</i>																																																	
	<table><tr><th rowspan="2">Response</th><th colspan="2">City of Karratha</th><th colspan="2">WA</th></tr><tr><th>Dwellings</th><th>%</th><th>Dwellings</th><th>%</th></tr><tr><td>Car, as driver</td><td>7,475</td><td>67.2</td><td>810,960</td><td>62.1</td></tr><tr><td>Car, as passenger</td><td>752</td><td>6.8</td><td>60,341</td><td>4.6</td></tr><tr><td>Walked only</td><td>378</td><td>3.4</td><td>28,115</td><td>2.2</td></tr><tr><td>Bus</td><td>355</td><td>3.2</td><td>37,489</td><td>2.9</td></tr><tr><td>Truck</td><td>70</td><td>0.6</td><td>7,717</td><td>0.6</td></tr><tr><td>Did not go to work</td><td>1,279</td><td>11.5</td><td>152,794</td><td>11.7</td></tr><tr><td>Worked at home</td><td>279</td><td>2.5</td><td>98,289</td><td>7.5</td></tr></table>	Response	City of Karratha		WA		Dwellings	%	Dwellings	%	Car, as driver	7,475	67.2	810,960	62.1	Car, as passenger	752	6.8	60,341	4.6	Walked only	378	3.4	28,115	2.2	Bus	355	3.2	37,489	2.9	Truck	70	0.6	7,717	0.6	Did not go to work	1,279	11.5	152,794	11.7	Worked at home	279	2.5	98,289	7.5					
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<i>Note: Respondents had the option to report up to three methods of travel to work on the day of the Census.</i>																																																		
Number of motor vehicles per dwelling	In 2021, 43.9% of dwellings in the City of Karratha had two registered motor vehicles, compared to 39.1% at the State level. The number of dwellings in the City of Karratha with 3 registered motor vehicles (17.2%) was also higher compared to the WA average of 13.3%.																																																	
	<i>Table 8.2 Number of registered vehicles, Karratha LGA - Community profile, 2021</i>																																																	
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APPENDIX B – Review of SCP Benchmark Documents

Comparison of Strategic Community Plans					
Local Government		Brisbane City Council			
Document Title		Brisbane Vision 2031			
First impression	Document is crisp, clean, visually appealing, use of images, graphic design, big text. Great use of white space.				
Length	40 Pages				
Content Sections	- Explains what the document 'Brisbane Vision' is (strategic planning document) - Strategic framework is explained at the back of the document - How Council delivers for Brisbane'				
Vision	Explains what is 'The Vision for Brisbane' through use of descriptive paragraphs painting a mental picture of the future.				
Points of Difference	- Outlines 'What they have done since 2006?' that fits under each of their current aspirations - Includes 'call to actions' for community under each aspiration by writing 'How can the community contribute?' - this would help residents feel ownership over the plan as well				
Roles	Explains Council's role is not always to deliver Provider Funder Regulator Partner Facilitator Advocate Roles are identified moving forward in the document (against identified actions) by use of icons.				
Targets	Includes Targets under each theme, target is mostly always a measurable eg) bus network will exceed 1700km				
Alignment with City of Karratha's Strategic Community Plan Themes					
		Our Community Inclusive and Engaged To activate safe, healthy and liveable communities	Our Economy Well Managed and Diversified To attract diverse and sustainable business and employment opportunities	Our Environment Thriving and Sustainable To protect our natural and built environment	Our Leadership Proactive and Accountable To provide accessible, transparent and responsive leadership
Brisbane City Council 'Aspirations' & 'Themes'	Our accessible, connected city				
	Our active, healthy city	✓			
	Our clean, green city			✓	
	Our friendly, safe city	✓			
	Our New World City				
	Our smart, prosperous city				
	Our vibrant, creative city				
	Our well-designed, subtropical city			✓	
Imagery					

How can the community contribute?

- Residents, workers, students and visitors can choose to walk, cycle or use public transport as part of their everyday travel around Brisbane.
- Parents can encourage their children to take up walking and cycling from an early age.
- Everyone should share the road in a safe, considerate manner.
- Businesses can support flexible work hours and working from local business hubs or home.
- Businesses can provide end-of-trip facilities such as showers, ironing equipment and bike parking to encourage staff to walk or ride to work.




















































































Targets

Council will be compliant with the Disability Discrimination Act 1992 across its bus and CityCat networks by 2022.

