



Strategic Community Plan

2018 – 2028

“A diverse community thriving in a vast landscape that offers a world of opportunity and rich heritage and culture.”



Shire of **EAST**
Pilbara
AUSTRALIA'S LARGEST SHIRE





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Imagine how exciting it would be if we were able to see into the future? If we saw something damaging we could make plans to ensure calamity didn't occur. Alternatively, if we saw visions that were positive we would endeavour to make the right plans to ensure they come to fruition. Interestingly in both situations, despite being able to see what is ahead, the process of planning and preparation is still a crucial undertaking irrespective of the certainty of the future.

The Community Strategic Plan is not a magical document that looks into the future but a shrewd vision and carefully planned document that lays the ground work for taking the Shire into 2028. We have brought this document together by gathering information and feedback from the people and organisations that live and work in the East Pilbara and know this region better than anyone else. Crucially, it is updated every two years to reflect varying changes and to remain as up to date as possible.

Recognising our responsibility to provide a foundation and legacy for future generations we have developed this document to be utilised by our Council to guide decision making for the next 10 years. But we also believe this plan highlights everyone's responsibility to work together – our community, community organisations as well as our stakeholders and other government agencies to bring this plan to a reality.

Lynne Craigie
Shire President

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The Shire of East Pilbara is an extraordinary place. It's where the desert meets the sea and is known around the world for its rugged beauty, red earth, and vast mineral deposits.

The East Pilbara is also a great place to live, full of ideas, and growing development and a fantastic community that we aim to continually improve and modernise.

You may be asking, "What is a Strategic Community Plan?" Well, it's a plan that sets out our vision and aspirations and provides a clear strategic direction for the Shire over the next 10 years and beyond, updated and reviewed every two years. But importantly, this plan is a product of a process that our community participated in. Through consultation with our community we have captured their views and thoughts about the East Pilbara and how they want it to look in the future. It is a product of many parts, such as the diverse views, needs, wants and expectations of the community and our key stakeholders, all of which have combined to create our shared vision.

So by working together with key stakeholders and the broader community, we now have a Strategic Community Plan that is a key component of our integrated planning framework that will guide the Shire of East Pilbara now and into the future.

It would not have been possible to develop such an important and wide-ranging document without the significant contribution the Shire received from our community. Thank you for participating in this process through the completion of the community survey, attendance at the council meetings and communication with Councillors and Shire staff at our monthly Councillor Meet and Greet events. With a future direction and focus identified, the Shire is confident that we can address the constant challenges that are inevitable, not just in the Pilbara region, but in the competitive and changing world in which we live.

I invite you all to read this document and encourage you to help shape the future of the Shire of East Pilbara.

Jeremy Edwards
Chief Executive Officer



The Shire of East Pilbara is the largest local government area in the Southern Hemisphere and services the towns of Newman, Marble Bar and Nullagine. The Shire also contains a number of Aboriginal communities including Jigalong, Punmu, Parmngurr and Kunawarritji.

KEY STATISTICS

Population:	10,952 (ABS 2016)
Demographics:	Median age: 33.6 (ABS, 2016)
Main employing industry:	Mining (56.6%)
Unemployment rate:	2.1% (ABS, 2011) which has increased to approximately 3.1% (ABS, 2016)
Geographic area:	372,309km ²
Rent/Mortgage payments:	Average monthly household rental: \$607; Average monthly household mortgage payment: \$1,056 (ABS, 2016)
Average household size (number of persons):	3 (ABS, 2016)
Housing tenure:	Owned outright: 11.4%; Owned with a mortgage 2.6%; Rented: 56.8%; Being occupied rent free: 8.5% (ABS, 2016)

THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is shown in the diagram below. Its purpose is to ensure integration of community priorities into strategic planning for Councils, in addition to delivering the objectives that have been set from these priorities.

