Shire of EAST
Pilbara
THE HEART OF THE PILBARA

Creating Our Future

Strategic Community
Plan 2022-2032 and
Corporate Business
Plan 2022 - 2026

Contents

ACKNOWLEDGEMENT OF COUNTRY

The Shire of East Pilbara acknowledges the Traditional Owners throughout this vast region and their continuing connection to the land, waters and community.

We pay our respects to the members of these Aboriginal communities, their cultures, and to their Elders past, present and emerging.

MESSAGE FROM THE PRESIDENT

On behalf of the Council, I am pleased to present *Creating Our Future*, the combined Strategic Community Plan and Corporate Business Plan (the Plan) for the Shire of East Pilbara.

The Plan has been developed with clear and strong guidance from the community.

The community sees its future in being proud, connected and resourceful; in caring for our vast and ancient naturescapes from desert to sea, under the endless sky; building on our strengths to grow and create opportunities for all.

The Council has adopted six principles that will be at the core of our decision-making and actions from now on: place-based, life-cycle based, culturally appropriate, positive and proud, fair, and collaborative.

We are taking a long-term view in the Plan. The coming decade will see a focus on growing business in agriculture, tourism, mining services and renewable energy. Our role will include facilitation, land development and infrastructure, advocacy and promotion of business opportunities.

We will also work on liveability factors that increase the wellbeing of the community, and help us to grow. These factors include services that families and individuals require at all ages and stages of life. Many of these services are provided or funded by other levels of government, so we will work hard to advocate effectively for what our community needs.

The Plan sees a stronger place-based approach, working with the distinctive circumstances and aspirations of our unique settlements. This includes attractive public spaces, clean and green towns, locally accessible events, and supporting Aboriginal leaders to develop thriving Aboriginal communities.

Planning and advocacy for housing choice and affordability is another priority. We will develop a housing strategy in collaboration with relevant partners and stakeholders early in the life of the Plan.

Our community's desire for sustainable living is reflected in action to divert a greater proportion of waste from landfill and to apply sustainable practices to the use of energy and water. Protection and rehabilitation of bushland and green space, and preservation of cultural places remains a high priority.

Last but not least, the Shire cannot deliver this Plan alone. At the heart of this Plan is the community, active local democracy, and partnerships. We thank the community and organisations that have contributed to this Plan and look forward to working with you as we bring it to reality.

Cr Anthony Middleton
President, Shire of East Pilbara

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The time, dedication and passion that went into the making of *Creating Our Future* has resulted in a comprehensive and inclusive document that will guide our community for the next decade.

We have been inspired by our most extensive engagement to date with our community, key stakeholders and Council towards creating the Shire's revised plan.

Utilising the input from the community, knowledge of the Shire team and our shared desire for the Shire of East Pilbara to succeed in the future, the plan takes a short, medium and long-term look at the strategic direction of the future of our Shire. It takes many other factors into consideration, including the potential or confirmed input from State and Federal Governments, industry and other stakeholders.

The plan sets clear and achievable goals, and strategies for how and when we can achieve them.

To ensure we meet the expectations of our community in a realistic and cost-effective manner, we will strictly adhere to five key result areas: economic, social, built environment, natural environment and governance. Projects, programs or services will meet at least one of these result areas, or their area outcomes to align to the community needs and the Shire's strategic direction.

I am immensely proud to lead this organisation as it serves our East Pilbara community. The direction laid out in *Creating Our Future* will enable us to reach and exceed the community's vision of being proud, connected and resourceful; caring for our vast and ancient naturescapes from desert to sea, under the endless sky; building on our strengths to grow and create opportunities for all.

Steven Harding
Chief Executive Officer, Shire of East Pilbara

INTRODUCTION

The Strategic Community Plan sets out the community's vision and priorities for the future, and the key strategies we will focus on to achieve our aspirations. The purpose of the plan is to:

- guide Council's medium-term plans and annual budgets
- provide the basis for working with our community and partners to achieve the vision
- enable us to pursue funding by showing how projects meet our community's vision and the strategies outlined in the plan
- provide a framework for monitoring progress

This plan was developed by Council as part of Western Australia's Integrated Planning and Reporting (IPR) framework (see Appendix 1). The draft plan was open for public comment from 31st May 2022 until 14th June 2022. Following community feedback, the plan was finalised and adopted by Council on 17th June 2022.

It will be reviewed again in 2022/23. This is scheduled to be a minor review.
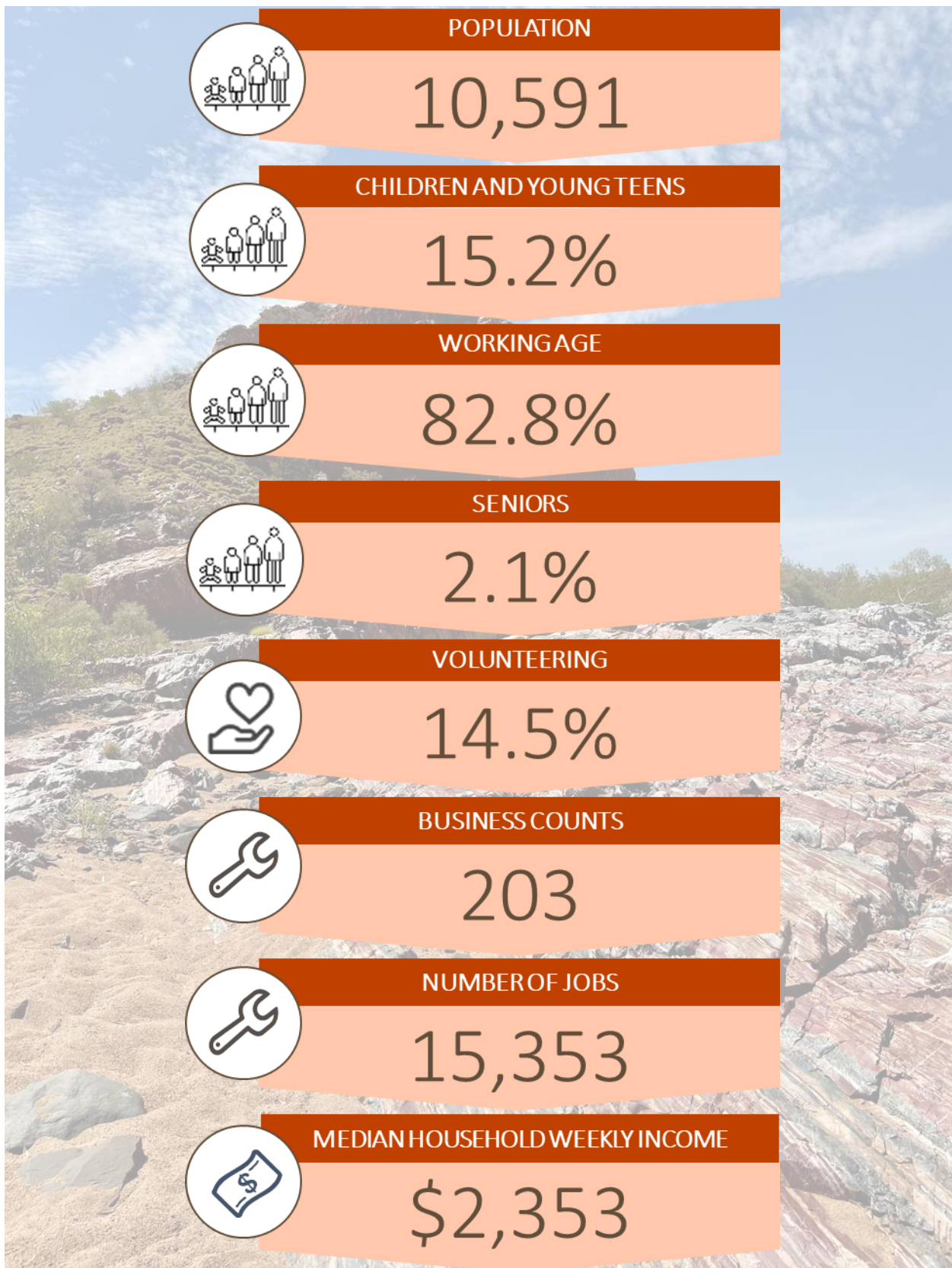
COMMUNITY PROFILE

