



# Strategic Community Plan Exmouth 2030



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ON BEHALF OF OUR COMMUNITY THE SHIRE OF EXMOUTH RESPECTFULLY  
ACKNOWLEDGES THE TRADITIONAL OWNERS OF THIS LAND AND PAYS ITS RESPECTS TO  
ELDERS PAST AND PRESENT.

## Foreword

The adoption of this Strategic Community Plan, Exmouth 2030, by the Shire of Exmouth Council marks the beginning of an exciting new chapter for the Shire of Exmouth.

In developing Exmouth 2030, the Shire sought the views and aspirations of the community, through public meetings, focus groups and surveys, about where our community should be by 2030.

Almost 20 per cent of the community participated in the Strategic Community Plan public consultation. This is well above the 10% standard outlined in the *Integrated Planning and Reporting Framework and Guidelines* published by the Department of Local Government Sport and Cultural Industries. This engagement gave voice to the community and your responses gave us a valuable insight into your aspirations for the future.

Analysis of community feedback and survey data has led to the development of community priorities for social, economic, environment, changing demographics and land use, social and leadership in the Shire of Exmouth.

As a new Council, we now have a document that clearly establishes the vision of the community for the future of the Shire of Exmouth. It will be the key strategic document used by Council to guide decision making and drive the development of corporate business plans, resourcing and other informing strategies.

We believe Exmouth 2030 provides an appropriate framework to meet current and future challenges of our community.

The Plan takes into account the broad social, cultural, economic and environmental areas and how private industry, government agencies and community might contribute to achieve the aspirations of our community.

Our thanks go to all those who supported this process and gave up their time to provide their input and help guide the development of this plan. As a Council, we look forward to working in good faith with our community to achieve the aspirations set out in Exmouth 2030.



Shire President  
Cr Matthew Niikkula



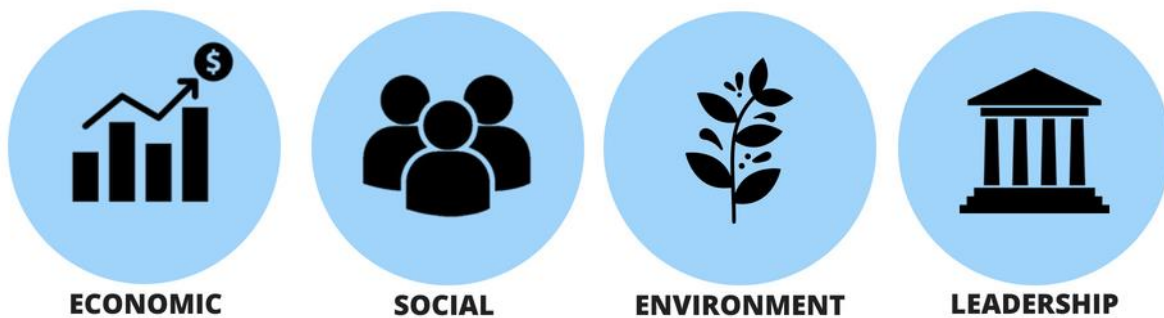
Chief Executive Officer  
Cameron Woods

## INTRODUCTION

Exmouth 2030 establishes the community's vision for Exmouth's future and will act as a guide for Council's decision making, ensuring we continue to focus on what is important to our community.

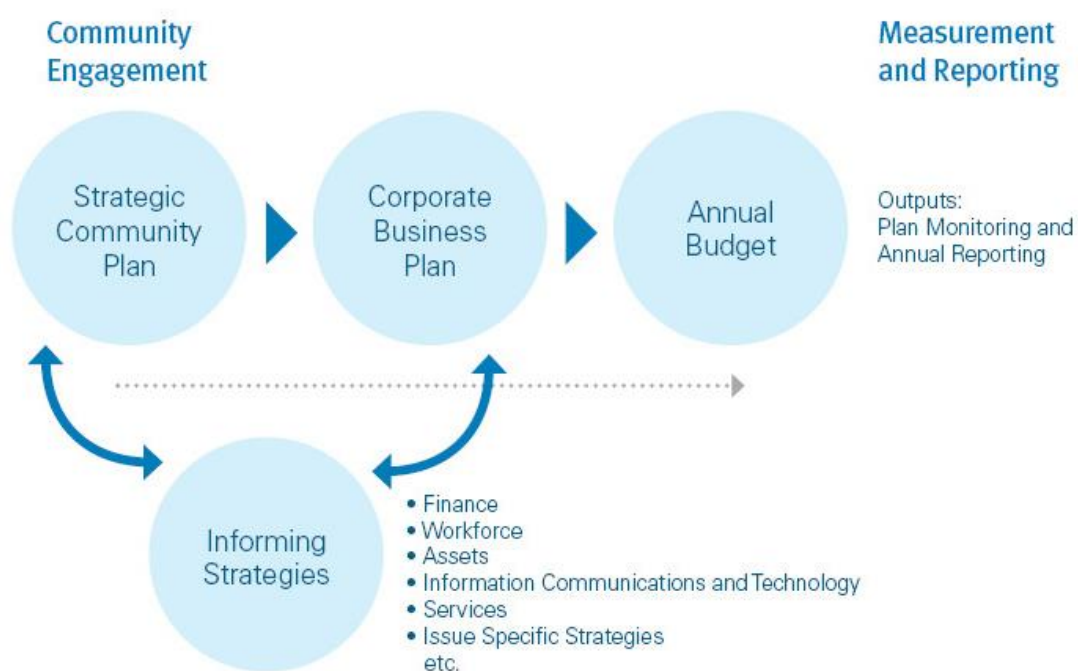
This plan takes into account the views and aspirations expressed by of all sectors of the community through the community consultation process, and the financial and resourcing capacity of the Shire. It seeks to present outcomes in a clear and understandable manner while meeting our regulatory responsibilities as a local government.