By 2031

- The number of walking, cycling or public transport trips will increase compared to 2011.
- The majority of peak-hour trips to the CBD will be by public and active transport.
- Travel times and trip reliability across the city will be maintained or improved compared to 2011.
- Brisbane's bikeway network will exceed 1700 kilometres.
- Bus patronage will reach a target of 120 million annually.
- All Council-managed facilities will be accessible and functional for all.
- The carbon intensity of the bus fleet (tonnes of carbon released / kilometre travelled) will decrease compared to 2013.

ASPIRATION	Brisbane is an accessible city for everyone. Residents, workers, students, visitors and business people can move easily throughout the city.	  
	Road, public transport and active transport networks provide safe, efficient, fast and reliable travel options throughout the city. These networks help deliver economic benefits to Brisbane and support our growing community and changing economy.	   
	There is equitable access to high-quality, inter-connected public transport services that move throughout Brisbane. These services are affordable, offer good customer service and are frequent, reliable and safe.	   
	Brisbane has a modern, efficient and connected bus network with reliable services to work, schools and community activity centres.	   
	Local community and public transport options provide equitable access for an ageing community and people with a disability.	   
	Brisbane River transport offers an enjoyable way for people to travel to work, study and leisure activities.	  
	Active travel is an easier choice for more people. People enjoy being able to walk and ride via connected links to destinations such as schools, businesses, shops, libraries, parks and public transport. Pathways are well-maintained, shaded, well-lit and safe.	   
	End-of-trip facilities are provided to make walking, cycling and multimodal trips a convenient travel option.	   
	Freight moves easily and efficiently around Brisbane, using dedicated corridors to service key industry and logistic destinations.	   
	Brisbane is connected to Asia and the rest of the world by a world-class seaport and airport, for business, tourism and freight.	   
A variety of local services, businesses, community hubs and development will be located near public and active transport networks.		   
                                      		

PROVIDER FUNDER REGULATOR PARTNER FACILITATOR ADVOCATE

Comparison of Strategic Community Plans					
Local Government		City of Parramatta			
Document Title		Community Strategic Plan			
First impression	Clean, crisp, good use of colour palette, colours are accessible and easy on the eyes to read. Good use of graphics to reduce words and make it interesting to read.				
Length	35 pages				
Content Sections / Inclusions	Recognition of Traditional Owners Lord Mayor Message Parramatta's History Parra's role in Sydney Demographics How they plan - strategic planning framework Developing the plan - how they engaged community (attendee numbers etc)				
Vision	<p>Our Vision - Sydney's Central City: sustainable, liveable and productive - inspired by our communities"</p> <p>Further details four areas of the vision - Sustainable, Liveable, Productive, Leading - through descriptive paragraphs, explaining what it means to them.</p>				
Points of Difference	<p>- Includes detail on how non-english speakers can access interpretation document</p> <p>- Highlights some specific 'City transformational projects' upcoming for the City, 'once in a generation' standard</p> <p>- Explains the approach Council take with 'Formal' and 'Informal' partnerships</p> <p>- Aligning common goals, demonstrates via icons how their Goals align with:</p> <ul style="list-style-type: none">• NSW Premier Priorities• Central City District Plan Directions (Defined by the Greater Cities Commission)<ul style="list-style-type: none">• Resilient Sydney Strategy Directions• United Nations Sustainable Development Goals				
Roles	Deliver Partner Advocate				
Targets	Goals are presented in tables, limited use of paragraphs. Identifies the key partners for the goals. See image further below.				
Alignment with City of Karratha's Strategic Community Plan Themes					
		Our Community Inclusive and Engaged To activate safe, healthy and liveable communities	Our Economy Well Managed and Diversified To attract diverse and sustainable business and employment opportunities	Our Environment Thriving and Sustainable To protect our natural and built environment	Our Leadership Proactive and Accountable To provide accessible, transparent and responsive leadership
City of Parramatta Community Strategic Plan Goals	Fair We can all benefit from the opportunities our City and neighbourhoods offer	✓			
	Accessible We can all take part and get to where we want to go	✓			
	Welcoming We foster belonging and celebrate culture and diversity				
	Green We value our environment			✓	
	Thriving We are a noation-leading City with propering communities and Industries		✓		✓
	Innovative We champion new ideas to create a better future				
	<div><div><div>City of Parramatta CSP Goals</div><div><div>Fair</div><div>Accessible</div><div>Welcoming</div><div>Green</div><div>Thriving</div><div>Innovative</div></div><div><div>NSW Premier's Priorities</div><div>Bumping up education results for children</div><div>Increasing the number of Aboriginal young people reaching their learning potential</div><div>Protecting our most vulnerable children</div><div>Increasing permanency for children in out-of-home care</div><div>Reducing domestic violence reoffending</div><div>Reducing recidivism in the prison population</div><div>Reducing homelessness</div><div>Improving service levels in hospitals</div><div>Improving outpatient and community care</div><div>Towards zero suicides</div><div>Greener public spaces</div><div>Greening our city</div><div>Government made easy</div><div>World class public service</div><div>Central City District Plan Directions (As defined by the Greater Cities Commission)</div><div>A Collaborative city</div></div></div></div>				
	<div><div><div>3.04</div><div>A global outlook</div><div>United Nations Sustainable Development Goals</div><div><div>In 2015, Australia was one of 193 countries to commit to action on the United Nations (UN) Sustainable Development Goals (SDGs) by 2030.</div><div>The 17 Goals provide a shared blueprint for peace and prosperity for people and the planet, now and into the future, and will require partnership from all sectors of society – including government, business, individuals and organisations.</div><div>As an Australian and global city, we, our partners and community all have a role to play in achieving these Goals. This Community Strategic Plan demonstrates our plan to support the SDGs relevant to our City.</div></div><div><div>City of Parramatta CSP Goals</div><div>UN Sustainable Development Goals</div><div><div>FAIR</div><div><div>1</div><div>No Poverty</div></div><div><div>3</div><div>Good Health</div></div><div><div>4</div><div>Quality</div></div><div><div>5</div><div>Gender</div></div></div></div></div></div>				