The Shire of East Pilbara is one of the four local government areas in the Pilbara region of Western Australia. With an area of 372,571 square kilometres, it is the largest local government region in Australia.

The population of the Shire of East Pilbara was 10,591 in the 2016 Census. The new Census figures will be released later in 2022, at which time the community profile will be updated.

The snapshot below shows key characteristics of the population (as of the 2016 Census). There has been very little change between 2011 and 2016. More detail, including comparisons with Western Australia as a whole, can be found in Appendix 2.

Note that in addition to the resident population, there is also a substantial transient workforce population, with 35,500 FIFO workers. This equates to 32,308 mining FTEs, which is expected to increase by 5,000 in the next 5 years.

POPULATION

10,591

CHILDREN AND YOUNG TEENS

15.2%

WORKING AGE

82.8%

SENIORS

2.1%

VOLUNTEERING

14.5%

BUSINESS COUNTS

203

NUMBER OF JOBS

15,353

MEDIAN HOUSEHOLD WEEKLY INCOME

$2,353

Source: all statistics are from the 2016 ABS Census, apart from the number of jobs, which comes from Pilbara Region Economic Profile.

COMMUNITY ENGAGEMENT

Overview

The engagement was conducted over November 2021. It followed staff and Council scene-setting workshops that reviewed progress, considered challenges and opportunities, and identified key questions for the community. The detailed results can be seen in the Strategic Review Engagement Report.

The purpose of the engagement was to gain a clear understanding of the community's vision and priorities. It also included some in-depth engagement on specific issues that have already been identified by the community.

The engagement also included stakeholder interviews with people from industry, government, community groups, Aboriginal communities and schools; school children's activities; 'pop ups'; community workshops in each of Newman, Nullagine and Marble Bar; special topic workshops and a community survey.

A Community Reference Group workshop comprising of representatives from various sessions was held at the end of the engagement period to validate the results and help with prioritisation.

The engagement schedule and participation figures are shown below.

In addition, the draft Strategic Community Plan was open for community feedback from XXXX to XXXX. XX submissions were received, which included the following points. To come following consultation.

ACTIVITY	DATES (2021)	PARTICIPATION
Special topic focus groups: crime and safety; social services; transport; business and economy	17/18 November	28
Government focus group	19 November	8
Community workshops: Newman; Nullagine; Marble Bar	17 and 20 November	19
Community Survey	1 – 21 November	431
Stakeholder interviews	1– 21 November	21
Warralong Community	8 November	25
Irrungadji Community	16 November	6
Goodabinya Community	12 November	3
Marble Bar Primary School	5 November	8
Nullagine Primary School	3 November	15
Newman Senior High School	9 November	19
Youth Centre Focus Group	10 November	9
Pop-Up @ Concert on the Green	13 November	9
Community Reference Group	16 December	N/A
Total		601

Summary of Results

The key points to come out of the engagement are summarised below in the following areas:

- Strengths/opportunities and challenges/threats
- What is unique about the East Pilbara
- What we love the most
- Vision
- Service priorities for the coming four years
- Strengths/opportunities and challenges/threats

Strengths/opportunities

- Cultural knowledge and heritage
- Environment and landscapes
- Resource rich
- Tourism
- Resourceful community, defies isolation
- History

Challenges/threats

- Inequality/divide in community
- Loss of cultural knowledge
- Low population
- Economic leakage due to key gaps in goods and services provided locally
- Housing
- Services for older residents to age in place
- Youth engagement/activities
- Roads
- Climate change

What is unique about the East Pilbara

- Remote desert life/remote but accessible
- A community that defies isolation
- A great place for kids and families
- Local Aboriginal history, art and culture/ Traditional Owners and Custodians
- Vastness/ancient landscapes and places to explore/unique and varied landforms – seas, hills, rivers, rocks
- Place of extremes. Oldest convincing evidence of life on earth, oldest continuous culture on planet, southern hemisphere's largest Shire and hottest town, world's longest privately owned railway, world's longest train

What we love the most

- People/community/friendliness/diversity
- Landscape/environment/waterholes/colours
- Clear night sky/stargazing/big sky/giant clouds
- Aboriginal culture
- Peaceful paradise/quiet/in a bubble/freedom/space
- Great for kids/families
- Events/activities
- Work and career/income
- Mining epicentre

Vision

- A place we're proud of – safe, clean, attractive, distinctive identity
- Cohesive, inclusive, connected community, sense of belonging
- Growing population and economy
- Aboriginal culture and leadership
- Collaboration/opportunities
- Sustainable energy
- Education, health services and housing choice for all, at all ages and stages of life
- Family friendly

Service priorities for next four years

- Children's and family services
- Services for young people
- Recreation
- Community safety
- Facilitating services for the Aboriginal community
- Arts and culture support and activities and Shire events like Harmony Day, Outback Fusion Festival, Reconciliation Week Ball
- Celebrating Aboriginal culture, building cross-cultural understanding, respect, safety and relationships
- Road provision and maintenance
- Speaking on the community's behalf about Shire issues to State and Federal governments and other agencies (especially housing and services)
- Economic development (tourism, agri-business, new technologies, transport hub, fill gaps in local goods and services, workforce)
- Clean, attractive towns
- Ease of movement around the Shire
- Opportunities to participate in planning for the Shire's future, shared vision, working together

PRINCIPLES

While the engagement didn't directly ask a question about principles, some strong and clear themes in this area emerged. One of the focus groups in particular advocated for a principles-based approach and offered advice on what the principles should be. Council considered this feedback and has adopted the following principles. These will be incorporated into the Shire's approaches and activities as the Plan is implemented.

Place-based

Taking into account the unique characteristics, circumstances and aspirations of the different towns and communities that make up the Shire.

Life-cycle based

Taking into account the needs and priorities at different ages and stages of life.

Culturally appropriate

Ensuring that all cultures are treated with respect and understanding, with regard and sensitivity to past experience, cultural norms and practices, and an openness to enquiry and learning.