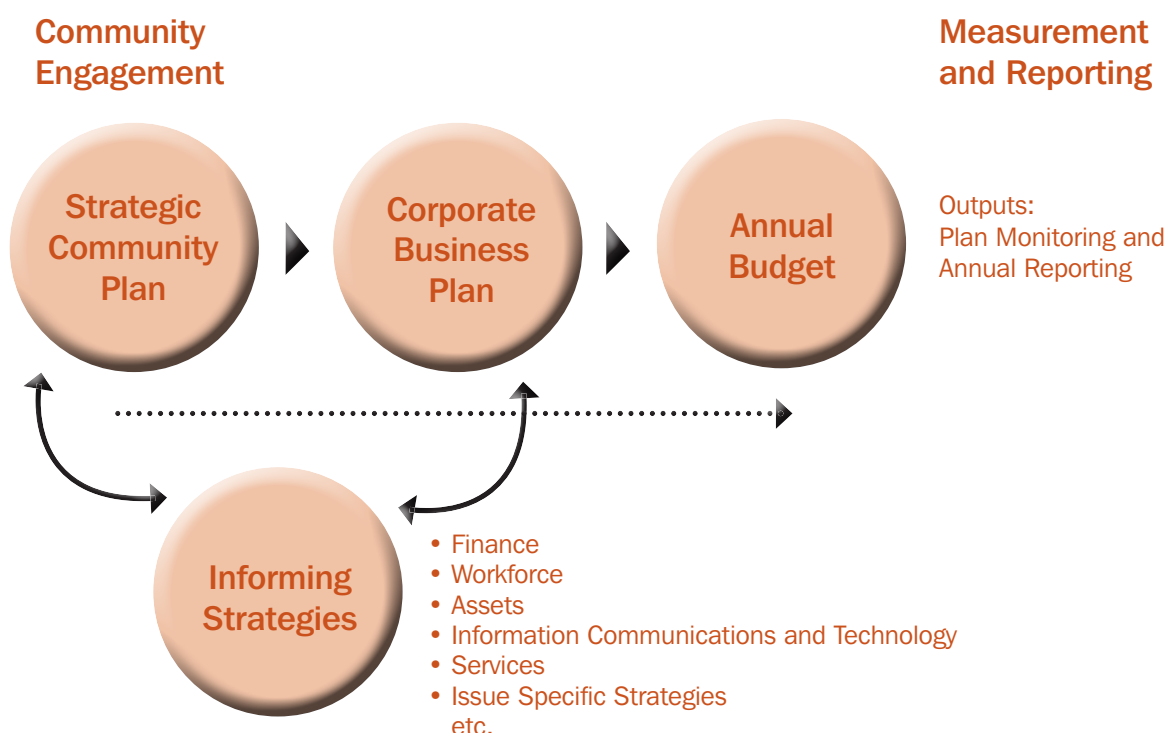
Specifically, the Framework sets out the requirements for three levels of integrated strategic planning:

- Level 1: Strategic Community Plan (10+ years);
- Level 2: Corporate Business Plan (4+ years); and
- Level 3: Operational Plans (1 year).

The Plan articulates the community's vision and priorities for the future and shows how the Council intend to make progress over a ten-year period. The Plan is reviewed every two years. The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

Detailed implementation for the next four years is covered in the Corporate Business Plan. The “Informing Strategies” – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The Annual Budget aligns to the one-year Operational Plan, that year's “slice” of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.



Elements of Integrated Planning and Reporting Framework

How our Strategic Plan was developed

The Shire of East Pilbara conducted the major review of its Strategic Community Plan in the following stages:

- Research was conducted to determine trends, issues and impacts; and
- Community consultation was undertaken
- The plan was refined with Council to develop the outcomes, objectives and strategies needed to achieve the overall vision.
- Council endorsed the plan before going out for public comment.
- Final adjustments will be made to the plan before going to Council for adoption

Community Consultation

The Shire of East Pilbara is committed to engaging the community to effectively inform and guide the Council's planning and decision-making. Councillors are elected to make decisions on behalf of their communities; however, community engagement is essential to help the Council make sound and informed decisions.

Community consultation and engagement is an essential element of any Strategic Community Plan review to ensure that the plan considers and incorporates community aspirations, values and suggestions. The Shire carried out community consultation (with the help of consultants) during December 2017 and January 2018.

Consultation methods used included:

- Online engagement tools, including visual diary exercise and a Facebook page (over 350 active members);
- Face to face meetings with community and sporting groups, business and indigenous representatives, Shire interagency group and high school students (approx. 160 people);
- Listening posts in Newman, Marble Bar and Nullagine;
- Ad hoc face to face interviews with members of the residential and business communities;
- Primary school student drawing competition in Newman and Nullagine – “future” drawings.

The full Community consultation report is available on request from the Shire of East Pilbara.



How our Strategic Community Plan is used

This Strategic Community Plan articulates the Shire's and its community's vision for our future, by harnessing the community's values and aspirations that inform the strategic directions the Shire takes in delivering its future planning, projects and services.