Imagery

A City supported by infrastructure	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
A city for people	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Housing the city	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
A city of great places	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
A well connected city	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Jobs and skills for the city	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
A city in its landscape	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
A resilient city	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
An efficient city	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

	NO Poverty	Good Health and Well-being	Quality Education	Gender Equality
	<div><div></div><div>10</div></div> <div>Reduced Inequalities</div>	<div><div></div><div>16</div></div> <div>Peace, Justice and Strong Institutions</div>	<div><div></div><div>17</div></div> <div>Partnerships for the Goals</div>	
ACCESSIBLE	<div><div></div><div>3</div></div> <div>Good Health and Well-being</div>	<div><div></div><div>10</div></div> <div>Reduced Inequalities</div>	<div><div></div><div>11</div></div> <div>Sustainable Cities and Communities</div>	



FAIR

4.02

We can all benefit from the opportunities our City and neighbourhoods offer.

As the City of Parramatta grows economically, our people must also be supported with the same investments to grow. We want everyone in our community to benefit from our City's growth and prosperity. The intensity of growth and investment in the City of Parramatta will

create many opportunities for a new and more diverse mix of high-quality housing, jobs and infrastructure. For Council, our growing population and stronger rates base means an increased capacity to improve the lives of our community by addressing inequality and providing more

resources to upgrade and expand essential services and facilities. Council is committed to ensuring all members of our community can participate in the City of Parramatta's bright future.



Community Strategic Plan
2018 – 2038

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Community Outcomes	Strategic Actions	Council's role
F.1 Our spaces and facilities meet our needs and support health and wellbeing	F.1.1 Facilitate equitable provision of quality public spaces, community infrastructure and services that enhance community health, wellbeing and resilience.	<div><div></div><div>P</div></div>
F.2 Our City is a destination for educational excellence, where everyone is supported to reach their full potential	F.2.1 Provide education, learning and volunteering opportunities that enable people to grow and contribute to the community.	<div><div></div><div>P</div><div>A</div></div>
F.3 Everyone has a place to live that meets their needs	F.3.1 Plan and advocate for quality housing options, including affordable housing, that support the needs of our diverse community through all life stages.	<div><div></div><div>P</div><div>A</div></div>
F.4 Everyone can have a say and contribute to their community	F.4.1 Provide opportunities for everyone to share their perspectives, be heard, and influence decision-making processes. F.4.2 Deliver effective, responsible, and ethical City leadership, and responsible financial management, reflective of community needs and aspirations.	<div><div></div><div>P</div></div> <div><div></div><div>P</div></div>