Positive and proud

Sustaining a positive narrative, cultivating pride, building on what is strong, and empowering community-led solutions.

Fair

Committed to opportunities for all and a community that works for everyone, recognising that 'one size doesn't fit all'.

Collaborative

Working in partnership and collaboration across the public, private and community sectors, with shared vision and outcomes at the centre.

STRATEGIC DIRECTION

The strategic direction for the plan is broad and long term, and driven by the community. It covers things that the Shire is directly responsible for, as well as things that others (such as Federal or State Government, industry, or other stakeholders) are responsible for. It also covers areas where wider social and economic forces, including global trends are at play.

Collaboration, partnerships and mutually reinforcing efforts towards the vision are therefore critical to the success of the Plan. That is why one of the strategies is for the Shire to play a bigger role in civic leadership, bringing together the key players to align and coordinate activity, and stay on track to achieve the desired outcomes.

After consideration of the community engagement results, Council has distilled the following vision, outcomes, ten year priorities and strategies.

Community Vision

- Proud, connected and resourceful
- Caring for our vast and ancient naturescapes from desert to sea, under the endless sky
- Building on our strengths to grow and create opportunities for all

Key Result Areas and Outcomes

KEY RESULT AREAS	OUTCOMES
Economic	A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources
Social	Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life
Built Environment	Distinctive places, with safe, easy and affordable travel, reliable communications, housing choice, and capacity for residential, industrial and commercial expansion
Natural Environment	Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations
Governance	Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources

10-Year Priorities

The following priorities are driving the Strategic Community Plan. Strategies that show what the Council will focus on in the medium term to progress towards these longer term priorities. The strategies can be seen on pages 10-12.

Economic: *A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources*

- Establish the Shire as a centre for agricultural innovation, indigenous knowledge, and production
- Contribute to the development of tourism and the expansion of allied businesses
- Leverage local specialisation in mining services to grow local businesses and increase their exporting success
- Support the establishment of a major renewable energy hub

Social: *Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life*

- Support Aboriginal leaders to develop thriving Aboriginal communities
- Build community cohesion and connectedness
- Ensure a full suite of services (through a combination of delivery, facilitation and partnerships) to meet the needs of families and individuals at all ages and stages of life

Built Environment: *Distinctive places, with safe, easy and affordable travel, reliable communications, housing choice, and capacity for residential, industrial and commercial expansion*

- Planning and advocacy for housing choice, including affordable housing
- Develop the land and facilities to support a diversified and sustainable economy
- Improve the road network to support industry and improve ease of travel within and in and out of the Shire through advocacy (Main Roads) and delivery (Shire roads)
- Attractive, distinctive and functional public spaces for the community to recreate and connect
- Improve the financial and environmental sustainability of the Shire's asset management

Natural Environment: *Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations*

- High proportion of waste stream diverted from landfill
- Sustainable use of energy and water in the Shire's operations and across the community
- Protection and rehabilitation of bushland and green space, and preservation of cultural places
- Clean and green towns

Governance: *Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources*

- A model of active, engaged local democracy
- Effective advocacy and partnerships
- Leading Council for efficient and sustainable operations

Strategies

Each Key Result Area has several strategies feeding into it, as shown in the tables below. While current activities and service levels will continue over the short to medium term in many cases, the strategies show what the Shire will focus on over the coming years. They will drive the Corporate Business Plan and Annual Budgets over the next four years

There will be regular reporting on implementation progress and the success measures on pages 28-29.

These strategies will be updated every four years as the Plan is reviewed and refreshed.

Key Result Area 1: Economic

Outcome: A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources

Strategies

1.1.   Develop strong networks for collaboration within and across the corporate and public sectors for growing exports, with a focus on agriculture, mining services, Aboriginal business and tourism

1.2.   Work with local entrepreneurs, existing businesses and artists to increase their internal capacity and explore business opportunities that will reduce leakage from the local economy

1.3.   Undertake economic development planning for Marble Bar, Nullagine and remote communities

1.4.   Collaborate with key stakeholders on brand promotion, tourist accommodation, investment in attractions and product development, and supporting infrastructure such as wayfinding and signage

1.5.   Support the development, attraction and retention of a skilled workforce that supports local commerce and industry (including childcare, school-based training and TAFE)

Key Result Area 2: Social

Outcome: Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life

Strategies

2.1.   Advocacy, partnerships and delivery of children's, family and young people's services

2.2.   Advocate for the improved provision of health and education services

2.3.   Advocacy and partnerships for addressing issues impacting safety of communities, and improving information sharing and coordination[1]

2.4.   Promote healthy and safe lifestyle choices, and uphold public health and safety

---

[1] Key priorities identified include: drug and alcohol services, family domestic violence services, homelessness services Mental health services, youth engagement, child protection services

2.5. Provide facilities, services, and programs that provide opportunities for participation in sport, recreation and fitness

2.6. Support local sporting clubs and community organisations to grow their capacity to increase healthy activity and cohesion

2.7. Support art and culture, and events and activities that bring people together in shared experience and celebration

2.8. Improve inclusion and harmony across the diverse groups in the population

2.9. Implement Reconciliation Action Plan and build cultural awareness, understanding and respect across Aboriginal and non-Aboriginal community members

2.10. Advocate for resources to support the Aboriginal community's efforts to preserve their language and culture

Key Result Area 3: Built Environment

Outcome: Distinctive places, with safe, easy and affordable travel, reliable communications, housing choice, and capacity for residential, industrial and commercial expansion

Strategies

3.1. Develop and implement a Housing Strategy, across the towns and remote communities, in collaboration with relevant stakeholders

3.2. Infrastructure and facilities for liveability and economic growth, with an initial focus on:
   – Upgrade Marble Bar and Newman Airport
   – Progress a General Industrial Area (GIA) and Mining Services Hub
   – Expand Light Industrial Area (LIA)

3.3. Advocacy for improved telecommunications

3.4. Advocacy for improvements to the road network and maximising grant funding

3.5. Continue to invest in public spaces, amenities and heritage protection across the Shire

3.6. Continue to invest in the CCTV network across the Shire and incorporate Crime Prevention Through Environmental Design (CPTED) principles

3.7. Complete Newman Wastewater Treatment Plant

3.8. Support improved services to remote Aboriginal communities

3.9. Continue strategic land use planning and administration to meet the current and future development needs and aspirations across the Shire

Key Result Area 4: Natural Environment

Outcome: Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations

Strategies

4.1.   Develop a Waste Management Strategy

4.2.   Increase recycling and waste education

4.3.   Improve sustainability of energy and water use and management in Shire operations, industry and the community

4.4.   Support improved air quality

4.5.   Improve the standard of presentation and progressively green the towns

4.6.   Conserve natural vegetation, green spaces and bushland

4.7.   Advocacy for the protection of environmental assets and sites of significance to Traditional Owners

Key Result Area 5: Governance

Outcome: Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources

Strategies

5.1.   Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans

5.2.   Facilitate collaboration and partnerships with industry and government in key issues for the Shire (such as transport, housing, economic development and tourism, social wellbeing, public spaces etc)

5.3.   Engage young people in civic leadership

5.4.   Ensure a high standard of organisational management and effectiveness

ACHIEVING THE VISION

This section sets out how the Shire will work towards the vision over the next four years. It covers the Shire's roles, services, delivery plan, and timing and resource implications. It includes how the Shire will work with others to achieve the vision. The Plan will not succeed without widespread support and collaboration.