Outcomes are grouped into four themes:



Exmouth 2030 recognises that in order to achieve the vision of the Community, Council required the support from key partners and stakeholders. These include:

- Residents and ratepayers
- Local businesses
- Community groups
- State and Federal Government
- Government agencies
- Non-government agencies
- Developers and industry



## Elements of Integrated Planning and Reporting Framework

- ▶ **Strategic Community Plan** outlines community long term vision, values, aspirations and priorities.
- ▶ **Corporate Business Plan** summarises current and future resources required to deliver priorities outlined in Strategic Community Plan.
- ▶ **Annual Budget** allocates the funds and resources required to deliver the priorities outlined in the Strategic Community Plan and Corporate Business Plan.

### REVIEWS

The Shire of Exmouth Integrated Planning Framework is reviewed and updated in accordance with section 5.56 of the *Local Government Act 1995* and Section 19A of the *Local Government (Administration) Regulations*. The below table sets out the frequency of reviews.

Document	Review period
Strategic Community Plan – Exmouth 2030	A review of the Strategic Community Plan is to be undertaken every two years, with the next review scheduled for 2020, after the Council elections to be held in October of that year. A full review including a comprehensive community consultation process is to be undertaken in November 2022.
Corporate Business Plan	Reviewed annually as part of the budget process and submitted to Council for adoption.
Supporting strategies	Reviewed as specified.





**POPULATION**  
**2,730**



**ELECTORS**  
**1,551**



**DWELLINGS**  
**1,258**



**VOLUNTEERS**  
**30%**



**LARGEST  
INDUSTRY**  
**TOURISM**

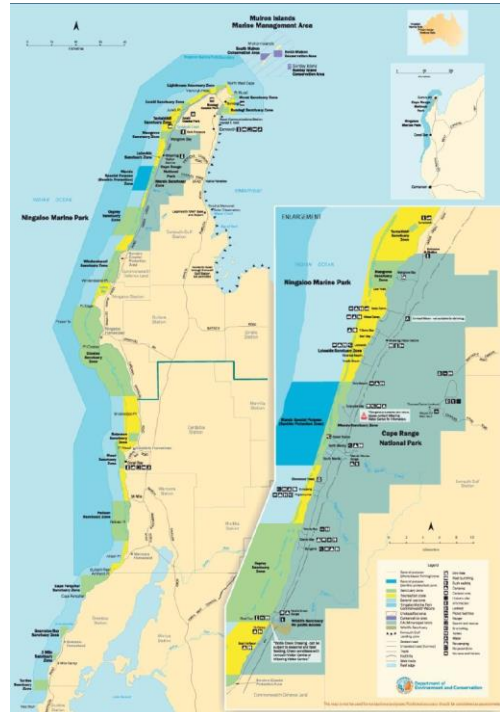


**EMPLOYED  
RESIDENTS**  
**1,469**

## OUR COMMUNITY

The Shire of Exmouth is situated 1,270 kilometres north of Perth, on the tip of the North West Cape in Western Australia. Covering 6,504 km<sup>2</sup> the district is bordered by the Exmouth Gulf and the pristine Ningaloo Coast World Heritage area. Exmouth is one of the few areas in Australia that can boast the reef to range experience. The striking contrast between the rugged, arid Cape Range and the turquoise colours of the Ningaloo Reef, is a key factor in contributing to its World Heritage listing. The Ningaloo Marine Park abuts the Cape Range National Park and continues hugging the coast line south for another 200kms.