Outcome	Indicator	Target
F.1	Mean of community satisfaction rating of Council facilities.	Maintain or increase on previous year.
F.2	Community sentiment regarding the degree to which our city provides opportunities for people of all ages to learn and develop skills at any age.	Increase on previous results.
F.3	Percentage of households living in housing stress (includes rental and mortgage stress).	Decrease on 2016 baseline.
F.4	Community satisfaction with the opportunity to have your say on key issues affecting community.	Maintain or increase on previous year.

Key Partners

Ⓢ Committee for Sydney	Ⓢ NSW Department of Communities and Justice	Ⓢ NSW Health
Ⓢ Greater Cities Commission	Ⓢ NSW Department of Planning and Environment	Ⓢ Western Sydney Community Forum
Ⓢ NSW Department of Education		

UN Sustainable Development Goals

<div><div></div><div>1</div></div> <div>No Poverty</div>	<div><div></div><div>3</div></div> <div>Good Health and Well-being</div>	<div><div></div><div>4</div></div> <div>Quality Education</div>	<div><div></div><div>5</div></div> <div>Gender Equality</div>	<div><div></div><div>10</div></div> <div>Reduced Inequalities</div>	<div><div></div><div>16</div></div> <div>Peace, Justice and Strong Institutions</div>	<div><div></div><div>17</div></div> <div>Partnerships for the Goals</div>
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RETURN TO CONTENTS