The Shire's Roles

Local governments operate under statutory laws and provide some discretionary services to meet the needs of the community. The primary roles of the Shire are outlined below.

Delivery of Facilities and Services

This includes parks and gardens, roads, footpaths, drainage, waste management, sport and recreation facilities, library, events, and support for community groups. Some of those services are based on assets, for instance roads and buildings. Maintenance and renewal of assets is a vital part of the Shire's role.

Regulation

Local governments have specific regulatory responsibilities that are essential for community wellbeing. For example, they have a regulatory role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (e.g. food poisoning or injuries). Balancing the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected can be challenging.

Facilitation, Influence and Advocacy

In some cases, the Shire enables or facilitates services to be provided by others or in partnership with the Shire rather than directly providing or funding the service (for example facilitating community care efforts through volunteer programs etc). Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire is an important role. Advocacy to regional agencies, the Federal and State Government and other agencies for recognition, funding, policy or planning support is a good example.

Civic Leadership

The Shire is uniquely able to provide civic leadership. While there are many others in the community with leadership capacity and responsibility, the Shire is the only entity with a democratic mandate to represent the community as a whole. It is the only entity with a statutory mandate to plan for the future of the community across social, economic and environmental wellbeing. It is therefore uniquely placed to bring together key players across government, industry and the community sector to align and coordinate activity, maintain momentum and track progress.

Good governance and leadership plays a central role in signalling community confidence in its future, building and supporting the leadership of others within the community, attracting people to the Shire and the town, and positioning the community to leverage external funding and investment.
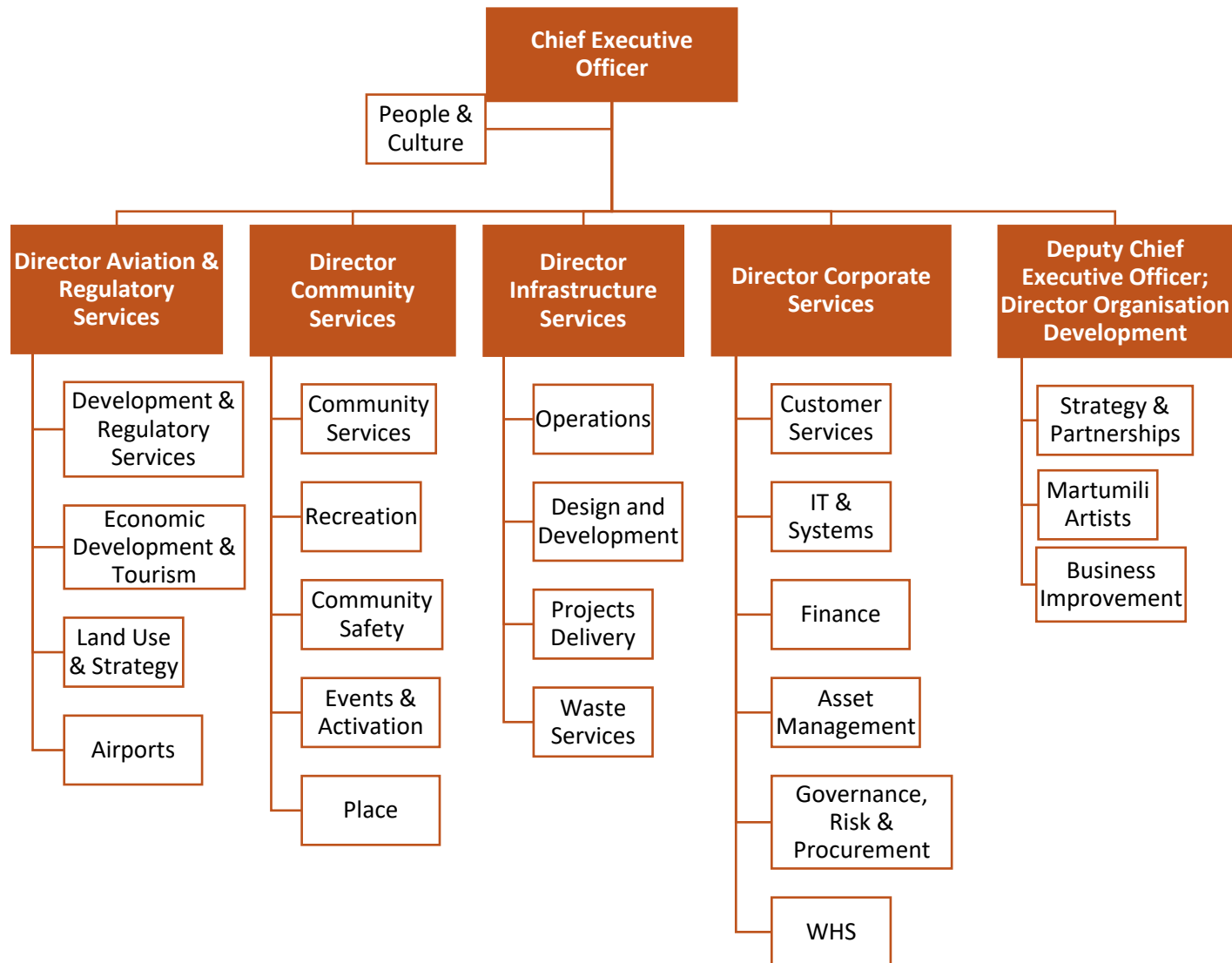
The Shire's Services

The Shire's services are outlined in the table below. They have been grouped into the objectives they fit the best with, while recognising that many of them contribute to more than one Key Result Area.

The Shire's Services

Economic	Social	Built Environment	Natural Environment	Governance
▪ Economic, Tourism and Visitor Services[2]	▪ Aquatic Centres ▪ Art Production, Exhibitions and Gallery ▪ Community Safety ▪ Emergency Services ▪ Events ▪ Library Services ▪ Community Wellbeing ▪ Public Health ▪ Recreation Services and Club Development ▪ Youth Services	▪ Airport Services ▪ Asset Management Services ▪ Building Control ▪ Built Infrastructure ▪ Design and Development Services ▪ Infrastructure (roads and ancillary infrastructure) ▪ Project Delivery Services ▪ Strategic and Statutory Planning	▪ Open space (parks and ovals) ▪ Solid Waste Management ▪ Wastewater and Liquid Waste Treatment	▪ Advocacy and Partnerships ▪ Council Support ▪ Customer Services and Records ▪ Marketing, media and publications ▪ Compliance, Risk and Audit ▪ Contracts and procurement ▪ Human Resources ▪ Finance Services ▪ Information Services

---

[2] This area includes the caravan park.