While the town was founded around defence industries, tourism is now the largest industry in the Shire with eco-tourism development experiencing significant growth. Other industries that contribute significantly to our local economy include defence, government services and industries to support the offshore oil and gas industry, tourism support services such as hospitality and accommodation along with fishing, pastoral, aquaculture, light engineering and construction.



Every year, in the winter months (May to August) when the weather is mild and the water crystal clear the number of visitors arriving in Exmouth triples the resident population of Exmouth. While this presents significant challenges for a small community with limited financial resources, it also provides important stimulus for the local economy.

In September last year the Exmouth townsite celebrated its 50<sup>th</sup> anniversary with the official opening of the Ningaloo Centre. The Ningaloo Centre is a \$32 million state of the art building featuring the Ningaloo Aquarium, three impressive visitor galleries, visitor services and conferencing capabilities. The Centre has the potential to unlock additional tourism growth by attracting the high value Meetings, Incentives, Conference and Exhibitions tourism market to Exmouth.

The Exmouth Shire has 170km of sealed roads and 300km of unsealed roads, including roads providing access through Exmouth's National Parks and three boat ramp facilities.

The outdoor recreational opportunities in Exmouth are complemented by a range of local government funded facilities including a 50m pool, sports ovals, squash, tennis and hard courts and skate park. Visitor services are catered for by the Ningaloo Visitor Centre, and a variety of hotels, motel, serviced apartments, hostels and caravan parks.

## ENVIRONMENT AND ECONOMIC ACTIVITY

Exmouth is the gateway to the Ningaloo Coast World Heritage area, including Ningaloo Marine Park and Cape Range National Park. Inscribed for its exceptional natural beauty and remarkable biological diversity the Outstanding Universal Value of the Ningaloo World Heritage area is so significant that it transcends national boundaries and is of common importance for present and future generations.

The world-heritage listed Ningaloo Marine Park extends 260 kilometres along the west coast of the Cape and is the prime driver for the districts tourism industry. In addition, Exmouth is strategically located adjacent to expanding oil and gas fields and is well positioned to provide resource sector support, including air travel (fixed wing and rotary aircraft) and marine services support.

Learmonth Airport, located near Exmouth, is the primary airport of the Gascoyne region. The airport has experienced a sharp climb in passenger throughput since the early 2000's and particularly since 2009/10, primarily on the back of employment related travel (oil and gas). It is currently serviced by Qantas.

Exmouth is home to three major Defence establishments; Naval Communication Station Harold E. Holt, Learmonth Air Force Base and Learmonth Solar Observatory. The expansion of Defence operations in Exmouth would provide a critical mass of employment, population and expenditure activity.



Source: ABS Census Data (2016)

The Shire sits within the Gascoyne Development Commission Region which extends along 600km of the Indian Ocean coastline and about 500km inland, for a total area of approximately 135,277 km<sup>2</sup>. It comprises the Shires of Carnarvon, Exmouth, Shark Bay and Upper Gascoyne with total population of approximately 10,300 people.

Ease and safety of movement to and within the region is challenging for both residents and visitors. Aviation services to the region are relatively expensive, however Exmouth enjoys a regular and affordable jet aircraft service. This is due largely to passenger movements required to support the resource sector.



A range of potential economic and environmental challenges have been identified; a lack of investment in renewable energy; reduced roll out of optimum broadband infrastructure; financial viability of research centres in Exmouth; sufficient and reliable water supplies, accessibility and transport.

The consideration of a deep-water wharf would also attract additional investment in existing and new industry in Exmouth. The growth in investment expected in the medium term has the potential to underpin future economic growth in the region, providing employment, supply chain opportunities, training and economic engagement opportunities during both construction and operational phases. Expansion of Exmouth's existing harbour would assist recreational and commercial services, the burgeoning cruise ship industry through improved suitable berthing facilities, recreational use, tourism, fisheries and mining activity within the precinct.

Other strategic documents referred to in compiling Exmouth 2030 include:

- Shire of Exmouth Strategic Community Plan (2011)
- Gascoyne Regional Investment Blueprint 2015
- Gascoyne Regional Development Plan 2010-2020
- Economic Development Opportunities for the Gascoyne Region (2012)



# **LOCAL INDUSTRY**

**TOURISM**

**BUILDING & CONSTRUCTION**

**DEFENCE**

**OIL & GAS**

**HOSPITALITY**

**ACCOMMODATION**

**LIGHT ENGINEERING**

**FISHING**

**AQUACULTURE**

**PASTORAL**

## COMMUNITY ENGAGEMENT

In developing this Plan, the Shire used a number of approaches to engage the community and canvassed a number of issues including:

- Is the Shire's existing Vision Statement still appropriate?
- What values do you most appreciate that best represent our community?
- What do you like and value most about our community?
- What do you think are the key issues currently facing our community?
- What key issues do you think our community will face before 2030?
- What will make our community a better place to live, work and visit?
- What can we do to create employment opportunities and build our local economy?