Our Strategic Community Plan will influence how we as a Shire support and service our communities and it provides the foundation for other planning undertaken by the Shire.

The Shire intends to utilise the Strategic Community Plan to do the following:

- Guide Council decision-making
- Inform and target the allocation of resources
- Guide local planning initiatives
- Inform potential partners and investors of the ways in which we want to grow and develop
- Engage industry, businesses, government agencies, non-government organisations, community groups and residents in various ways to contribute to the Shire's future
- Form mutually beneficial partnerships with other organisations
- Monitor progress against our vision and priorities.

Five Key Result Areas have been developed that cover the key aspects of community life, these being - Economic; Social; Built Environment, Natural Environment and Governance. Desired Outcomes, Objectives and Strategies have been set after considering the capacity of the Shire's current resources and anticipated future capacity along with the demographic trends. We have also articulated how we will measure the success in addressing the Key Result Areas.

In summary our Strategic Community Plan is comprised of the following:

VISION

A descriptive statement of the future desired position for the Shire of East Pilbara

KEY RESULT AREAS (KRA)

Strategic Priority 1: Economic

Strategic Priority 2: Social

Strategic Priority 3: Built Environment

Strategic Priority 4: Natural Environment

Strategic Priority 5: Governance

Within each of the key result areas are the following elements to give the overall blueprint for the Shire:

Key Themes

Major themes from community, councillor and manager feedback.

Outcomes

The desired end result(s) of the KRA.

Objectives

What we are trying to put in place and achieve.

Strategies

High-level statements about how we will achieve the objectives.

Measures

Specific data that will allow us to see how well we have implemented the Strategic Community Plan.

Projects

Major projects designed to meet the key objectives.

Services

The applicable Shire services required to address/achieve the KRA Outcomes.

The strategic direction of the Shire is translated into services and projects that are delivered to our community through the Corporate Business Plan, which is reviewed annually. This ensures strategic priorities are translated into real actions.



OUR VISION

A diverse community thriving in a vast landscape that offers a world of opportunity and rich heritage and culture.

The Shire is characterised by a rich diversity of people, landscapes and heritage which offers a unique place to live and call home and a world of opportunities as a thriving economic region.

The Shire is a place for all people to live harmoniously – feeling included and connected with access to services that meet community needs.

The Shire is committed to diverse and sustainable economic growth balanced with the conservation and enhancement of its unique environmental assets, and rich history and heritage.

EMERGING PRIORITIES

As we developed the Strategic Community Plan the following themes emerged as key considerations in setting the Shire's strategic direction.

Diverse and sustainable economic growth: The Shire is committed to diverse and sustainable economic growth for the benefit of the local economy and employment opportunities.

Enhancing regional identity, profile and positioning: The Shire is committed to promoting the Shire as a great place to live, work and visit.

Lobbying, advocacy and partnerships: The Shire recognises the importance of advocating on behalf of its community and developing partnerships with government, community, NGOs and the private sector to provide accessible services in the most efficient way.

Community connectedness and inclusiveness: The Shire recognises the importance of social connectedness and exclusivity in developing a thriving, healthy and active community.

Place based services: The Shire is committed to support the diverse places throughout the Shire by providing access to services close to the community's.

Environmental assets, history and heritage: The Shire is committed to conserving, enhancing and promoting the Shire's unique environmental assets, and rich history and heritage for the benefit of the local community and visitors to the Shire.

“The potential here is phenomenal – untapped potential. We live in one of the oldest known parts of the world; we have the most remarkable landscapes. The custodians – the Martu – have the oldest continuous culture in the world. There's such a lot to be proud of, such a lot that really is unique and wonderful.”

KEY RESULTS AREA 1: ECONOMIC

“Support the diverse and sustainable economic development of the region through advocacy, and promotion of the region”

Outcome: A diverse and sustainable regional economy		
Objectives	Strategies	Measures of Success
E1 Develop and promote a diverse and sustainable economy	E1.1 Actively support local businesses	Satisfaction with business support services offered by the Shire
	E1.2 Lobby, advocate and facilitate corporate partnerships to support economic growth opportunities	
E2 The Shire is a great place for tourists	E2.1 Explore partnership opportunities to promote the region	Satisfaction with tourism information and services
	E2.2 Facilitate, support and promote the Shire's unique Arts, Culture and History	Attendance at Arts and Culture events Attendance at East Pilbara Arts Centre Attendance at local libraries
	E2.3 Develop events relevant to the region to attract visitors	Number of regional events and attendance

Services <i>Council's ongoing supporting services</i>	Partnering with
<ul style="list-style-type: none"> Economic Development Tourism 	<ul style="list-style-type: none"> Federal Government State Government Industry Newman Chamber of Commerce and Industries Other relevant stakeholders

“This could be the heart of the State, the hub of the North-West.”