Part 4
Our Plan

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Roles	Kept simple <ul style="list-style-type: none">• Deliver• Advocate• Partner																																																
Targets	Use terminology of 'Target or Desired Trend' Target is generic, identified as either 'Increase or Decrease' or slightly more specific such as '50% increase' Doesn't provide a baseline from what they are measuring the increase or decrease from though.																																																
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Councils Strategic Objectives	Economy of the future		✓																																														
	Safety and wellbeing	✓																																															
	Access and affordability																																																
	Climate and biodiversity			✓																																													
	Aboriginal Melbourne																																																
	Melbourne's unique identity and place																																																
Imagery	<div><div><div>MELBOURNE'S UNIQUE IDENTITY AND PLACE</div><div>Over the next four years we will celebrate and protect the places, people and cultures that make Melbourne a unique, vibrant and creative city with world-leading liveability.</div><div>Our priorities<ul style="list-style-type: none">• Our environment, parks and waterways are protected, restored and managed well.• Our built, natural and cultural heritage is protected.• New buildings, streets and spaces exhibit design excellence to create sustainable and enduring places and our renewal areas are emerging as high-quality inner-city precincts.• Melbourne's diverse communities are celebrated. ♥• Melbourne's creative, entertainment and education sectors are supported and nurtured.</div><div>How we'll measure progress<table><tr><th>INDICATOR</th><th>TARGET OR DESIRED TREND</th></tr><tr><td>Proportion of residents within 300m of public open space.</td><td>Increase</td></tr><tr><td>Proportion of people surveyed who visit a 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Infrastructure Framework• Climate Change Adaptation Strategy ♥• Climate Change Mitigation Strategy to 2050 ♥• Community Infrastructure Development Framework• COVID-19 Reactivation and Recovery Plan: City of the Future ♥• Creative Strategy• Disability Access and Inclusion Plan ♥• Economic Development Strategy• Green our City Strategic Action Plan ♥• Heritage Strategy• Municipal Integrated Water Management Plan• Music Plan• Nature in the City ♥• Open Space Strategy ♥• Reconciliation Action Plan ♥• Resilient Melbourne ♥• Skate Plan ♥• Start-up Action Plan• Transport Strategy 2030 ♥• Urban Forest Strategy ♥• Waste and Resource Recovery Strategy 2030 ♥</div><div>Place-based structure plans and master plans<ul style="list-style-type: none">• Arden-Macaulay Structure Plan• City North Structure Plan• Docklands Community and Place Plan• Docklands Public Realm Plan• Docklands Waterways Strategic Plan• Maribyrnong Waterfront – A Way Forward• Melbourne Innovation Districts Opportunities Plan• Moonee Ponds Creek Strategic Opportunities Plan• Queen Victoria Market Precinct Renewal Master Plan• Southbank Structure Plan• West Melbourne Structure Plan• Yarra River – Birrarung Strategy</div><div>Public space master plans<ul style="list-style-type: none">• Carlton Gardens Master Plan• Domain Parklands Master Plan• Fawkner Park Master Plan• Fitzroy Gardens Master Plan• Flagstaff Gardens Master Plan• Lincoln Square Concept Plan• Princes Park Master Plan• Royal Park Master Plan• University Square Master Plan</div><div>Urban forest precinct plans<ul style="list-style-type: none">• Carlton Urban Forest Precinct Plan• Central City Urban Forest Precinct Plan• Docklands Urban Forest Precinct Plan• East Melbourne Urban Forest Precinct Plan• Fishermans Bend Urban Forest Precinct Plan• Kensington Urban Forest Precinct Plan• North and West Melbourne Urban Forest Precinct Plan• Parkville Urban Forest Precinct Plan• South Yarra Urban Forest Precinct Plan• Southbank Urban Forest Precinct Plan</div><div>Major streetscape master plans<ul style="list-style-type: none">• City Road Master Plan• Elizabeth Street Strategic Opportunities Plan• Southbank Boulevard and Dodds Street Concept Plan</div></div><div>Major initiatives<table><tr><th>MAJOR INITIATIVE</th><th>COUNCIL'S ROLE</th></tr><tr><td>Partner with the Victorian Government and other stakeholders to deliver specific components of Greenline along the north bank of the Yarra River (including the implementation of the Yarra River – Birrarung Strategy). ♥</td><td>Deliver Partner</td></tr><tr><td>Protect Queen Victoria Market as a traditional open-air market, through heritage restoration and the provision of essential services and facilities that enhance the customer and trader experience, including projects such as the Shed Restoration, Food Hall, Trader Shed, Market Square, waste and logistics facility and future developments to the south of the market. ♥</td><td>Deliver</td></tr><tr><td>Deliver Queen Victoria Market 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Comparison of Strategic Community Plans					
Local Government		City of Vincent			
Document Title		Community Strategic Plan			
First impression	Not as much use of infographics as others, slightly less engaging to the eye to read through. Less detail around each of their Objectives compared to other LGs.				
Length	28 pages				
Content Sections	<ul style="list-style-type: none">• Acknowledgement of country<ul style="list-style-type: none">• Mayor's Message• Community Engagement summary - detailed through dots points of the methods, dates they occurred, results (number of surveys done, emails received etc).<ul style="list-style-type: none">• Introduces the document, its continuation from previous 2022-2032 document• Acknowledges previous projects / strategies that have got their planning /development where it is to date<ul style="list-style-type: none">• Explains strategic planning and reporting framework - (<i>fairly limited explanation, not the best</i>)• <i>Demographic make up of Vincent</i>				
Vision	Vision sentence. In 2032, the City of Vincent is a leafy and vibrant 24-hour city, which is synonymous with quality design and sustainability. Its diverse population is supported in their innovatice endeavours by a council that says YES!				
Points of Difference	<div><div><div>KEY RISKS AND OPPORTUNITIES</div><p>The community identified the following risks and opportunities that would hinder or help Vincent to achieve its vision.</p><p>RISKS</p><ul style="list-style-type: none">• Not being responsive enough to climate change and sustainable practices.• People not being able to efficiently travel within or through Vincent.• Creating places that are not safe for people to live, work and enjoy.<p>OPPORTUNITIES</p><ul style="list-style-type: none">• Improving the sense of place through built form, art and activation.• Supporting the local economy.• Embracing sustainable practices to minimise impacts on the environment.</div><div><p>• Details the vision statement but then also includes 'additional feedback confirms that the community wants us to be a Council and Organsation that: - then lists all the additional things, such as "is cleaver, creative and courageous"</p><p>These things hint to the Values and approach they want to see taken to decision making</p><p>Risks and Opportunities - identified by community, risks and opportunities that would hinder or help Vincent achieve their vision.</p></div></div> <p>'•Transport is considered in their demographic section</p>				
Roles	Doesn't speak to or break down Council's role in different deliverables				
Targets	No targets included in the document. It does reference 'Outcomes' which are specific in some areas (e.g Powerlines are underground). Strategies are identified under each 'Priority' which they see will work to help achieve the priority.				
Alignment with City of Karratha's Strategic Community Plan Themes					
		Our Community Inclusive and Engaged To activate safe, healthy and liveable communities	Our Economy Well Managed and Diversified To attract diverse and sustainable business and employment opportunities	Our Environment Thriving and Sustainable To protect our natural and built environment	Our Leadership Proactive and Accountable To provide accessible, transparent and responsive leadership
City of Vincent's Priorities	Enhanced Environment Natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.			✓	
	Accessible City We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.	✓			
	Connected & Healthy Community We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.	✓			
	Thriving Places Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.	✓		✓	
	Sensitive Design Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality develo[pments that respect to specific local circumstances.			✓	
	Innovative & Accountable The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organsation that manages resources well, communicates effectively and takes our stewardship role seriously.				✓