Organisation structure


```
                        Chief Executive
                            Officer
         People &
         Culture

Director Aviation &    Director         Director          Director Corporate   Deputy Chief
Regulatory             Community        Infrastructure    Services             Executive Officer;
Services               Services         Services                               Director Organisation
                                                                               Development

Development &          Community        Operations        Customer             Strategy &
Regulatory             Services                           Services             Partnerships
Services
                       Recreation       Design and        IT &                 Martumili
Economic                                Development        Systems             Artists
Development &
Tourism                Community        Projects          Finance              Business
                       Safety           Delivery                               Improvement
Land Use
& Strategy             Events &         Waste             Asset
                       Activation       Services          Management
Airports
                       Place                              Governance,
                                                          Risk &
                                                          Procurement

                                                          WHS
```

Assumptions

AREA	ASSUMPTIONS			
Shire Population	The Shire is officially projected to experience minor population growth over the coming years, centred in Newman. However, the Plan sees a focus on addressing barriers to sustainable growth.			
WALGA Local Government Cost Index (included for reference)	2021/22 5.7%	2022/23 2.5%	2023/24 2.2%	2024/25 2.2%
East Pilbara Local Government Cost Index (assumptions used in the plan)	2021/22 8.0%	2022/23 5.0%	2023/24 5.0%	2024/25 5.0%
Payroll	This Plan assumes payroll growth of 8% which covers percentage growth in salaries and filling key gaps in the workforce (see Workforce Plan for details).			
Rates	Current rates do not enable Shire assets and services to be delivered sustainably. This under-rating is a historic legacy, with rates significantly below neighbouring Shires. The Plan requires a significant increase in rates which will achieve parity with neighbouring Shires and enable assets and services to better meet community expectations. The impact of this will be phased in over the first two years of the Plan and distributed in accordance with the Rating Strategy. The Shire is also undertaking a substantial modernisation program, to provide services more efficiently and effectively, utilise digital technology and improve customer service.			
The wider policy or legislative environment	A new Local Government Act may come into force in the medium term. This is likely to see higher expectations of Local Government service planning, which the Shire is implementing already.			

Service Delivery

The following table sets out all the services the Shire will deliver in the next four years, grouped under the responsible section (see organisational chart above). The table identifies each service, the SCP strategy or strategies the service primarily links with, the current outputs, and what, if any, changes to the level of service are planned over the four-year period of the Corporate Business Plan. Note that some services will be reconfigured in light of the new Organisation Development Directorate.

Service Plan Summary 2022/23 – 2025/26

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Office of the CEO					
Advocacy and Partnerships	1.2 2.1 2.2 2.3 2.10 3.3 3.4 4.7 5.2	Advocating for key areas of need and priority in the community, where external funding, provision or partnership is required	▪ Current priorities include: – Children's, family and young people's services – Health – Education – Community safety – Protection of environmental assets and sites of significance to Traditional Owners – Preservation of Aboriginal language and culture – Telecommunications – Improvements to the road network	Yes	▪ Increased focus on advocacy in the identified priority areas ▪ Play a bigger role in leadership of strategic partnerships, including the facilitation of transport and mining partnership groups
Council Support	5.1	Provision of advice, policy development, meeting support, Councillor training and support, and election administration	▪ CEO advice to the Council ▪ Secretariat support for Council and Committees ▪ Policy and procedure development and improvement ▪ Councillor inductions, training and development ▪ Electoral roll and election administration	Yes	▪ Improving meeting participation and voting procedure
Marketing, media and publications	5.1	Communications with community, ratepayers and stakeholders on Shire and Council activities	▪ Local public notices ▪ News articles, other publications ▪ Social media, website, staff intranet, Councillor portal ▪ Liaison with ratepayers, community groups and others	Yes	▪ Marketing and Communication Strategy
Community Services					
Aquatic Centres	2.5 4.3	Provide Newman Aquatic Centre and Marble Bar Swimming Pool	▪ Public swimming times ▪ Learn to swim programs ▪ Aquatic fitness ▪ Community events	Yes	▪ Nullagine Simming Pool ▪ Newman Swimming Pool – all year ▪ Increased activities to meet the needs of the community

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Community Safety	1.4 2.4 3.6	Provide ranger and security services. Manage Cape Keraudren nature-based reserve and Nullagine Caravan Park	▪ Safer communities program ▪ CCTV and covert camera provision and management ▪ Security patrols and alarm response ▪ Cat, dog, corella and snake control ▪ Graffiti and litter control ▪ Off-road, abandoned vehicle and parking control ▪ Camping control ▪ Cape Keraudren – reserve tents, caravans, long drop toilets ▪ Nullagine Caravan Park – monitoring	Yes	▪ Community Safety Plan
Emergency Services	2.4	Planning for, and management of, emergencies and recovery from catastrophic events	▪ Local emergency management arrangements ▪ Bushfire risk mitigation plans maintained ▪ Local level risk assessments ▪ Local Recovery Plan developed and maintained ▪ Hazard reduction burning ▪ Effective partnerships with DFES, stakeholders and volunteers ▪ Training of volunteers and other personnel ▪ COVID-19 response	Yes	▪ Firebreak planning and maintenance
Events	2.7	Events in Newman, Marble Bar and Nullagine run by the Shire and/or the community	▪ Events organised and delivered (Shire and community) ▪ Marketing and promotion ▪ Professional advice to external events organisers ▪ Attraction and acquittal of grants	Yes	▪ Destination major event ▪ More events accessible to Marble Bar and Nullagine, including linking those residents to Newman events
Library Services	2.7	Library Services to Newman, Marble Bar and Nullagine	▪ Maintain Shire collection and manage State collection ▪ Maintain local history collection ▪ Programs for adults and children including holiday programs ▪ Provide technology services including public computers and WiFi	Yes	▪ Mobile library ▪ Implementing community hub approach to libraries

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Community Wellbeing	1.1 2.6 2.7 3.1 3.8 5.1	Community development, programs and events. Rural facilities management, and bus service	▪ Community capacity building, community engagement, stakeholder engagement and community assistance grants ▪ Public art, "Art @the Heart", art workshops, competitions etc ▪ Manage Newman art rooms ▪ Reconciliation Action Plan development and implementation, facilitate Aboriginal Liaison Group ▪ Regular Passenger Transport (RPT) Bus services Mon to Fri	Yes	▪ Develop approach for indigenous interpretive history in partnership with local Aboriginal people ▪ Enhanced services that include interpretive story telling and truth telling ▪ Support for East Pilbara artists
Recreation Services and Club Development	2.6	Facilitating community connectedness, socialisation and club sustainability of the East Pilbara community	Recreation Services ▪ Provision of fitness centres, Nullagine, Newman, Marble Bar ▪ Group fitness programs ▪ Sports competitions and events ▪ School holiday programs ▪ Junior sport and leisure programs ▪ Retail sales of sports equipment and refreshments ▪ Grant attraction and acquittals Club Development ▪ Support for the sustainability of clubs and community groups ▪ Development of volunteers ▪ Programs to increase participation ▪ Communications and network development	Yes	▪ Strategic Recreation Master Plan ▪ Service level review – new approach
Youth Services	2.1 2.8 5.3	Services for young people to support development and inclusion in the community	Newman, Nullagine and Marble Bar ▪ Youth facilities and activities (including after school drop in, school holiday programs, life skills activities/programs) ▪ Youth events and recognition day celebrations ▪ Leisure and sporting activities Marble Bar	Yes	▪ Increased focus on engaging young people in civic leadership