KEY RESULT AREA 2: SOCIAL

“Foster harmonious communities that acknowledge cultural diversity and heritage, share strong community connections and have access to relevant and affordable community services.”

Outcome: Harmonious communities sharing strong community connections		
Objectives	Strategies	Measures
S1 Promote and facilitate safe and healthy Communities	S1.1 Support healthy and safe lifestyle choices	Satisfaction with community safety initiatives
	S1.2 Support local sporting clubs and community organisations.	Satisfaction with recreation activities
S2 Build a vibrant community	S2.1 Facilitate community connectedness and inclusion	Satisfaction with community events and programs
S3 Advocate and partner to improve access to services	S3.1 Facilitate services for families and children, youth and aged (inclusive of all demographic types including people living with disability, Aboriginal and Torres Strait Islander, Culturally and Linguistically Diverse and LGBTI).	Satisfaction with services available by demographic
	S3.2 Continue to develop or advocate for new services or programs to meet unmet needs.	

Services <i>Council's ongoing supporting services</i>	Partnering with
Community Wellbeing <ul style="list-style-type: none"> • Child and Youth Services • Community Development • Community Services • Library Services • Rural Services • Arts and Culture Recreation and Events <ul style="list-style-type: none"> • Swimming Pools • Recreation and Fitness Centres • Events Martumili Artists <ul style="list-style-type: none"> • Art Production and Management • Build capacity of Martu People 	<ul style="list-style-type: none"> • Federal Government • State Government • NGOs • Indigenous groups • Industry

KEY RESULT AREA 3: BUILT ENVIRONMENT

“Well-connected places and communities with safe roads, housing choice and well maintained infrastructure to support an increasing population and economic growth”

Outcome: Connected and accessible communities		
Objectives	Strategies	Measures of Success
B1 Optimise places to live, work and enjoy	B1.1 Improve local amenity	Satisfaction with public spaces and amenities
	B1.2 Provide and maintain open spaces for the community to recreate and connect	
	B1.3 Maintain and facilitate community infrastructure and urban heritage, including roads and buildings	Satisfaction levels with ease of movement throughout the Shire and within towns. Satisfaction with roads, paths, and buildings
B2 Plan for the future	B2.1 Create liveable places through local area planning	Satisfaction levels with public spaces
	B2.2 Facilitate the release of land for diverse and inclusive housing options, industrial and commercial use	Percentage of land zoned for industrial and commercial use that has been developed

Services <i>Council's ongoing supporting services</i>	Partnering with
<p>Assets:</p> <ul style="list-style-type: none"> Asset management Building maintenance GIS and Mapping Work Health and Safety Airports and Aerodromes <p>Development Services:</p> <ul style="list-style-type: none"> Statutory Planning Planning Statutory Building Public Health Landfill Management Waste Collection and Recycling Wastewater management <p>Special Projects:</p> <ul style="list-style-type: none"> Capital Works and Projects 	<ul style="list-style-type: none"> Federal Government State Government Industry

KEY RESULT AREA 4: NATURAL ENVIRONMENT

“Effectively manage and maintain its iconic Pilbara environmental assets and biodiversity by reducing ecological footprints and developing clean, green towns”

Outcome: Valued iconic Pilbara environmental assets and biodiversity

Objectives	Strategies	Measures
N1 Protect and sustain our natural resources	N1.1 Ensure efficient, effective and innovative waste services to reduce, reuse and recycle	% of waste diverted from landfill Waste recycled
	N1.2 Increase community awareness of appropriate water and energy use	Increase in use of renewable energy sources for Council facilities
N2 Preserve the unique local ecological biodiversity and ecosystems	N2.1 Conserve natural vegetation, green spaces and bushland	Geographical area of bushland and rehabilitated green space
	N2.2 Lobby for the protection of environmental assets and sites of indigenous significance	Creation of register of sites of indigenous significance