ACCESSIBLE CITY

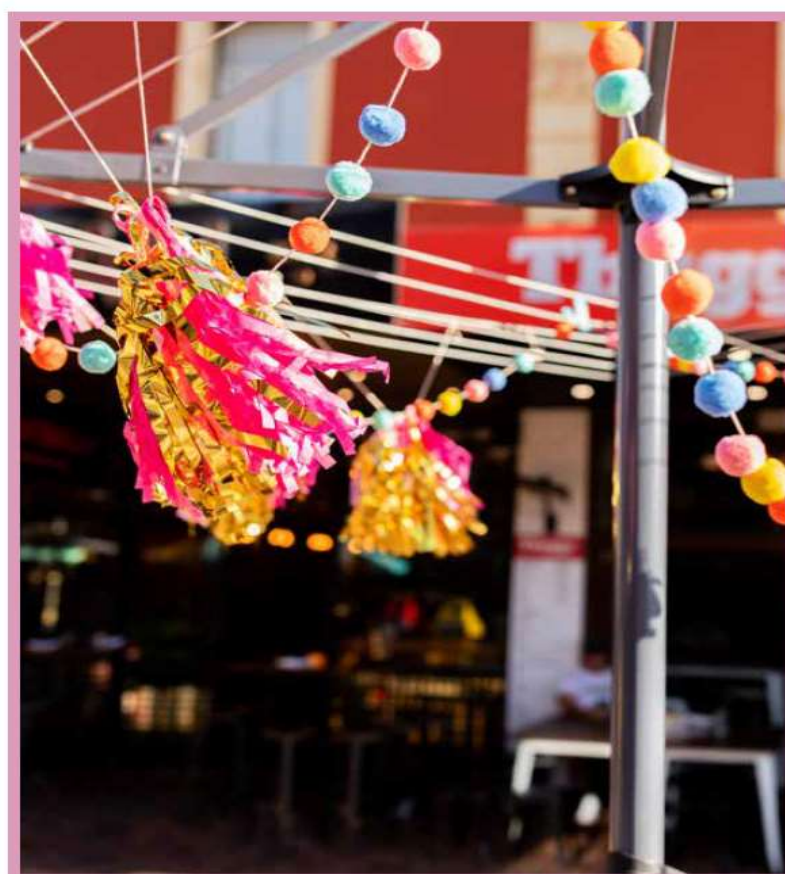
We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

Outcomes:

- Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use.
- We have better integrated all modes of transport and increased services through the City.
- We have embraced emerging transport technologies.

We will achieve these outcomes through implementing the actions of the following strategies and plans:

- Accessible City Strategy 2020 – 2030
- Precinct Parking Management Plan
- Car Parking Strategy
- Public Health Plan 2020 – 2025
- Access and Inclusion Plan 2022 – 2027



THRIVING PLACES

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

Outcomes:

- We are recognised as a local government that supports local and small business.
- Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.
- We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.
- Efficiently managed and maintained City assets in the public realm.
- Art, history and our community's living cultures are evident in the public realm.