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
			▪ WiFi and computer access (recreation, employment and study) Newman ▪ Transport drop-off at home service ▪ WiFi and computer access (recreation, employment and study) ▪ Homework club ▪ Clothing exchange and washing service		
Commercial Services					
Airport Services	3.2 4.3	Newman airport and remote airstrips at Nullagine and Marble bar	▪ Quality and safe airport services and assets for residents, visitors, workers and suppliers to East Pilbara provided through effective planning, management and regulations	Yes	▪ Marble Bar and Newman upgrades ▪ Marble Bar airport plan (once current works are complete)
Art Production, Exhibitions and Gallery	2.7 2.8 2.10	The production and equitable and ethical sale of works of art by Aboriginal people of the East Pilbara	Art Production ▪ Provide studios and otherwise support the production of art from seven communities ▪ New and emerging artists identified and supported ▪ Development opportunities for artists Exhibitions and Gallery ▪ Operate the Martumili Gallery with the East Pilbara Arts Centre ▪ Co-ordinate program of exhibitions ▪ Engage with national art markets ▪ Marketing, promotion and commercial arrangements ▪ Engagement and consultation with the Martu Advisory Group	Yes	▪ All indigenous art groups supported ▪ Promotion of Martumilli and artists in a structured way – national and global
Asset Management Services	3.2 3.5 5.4	Collate and maintain asset information and condition assessment data. Prepare and model asset program of works.	▪ Asset Management Plans ▪ Annual capital works program ▪ Grant applications and acquittals ▪ Technical advice and reports	Yes	▪ Develop 20 year Asset Management Plans and capital works programs

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Building Control	3.9	Building control through planning, regulations and statutory compliance	▪ Building approvals and permits processed within statutory timeframes ▪ Statutory Compliance - structures, Public Buildings, swimming pools ▪ Note that increased approvals will be required for mining camps coming on line	Yes	▪ Provide technical support to remote communities
Built Infrastructure	3.2 3.5 4.3	Manage and maintain safe, clean and operational built infrastructure to meet the needs of communities across the Shire of East Pilbara	▪ Inspections of public buildings and staff housing ▪ Preventative and response maintenance of buildings ▪ Building contract management	No	▪ No changes in service level or budget expenditure foreseen

Economic, Tourism and Visitor Services	1.1
	1.2
	1.3
	1.4
	1.5
		Facilitation, partnerships and direct support for developing business and tourism	▪ Local business and industry support
			▪ Investment and funding promotion and attraction
			▪ Stakeholder engagement and co-ordination (Government, business, visitors and investors)
			▪ Caravan parks
			▪ Contract management support for:
			   – Marble Bar Tourist Association
			   – Newman Visitors Centre
			   – Chamber of Commerce
				Yes	▪ Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business and tourism.
					▪ Work with businesses and entrepreneurs to reduce leakage from the local economy.
					▪ Undertake economic development planning for Marble Bar, Nullagine and remote communities.

Public Health	2.4	Public health planning, regulation and statutory compliance	▪ Environmental health service plan ▪ Public health plan ▪ Food safety surveillance program ▪ Water quality management – drinking, irrigation, recreation ▪ Environmental monitoring program – pollution, mosquito, air	No	▪ No changes in service level or budget expenditure foreseen

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
			▪ Statutory compliance administration – registers, licences, permits, approvals, inspections, and surveillance		
Strategic and Statutory Planning	3.9 4.3	Well-planned Shire through planning, regulations and statutory compliance	▪ Local Planning Strategy implemented and reviewed as required ▪ Town Planning Scheme administered and reviewed as required ▪ Heritage inventory maintained ▪ Approvals processed within statutory time frames ▪ Street names and numbering (liaison) ▪ Mining clearing and environmental permits ▪ Development compliance management ▪ Complaints investigation, reports and acted on where required	Yes	▪ East Pilbara Planning Strategy ▪ Housing Strategy ▪ Community Infrastructure Plan
Infrastructure Services					
Design and Development Services	3.2 3.5 5.4 4.3	Capital works projects design and documentation	▪ Project design and documentation ▪ Engineering strategy, policy and standards	Yes	Design to be completed in advance to increase opportunities for grant funding (shovel ready)
Infrastructure (Roads and Ancillary Infrastructure)	3.2 4.2 4.6	Manage and maintain Shire roads infrastructure	▪ Depot services to support safe and well-maintained roads and other infrastructure ▪ Management and maintenance of roads and ancillary infrastructure: – Roads – sealed (235.7kms) and unsealed (3000 kms) – Drains – Street lights – Signs – Verges – Street sweeping – Natural areas	Yes	▪ Advocating for increased grant funding for road improvements

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Open Space (Parks and Ovals)	3.2 4.3 4.4 4.5 4.7	Manage and maintain parks and ovals	▪ Management and maintenance of public open space – Reserves and ovals – Street and Park Furniture – Playgrounds – Trees – Cemeteries – Outdoor courts – Litter control – Town boundary fencing	Yes	▪ Increase landscaping and tree canopy
Project Delivery Services	3.2 3.5 5.4	Facilitate the procurement for and project management of Infrastructure related capital works projects.	▪ Capital works project planning ▪ Procurement process for quoted/tendered work ▪ Preparation of project charters ▪ Grant application and acquittals	No	▪ No changes in service level or budget expenditure foreseen
Solid Waste Management	4.1 4.2	Removal, disposal and recycling of household, and commercial waste	Management of landfill sites (Newman, Marble Bar, Nullagine) ▪ Legislative and regulatory compliant landfill operations ▪ Weighbridge operations and management Waste collection ▪ General waste and recycling bins provided to all properties ▪ Litter collection Recycling ▪ Weekly collection and processing of recyclables ▪ Operation of the container deposit scheme ▪ E-waste recycling Community education ▪ Publication of information about the services provided ▪ Education about recycling and minimising waste to landfill.	Yes	▪ Consider potential incineration services for medical waste ▪ Exiting contract management of Newman landfill and bringing in-house to achieve improved landfill management

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Wastewater and Liquid Waste Treatment	3.7 4.3	Treatment and disposal of wastewater	▪ Operation of wastewater treatment plant ▪ Treated waste water recycled for irrigation ▪ Wastewater infrastructure maintained and functional	Yes	▪ Complete Newman Wastewater Treatment Plant ▪ Greater reuse of effluent for greening Newman townsite
Corporate Services					
Compliance and Risk	5.1 5.4	Coordination of policy, procedures and compliance processes in accordance with the Local Government Act 1995 and any other Act or Regulation	Governance ▪ Legislative compliance oversight ▪ Management of the Council governance framework ▪ Management of the Council policy framework Risk ▪ Development and management of Shire risk framework, systems and procedures	No	▪ No changes in service level or budget expenditure foreseen
Contracts and procurement	4.3 5.4	Shire procurement and contract management	▪ Management of tender and quote processes, including support, facilitation and advice on procurement and contract management to staff and external stakeholders ▪ Administration of agreements, leases and contracts ▪ Monitoring of compliance and audits of tender and procurement processes	No	▪ No changes in service level or budget expenditure foreseen
Customer Services and Records	5.4	Provide public enquiry, booking, registration, and licensing services, and provide secure information services, coordination of software applications, and record keeping	▪ Customer service and facilities ▪ Compliant records management	Yes	▪ Increased accessibility of Shire services utilising online platforms
Finance Services	5.4	Financial planning and management	▪ Accounting services and financial reporting ▪ Rates and valuation ▪ Payroll	Yes	▪ Update Long Term Financial Plan ▪ Increased financial management support for Directorates