Services <i>Council's ongoing supporting services</i>	Partnering with
<p>Technical Services Operations – Newman</p> <ul style="list-style-type: none"> Ancillary Transport Infrastructure Public Lighting Sealed Road Construction/ Upgrade and renewal Street Cleaning Traffic management and streetscapes Cemetery Management Parks and Gardens Playground management Public Amenities Sports Ground Maintenance Tree management <p>Technical Services Operations – Rural – as above plus:</p> <ul style="list-style-type: none"> Plant, Vehicle and Equipment Acquisition, Replacement and Disposal Rural Road Reserve Verge Maintenance Unsealed Road Construction Upgrade and Renewal Unsealed Road Maintenance <p>Compliance and Ranger Services</p> <ul style="list-style-type: none"> Animal Management Law, Order and Public Safety Emergency Management 	<ul style="list-style-type: none"> Federal Government State Government Industry Community

KEY RESULT AREA 5: GOVERNANCE

“Deliver high quality corporate governance and demonstrate accountability to its constituents. All decisions are informed by community engagement – leading to the effective allocation of the Shire’s resources - that deliver optimum benefits to the community”

Outcome: Demonstrated accountability and corporate governance		
Objectives	Strategies	Measures of Success
G1.1 Provide efficient, accountable and ethical governance	G1.1 Enhance governance capability to deliver sustainable outcomes roads and buildings	Community satisfaction with Shire’s future direction Community satisfaction that Shire understands the community needs and prioritises appropriately Asset and Financial Health Ratios
	G1.2 Strengthen customer service	Satisfaction with Shire’s responsiveness to queries and problems
	G1.3 Provide a great place to work	Staff satisfaction Reduction in Lost Time Injury frequency rates
G2 Strong Shire identity and regional capacity	G2.1 Increase the Shire’s identity and profile through communication, partnerships and lobbying/ advocacy	Community satisfaction that there are opportunities to participate and be informed
	G2.2 Preserve, enhance and celebrate the Shire’s history and culture	Number of events that promote and support local history and culture

Services <i>Council's ongoing supporting services</i>	Partnering with
<p>Corporate and Community Services Leadership:</p> <ul style="list-style-type: none"> Corporate and Community Services Integrated Planning and Reporting Risk Management Finance Corporate Governance Information Communication and Technology <p>Human Resource Management Administrative Services:</p> <ul style="list-style-type: none"> Records Management Customer Service Administration Technical and Development Services <p>Leadership Financial Services:</p> <ul style="list-style-type: none"> Finance Rates and Valuations 	<ul style="list-style-type: none"> N/A

RESOURCING THE PLAN

Our Financial Position

The Shire of East Pilbara maintains a high level of professional management of our budget and resources, achieving a balance budget over the years.

All strategies proposed within this plan will be financially evaluated prior to being implemented; ensuring resources are available to deliver the outcomes sought.

As part of the Integrated Strategic Planning Process, the Shire is also developing a Corporate Business Plan – which includes a long term financial plan, which will provide the community and council with a better understanding of the Shire's available resources and capacity to achieve the strategies in this plan.

RESOURCE PROFILE					
Revenue \$ Forecast in millions	2018/19	2019/20	2020/21	2021/22	2022/23
Rates	12.07	14.47	15.05	15.65	16.28
Other Revenue	19.33	26.49	27.50	28.55	29.64
Operating Grants, Subsidies & Contributions	4.95	6.13	6.29	6.44	6.61
Non-operating Grants, Subsidies & Contributions	4.70	6.50	6.66	6.83	7.00
Total Current Assets	37.61	26.32	30.89	35.97	41.47
Financial Ratios					
Operating Surplus Ratio (on own sourced Operating Revenue: Rates only)	0.6900	3.2600	3.2900	9.1600	11.7400
Operating Surplus Ratio (on total Operating Revenue)	-0.3391	1.0024	1.9400	2.8300	3.6400
Current Ratio	3.5020	0.9224	0.9739	0.9797	0.9787
Debt Service Coverage Ratio	4.6149	14.1794	16.8331	47.9749	76.9617
Asset Sustainability Ratio	0.5817	0.9487	0.9653	0.9825	1.0005
Asset Consumption Ratio	1.0785	0.6304	0.6608	0.6509	0.6847
Own Source Revenue Ratio	0.6917	0.8800	0.8898	0.8995	0.9085

STRATEGIC RISK MANAGEMENT

The Shire seeks to manage risk carefully. Risk appetite is the amount of risk to which an organisation is prepared to be exposed to before it judges action to be necessary. Risk appetite will be defined using various terms describing the acceptable tolerances such as;

- No tolerance
- Low
- Moderate
- High

The Shire's overall risk appetite is 'risk prudent'. The Shire should accept the taking of calculated risks, the use of innovative approaches and the development of new opportunities to improve service delivery and achieve its objectives provided that the risks are properly identified, evaluated and managed to ensure that exposures are acceptable.