We will achieve these outcomes through implementing the actions of the following strategies and plans:

- Thriving Places Strategy*
- Safer Vincent Plan 2019 – 2022
- Volume 02 North Perth Town Centre Place Plan
- Volume 03 Mt Hawthorn Town Centre Place Plan
- Volume 04 Leederville Town Centre Place Plan
- Volume 05 Beaufort Street Town Centre Place Plan
- Volume 06 William Street Town Centre Place Plan*
- Volume 07 Pickle District Place Plan
- Volume 08 Claisebrook Town Centre Place Plan*

**Strategy or plan under development at the time of publication.*

APPENDIX C –Review of State Government Plans

Legislative Requirements of Strategic Community Plans

Local Government Act 1995 - Local Government (Administration) Regulations 1996

19C. Strategic community plans, requirements for (Act s. 6.56)

1	A local government is to ensure that a strategic community plan is made for its district in accordance with the regulation in respect of each financial year after the financial year ending 30 June 2013.
2	A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.
3	A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district. <div style="text-align: center;"> Vision Aspirations Objectives </div>
4	A local government is to review the current strategic community plan for its district at least once every 4 years.
5	In making or reviewing a strategic community plan, a local government is to have regard to: the capacity of its current resources and the anticipated capacity of its future resources; and strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and demographic trends
6	Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.
7	A Council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications. <i>* Absolute majority required.</i>
8	If a strategic community plan is, or modifications of a strategic community plan are, adopted by the Council, the plan or modified plan applies to the district for the period specified in the plan.
9	A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
10	A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

Department of Local Government and Communities
Integrated Planning and Reporting - Advisory Standards
September 2016

The State Government's Integrated Planning and Reporting (IPR) Framework and Guidelines is supported by Advisory Standards which outline the minimum requirements to meet their obligations under the IPR. The 'Advisory Standards' outline Achieving, Intermediate and Advanced standards of IPR performing. Local Governments should be moving steadily through the Standards, on a pathway of continuous improvement.

Achieving Standard		Intermediate Standard		Advanced Standard	
Council has adopted a Strategic Community Plan that meets all of the regulatory requirements	✓	The SCP connects most of the activities and services that are delivered by the LG with the community's vision, aspirations and objectives	✓	The SCP meets Achieving and Intermediate Standards	X
The local government has a community engagement policy or strategy	✓	The SCP takes into account a range of relevant external factors, including relevant plans of State and Commonwealth agencies	X	The SCP connects all of the activities and services that are delivered by the LG with the community's vision, aspirations and objectives	X
Community engagement involves at least 500 or 10% of community members, whichever is fewer, and is conducted by at least 2 documented mechanisms.	✓	Community Engagement involves more than the minimum number of community members as provided for in the Achieving Standard, is inclusive and uses more than the minimum number of documented mechanisms that apply in Achieving Standard	X	The SCP demonstrates effectiveness in achieving community objectives	X
A Strategic Review is undertaken every two years, alternating between a Minor Strategic Review and a Major Strategic Review.	✓				

Alignment with City of Karratha's Strategic Community Plan Themes

		Our Community Inclusive and Engaged To activate safe, healthy and liveable communities	Our Economy Well Managed and Diversified To attract diverse and sustainable business and employment opportunities	Our Environment Thriving and Sustainable To protect our natural and built environment	Our Leadership Proactive and Accountable To provide accessible, transparent and responsive leadership
Department of the Premier and Cabinet Strategic Plan 2023 - 2026 <i>Leading a Connected WA Government</i>	Policy Direction We lead whole-of-Government policy analysis, development and innovation.				✓
	Strategic Partnership We partner with key stakeholders to extend the impact of the public sector				✓
	Service Delivery We create the conditions for a strong, accountable government.				✓

Alignment with City of Karratha's Strategic Community Plan Themes

		Our Community Inclusive and Engaged To activate safe, healthy and liveable communities	Our Economy Well Managed and Diversified To attract diverse and sustainable business and employment opportunities	Our Environment Thriving and Sustainable To protect our natural and built environment	Our Leadership Proactive and Accountable To provide accessible, transparent and responsive leadership
Pilbara Development Commission Strategic Plan 2023 - 2025	Regional Liveability	✓			
	Economic development, diversification and innovation		✓		
	Aboriginal empowerment and prosperity				
	Climate resilience and low carbon transition				
	Organisational excellence				