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
			▪ Audit and financial compliance		
Human Resources	5.1 5.4	Employee attraction, retention and management. Occupational Health and Safety	Human Resources ▪ Maintain organisation structure ▪ Up to date position descriptions ▪ Annual employee performance appraisals ▪ Training and development planned and delivered Occupational Health and Safety ▪ Compliant management system plans and procedures ▪ Staff and contractor induction training ▪ Workforce OHS training ▪ Risks documented and managed	Yes	▪ Implement revised Work Health and safety Management System
Information Services	5.4	Information services on Shire ICT infrastructure, coordination of software applications,	▪ ICT network and infrastructure ▪ Management of computer applications ▪ Policies, procedures and standards for information services ▪ Disaster recovery ▪ ICT Asset Management Plan	Yes	▪ Develop Digital Plan, which will have impacts across the organisation including governance and customer service.

Major projects

All the major projects (capital and operational/service level enhancements) arising from the service plan summary above are listed in the two tables below, with how they will be resourced and the associated timing over the next four years. This will be updated annually. Note that many of the major operational projects are filling gaps in the Shire's strategic and corporate plans. These plans are "Informing Strategies" in the Integrated Planning and Reporting framework. As they are progressively developed over the coming years, this Plan (*Creating our Future*) will be re-prioritised and updated to incorporate implementation of the new Informing Strategies.

Capital Projects	Grants*	Reserves	Municipal Funds	Loans	Yr 1	Yr 2	Yr 3	Yr 4
Wastewater Treatment Plant (WTP)	●			●		■	■	
Liquid Waste Ponds				●	■			
Water Reuse Project	●					■		
CCTV Expansion	●				■			
Marble Bar Reseal Program			●		■			
Rural Roads and Drainage Upgrades	●		●		■	■	■	■
Newman Airport upgrade	●	●		●	■	■	■	■
Marble Bar Airstrip	●	●			■			
Youth and Family Hub	●				■	■	■	
Digital Plan Implementation			●		■			
Lee Lane upgrades	●		●		■			
Yurlu Caravan Park Stage 2	●		●		■	■	■	■
Newman Swimming Pool upgrades	●		●		■	■		
Nullagine Swimming Pool	●				■	■	■	
Newman Landfill			●		■			
Multi-purpose Sporting Complex	●				■	■	■	■
Other Sport and Recreation Facility Improvements	●		●		■	■	■	■
Emu Oval Lighting for small ball sports	●				■			

Capital Projects	Grants*	Reserves	Municipal Funds	Loans	Yr 1	Yr 2	Yr 3	Yr 4
Tourism Attraction Improvements	●		●					
Marble Bar Geo Heritage Centre and Heritage Discoveries Trail	●		●					
Marble Bar Swimming Pool transfer ownership of the pool to the Shire and upgrade (State infrastructure currently)	●							

* In some cases, the projects will not proceed unless and until grant funding is obtained. Grants include other external funding.

Operational Projects/Service Level Enhancements	Grants	Existing resources /staff priorities	Municipal Funds	Other	Yr 1	Yr 2	Yr 3	Yr 4
Strategies and Plans								
East Pilbara Planning Strategy		●	●				■	■
Housing Strategy		●	●		■			
Waste Strategy		●	●		■			
Public Health Plan		●	●			■		
Community Safety Plan		●	●		■			
Cape Keraudren Master Plan	●					■		
Coastal Management Plan Cape Keraudren		●	●					■
Marble Bar Airport Masterplan		●	●			■		
Economic development planning and implementation with Marble Bar, Nullagine and remote communities		●	●			■		
Marketing and Communication Strategy		●			■			
Develop 20 year Asset Management Plans and capital works programs		●	●		■	■		
Land Asset Strategy	●				■			
Social Strategy			●			■		
Arts and Culture Strategy	●		●				■	

Operational Projects/Service Level Enhancements	Grants	Existing resources /staff priorities	Municipal Funds	Other	Yr 1	Yr 2	Yr 3	Yr 4
Reconciliation Action Plan (Innovate and Stretch)			●		▪		▪	
Place Plans	●		●		▪	▪		
East Pilbara 2050	●					▪		
Youth Strategy		●	●		▪			
Organisational Improvement Plan		●	●		▪			
Other Operational Projects								
Provide technical support services to remote communities		●	●		▪	▪	▪	▪
Increased focus on engaging young people in civic leadership		●	●			▪		
'Shovel ready' project plans in readiness for State and Federal election promises		●	●			▪		
Increase landscaping and tree canopy		●	●		▪	▪	▪	▪
Increased swimming pool activities to meet the needs of the community		●	●		▪	▪	▪	▪
Firebreak planning and maintenance		●	●		▪	▪	▪	▪
Destination major event	●						▪	▪

Operational Projects/Service Level Enhancements	Grants	Existing resources /staff priorities	Municipal Funds	Other	Yr 1	Yr 2	Yr 3	Yr 4
More accessible events to Marble Bar and Nullagine, including linking those residents to Newman events		●	●					
Play a bigger role in leadership of strategic partnerships, including the facilitation of transport and mining partnership groups		●	●					
Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business and tourism		●	●					
Work with businesses and entrepreneurs to reduce leakage from the local economy		●	●					

STRATEGIC RISK MANAGEMENT

Risk	Risk Controls
Fragmentation and misalignment of effort across key stakeholders	▪ Increased Shire leadership in stakeholder collaboration
Low business growth	▪ Economic development facilitation ▪ Long Term Financial Plan (LTFP)
Cyber attack/security breach	▪ Audits of IT security ▪ Contract cyber security service ▪ Implement cyber security best practice
Breakdown in relationship between Shire President/Council and CEO	▪ Code of Conduct and relevant policies ▪ Regular meetings CEO/Shire President ▪ CEO performance review process ▪ Councillor induction and training
Breakdown in relationships amongst Councillors	▪ Code of Conduct and relevant policies ▪ Councillor induction and training
Core changes to role of Local Government and/or funding	▪ Long Term Financial Plan (LTFP) ▪ Lobbying and advocacy ▪ Community engagement
Increased contractor and/or materials costs putting pressure on capital program	▪ Long Term Financial Plan (LTFP) ▪ Asset Management Plans ▪ Budget process ▪ Rigor of project management
Employee cost rises above assumption	▪ Long Term Financial Plan (LTFP) ▪ Workforce Plan (WFP) ▪ Budget process
Local Government Cost Index rises above assumption	▪ Long Term Financial Plan (LTFP) ▪ Budget process
Reduced external grants/funding	▪ Long Term Financial Plan (LTFP) ▪ Budget process ▪ Lobbying and advocacy
Misappropriation of funds	▪ Policies and Procedures ▪ Audit controls
Lack of available skilled Shire staff	▪ Workforce Plan (WFP)
High Shire staff turnover	▪ Workforce Plan (WFP) ▪ Digital Plan (knowledge management)