The following sections describe the Shires risk appetite over the main areas of consequence:

People

Due to the nature and diversity of works completed by employees and contractors of the Shire, it is accepted that minor injuries may occur from time to time, however the Shire has a low appetite for these. Safe working practices are continually being refined and improved, and there is no tolerance for employees not following due process where their or others safety is at risk. The safety management system is designed to proactively identify and control workplace hazards and there is a low appetite for the non-effective use of this process. Where injuries (or near misses) do occur they must be reported as soon as practically possible so that appropriate welfare considerations can be implemented or investigations commenced to reduce the opportunity for reoccurrence.

There is also a low appetite for issues and incidents that may affect public safety. Routine inspections of public areas are designed to identify potential hazards, with mitigation works prioritised against the potential risk. Where the Shire is notified of potential hazards, these are similar prioritised and scheduled against any potential risk to public safety.

The Shire seeks opportunities to develop employees to increase individuals own skills and knowledge as well as provide for a multi skilled workforce. Whilst these opportunities are considered positive aspects, the Shire has no appetite for employees performing duties for which they are not suitably qualified. In all cases, direct supervision and oversight of activities and outcomes must be in place. Where formal qualifications are not required to perform certain duties, the Shire has a moderate appetite; however there is the expectation that training programs are in place with regular management reviews to ensure associated risks are mitigated.

Financial

There is no appetite for activities that threaten the long-term financial stability of the Shire. It is recognised however that due to the geographical remoteness and dependencies on of the resources sector that at times there is a need to have a moderate appetite for discrete activities that may provide additional income streams or enhance economic diversity. Opportunities of this nature are expected to be carefully considered with appropriate controls implemented.

The Shire's Investment Policy stipulates the appetite for investment risk, and this is in line with Local Government requirements. Investments are currently in cash based instruments which reflect that the Shire has no appetite for investment based risks with 'public' funds.

Due to nature of large projects the Shire has a moderate appetite for cost and time overruns. This is supported by internal procedures ensuring that variances of 10% or more must be reported to Council with justifications and remedial action taken / to be taken for acceptance.

Service Delivery

Due to the Shire's reliance on Airport Services, the Shire has no appetite for disruption events that are within their span of control. This is relaxed to a low appetite for the delivery of core services, and further relaxed to a moderate appetite for other supplementary services. Contingency planning must be maintained for the Airport and specific core activities that provide for public health (e.g. Waste management).

The Shire has a moderate appetite for the risks associated with identifying and implementing service based efficiencies; conditional on changes having the ability to be reversed with limited impact in the case of failure.

There is a low appetite for IT disruptions and the Shire's IT infrastructure must be secure, routinely maintained and systems kept up to date with the support of It Vendors where appropriate. Data back-ups must be maintained off-site and recovery plans in place and tested on a regular basis.

Environment

The Shire has no appetite for the creation of new contaminated sites, activities that may lead to new sites or the ineffective management of existing sites. Appropriate management plans in conjunction with regulatory authorities (e.g. ERA / DER / DoH / DEC) must be maintained. Where new sites (including potential) are identified, the Shire will engage the relevant regulatory authority at the earliest opportunity to assist in the development of management arrangements in addition to investigating potential remedial (including litigation) options against responsible parties.

As the Shire is promoting ecologically sustainable development there is a moderate appetite for these activities. Consequences may be financial or reputational however the Shire is prepared to accept these risks if the conditional developmental studies are sound and are based on acceptable practices or feasibility studies.

Reputational

The Shire has no appetite for the provision of inaccurate qualified advice by employees.

The Shire also has no appetite for theft, fraud or any misconduct based activities by Councillors, employees or external parties. In all cases, the actions will result in disciplinary procedures and / or the involvement of police or other relevant agencies.

The Shire has a moderate appetite for reputational risks that may result in complaints from the community, specifically around expectations regarding the maintenance or provision of facilities.

Compliance

The Shire is subject to a number of statutory and regulatory obligations and is reliant on individual systems to maintain compliance and awareness. Therefore the Shire must accept a low appetite for minor breaches from time to time. The Shire has no appetite however for major breaches, activities that may result in successful litigation against the Shire or the non-reporting of breaches to appropriate authorities once they are recognised.

"The sign on my gate says 'Nowhere Else'...I mean it."