Risk	Risk Controls
Lack of available skilled contractors/suppliers	▪ Tender and Procurement Process ▪ Workforce Plan
Disasters i.e. COVID 19 re-emergence/other pandemic/fire/cyclone	▪ Council policies and management policies, Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

As mentioned above, the Plan covers areas that are outside the direct responsibility of the Shire. The indicators below are not measures of the Shire's performance in most cases. They are highly influenced by the actions of others and in some cases by wider economic and social forces well beyond the Shire's control. However, the indicators play an important role in showing whether progress towards the community's vision and outcomes is being achieved, or whether the Shire, community and other stakeholders need to redirect resources and effort.

The following tables show the Key Result Areas, outcomes and the key indicators of success. The data source for each indicator is also shown. These indicators will be monitored and reported annually.

Key performance indicators are also being developed through the Shire's service plans. These will be added once finalised and included in the Shire's annual monitoring and reporting.

Economic *A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources*	
Indicators	**Data source**
▪ Number of businesses	▪ ABS Business Counts
▪ Visitor numbers	▪ Accommodation nights (sample)
▪ Number of Aboriginal businesses	▪ Aboriginal business register

Social
Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life

Indicators	Data source
▪ Satisfaction with health and medical services	▪ Community survey
▪ Sense of belonging	▪ Community survey
▪ Perception of safety	▪ Community survey
▪ Intentions to remain in East Pilbara	▪ Community survey

Built Environment
Distinctive places, with safe, easy and affordable travel, reliable communications, housing choice, and capacity for residential, industrial and commercial expansion

Indicators	Data source
▪ Availability of affordable housing	▪ To be determined in Housing Strategy
▪ Satisfaction with road network	▪ Transport group assessment
▪ Satisfaction with Shire facilities and public spaces	▪ Community survey

Natural Environment
Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations

Indicators	Data source
▪ Waste diverted from landfill	▪ Shire data
▪ Planting trees and vegetation	▪ Shire data
▪ Renewable energy sources	▪ Shire estimate

Governance

Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources

Indicators	Data source
▪ Participation in community engagement	▪ Shire records
▪ Community satisfaction with Council leadership	▪ Community survey
▪ Financial and asset ratios within acceptable ranges	▪ Shire records, based on statutory measures

APPENDIX 1: INTEGRATED PLANNING AND REPORTING (IPR) FRAMEWORK

The Western Australian Integrated Planning and Reporting (IPR) Framework is shown in the diagram below. Its purpose is to ensure that Council's decisions take the community's views into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

The Planning Cycle

The Strategic Community Plan sets the scene, showing the long-term vision, priorities, objectives and strategies for change. It is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a "rolling" plan which is reviewed every two years, as shown in the figure below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long Term Financial Plan, Asset Management Plans and Workforce Plan show how the Plan will be managed and resourced.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle
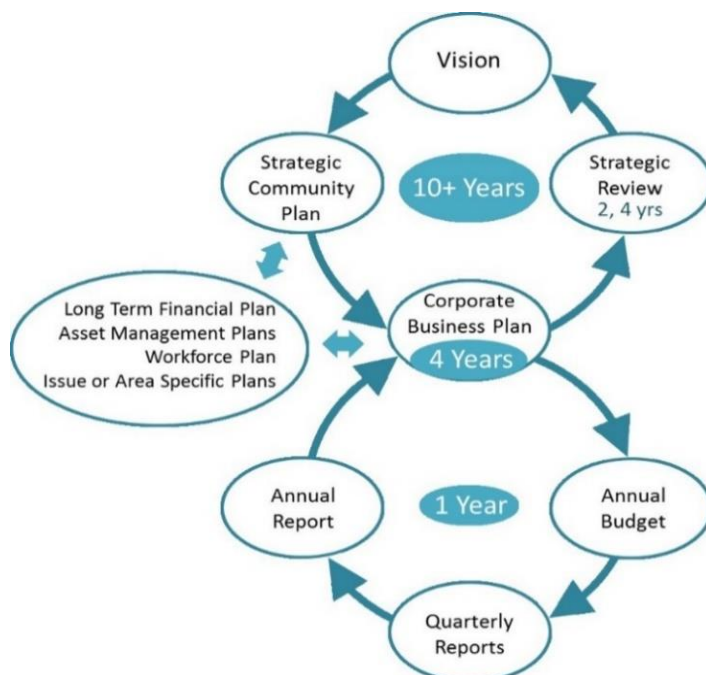
More details can be seen on the Department of Local Government, Sport and Cultural Industries website:
https://www.dlgsc.wa.gov.au/local-government/strengthening-local-government/intergrated-planning-and-reporting

APPENDIX 2: COMMUNITY PROFILE DETAIL

Item	East Pilbara 2011	East Pilbara 2016	Change 2011-2016	WA 2016
Population	11,950	10,591	-1,359	2,474,410
Aboriginal and Torres Strait Islander peoples	17.0%	19.6%	+2.6%	3.1%
Male:Female ratio	67:33	67:33	No change	50:50
People with disability (core need for assistance)	0.8%	1.0%	+0.2%	3.9%
Median age	32	34	+2	36
Children and young teens (0-14)	15.3%	15.2%	-0.1%	19.2%
Working age (15-64)	83.0%	82.8%	-0.2%	67.0%
Seniors (65+)	1.6%	2.1%	+0.5%	14.0%
Born overseas	19.8%	20.0%	+0.2%	32.2%
Volunteering	11.9%	14.5%	+2.6%	19.0%
Total business counts* *ABS Counts of Australian Businesses	Not available at LGA level	203	N/A	N/A
Number of jobs** **ABS Jobs in Australia 2011/12-2016/17	4,811	4,090	-721	N/A
Top three industries by employment	Metal Ore Mining; Other Mining Support Services; Cafes, Restaurants and Takeaway Food Services	Iron Ore Mining; Gold Ore Mining; Other Mining Support Services	-	N/A
Unemployment rate	2.0%	4.2%	+2.2%	7.8%
Participation rate	69.1%	68.0%	-1.1%	62.9%
Median household weekly income	$2,695	$2,353	-$342	$1,595
Completed Yr 12+	Unavailable	37.5%	-	62.5%
Tertiary qualification	Unavailable	39.9%	-	46.5%
Rental affordability – rent per week (percentage of average weekly household income)	$75 (2.8%)	$100 (4.2%)	+$25 (+1.4%)	$347 (21.8%)
Household internet	77.8%	77.9%	+0.1%	85.1%
Socio-Economic Indexes For Areas (SEIFA) disadvantage index	962	937	-25	1015