Respondents were given the opportunity to provide feedback on Shire services and facilities and the issues that will matter the most in the next ten years.



**COMMUNITY  
WORKSHOPS**



**FOCUS  
GROUPS**



**WEB-BASED  
SURVEYS**



**PAPER-BASED  
SURVEYS**



**SELF-FACILITATED  
WORKSHOPS**



**MALL INFO  
STALLS**

## KEY FINDING

Throughout the public consultation process a common concern was identified by our community.

“To be able to remain living permanently in Exmouth there is a need for **greater fulltime employment opportunities.**”

## WHAT WE VALUE MOST

A safe and inclusive community with strong community spirit, a family friendly lifestyle in a world class natural environment, both land and sea.

## WHAT WE WOULD LIKE

To build and diversify our local businesses whilst ensuring the protection of the natural environment.

Greater employment opportunities all year round that would encourage families to remain within our community.

A strong focus on environmental, conservation and preservation issues to support our natural environment. An innovative and proactive approach to addressing water supply, recycling, renewable energy and waste management.

Upgrade and expand our recreation facilities which are climate and age appropriate.

Improved health and aged care services and facilities.

An innovative approach to minimising substance abuse within our community.

A proactive, strategic thinking Council that can rebuild the communities trust and provide transparency in decision making, effective communication and consultation with the community.

## ISSUES WE FACE

The ability to balance the conservation of our natural environment with the desire to build a more diverse and sustainable local economy.

The ability to maintain and grow our population with a limited employment base, restricted services and facilities and high cost of living.

Providing sustainable infrastructure (water, power, sewage, internet, roads, recreation and business facilities).

Balancing the capacity to service tourism requirements in the peak session and the local demand for health and recreation facilities and services.

The lack of facilities and services for an ageing population.

Our ability to solicit Government investment in services and infrastructure in our community.

## WHAT DOES OUR COMMUNITY WANT TO LOOK LIKE IN 10 YEARS?

A stronger more diverse local economy that can provide yearlong employment opportunities for our community.

A community that is renowned for its stewardship of our environment and heritage.

A well-managed tourism industry that has extended the peak season to include alternative ecotourism and other visitation activities.

A service hub for the offshore oil and gas industry and marine services support for leisure and fishing vessels.

A best practice example of innovation in providing sustainable environmentally friendly local facilities for water supply, recycling, renewable energy and waste management.

To be innovative and proactive in addressing issues that are both environmentally sensitive and beneficial in providing affordable living costs and housing to the local community.

An education and research hub with a strong focus on our natural environment.

A community that is friendly, approachable, fair minded and responsive and acts with honesty and integrity.



COMMUNITY VISION:

**“To be a prosperous and sustainable community living in harmony with our natural environment.”**

## OBJECTIVES AND COMMUNITY PRIORITIES

The following objectives and community priorities have been presented under four main categories; economic, environment, social and leadership.



### *Economic*

**OBJECTIVE: DIVERSIFY AND GROW OUR ECONOMY IN A MANNER THAT PROVIDES YEAR-ROUND EMPLOYMENT OPPORTUNITIES.**

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#### OUTCOME 1.1 – A DIVERSE AND ENVIRONMENTALLY AWARE LOCAL ECONOMY THAT CAN ATTRACT BUSINESS INVESTMENT AND PROVIDE EMPLOYMENT OPPORTUNITIES

COMMUNITY PRIORITIES	MEASURING SUCCESS
1.1.1 Develop and encourage opportunities for business investment to develop a diverse economy.	<i>Development of investment attraction prospectus.</i>
1.1.2 Create a strategic approach to economic development to attract investment and jobs in new and existing industries.	<i>Development of Economic Development Plan</i>
1.1.3 Lobby for the technological infrastructure necessary to support business growth.	<i>Correspondence and record of meetings with relevant agencies and Ministers. Feedback via Exmouth Chamber of Commerce and Industry.</i>

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#### OUTCOME 1.2 – FACILITATE THE STRENGTHENING AND GROWTH OF OUR VISITOR EXPERIENCE.

COMMUNITY PRIORITIES	MEASURING SUCCESS
1.2.1 Engage with local, state, national and international stakeholders to build a stronger and sustainable tourism industry.	<i>Increase in tourist numbers and expenditure. Funding support from public and private sector for local tourism initiatives.</i>
1.2.2 Activate a best practice model for an innovative and unique Exmouth tourist experience.	<i>Satisfaction surveys and Industry Award recognition.</i>
1.2.3 Promote and market tourism initiatives which extend the “peak tourist season”.	<i>Occupancy rates, visitor numbers by month year on year.</i>
1.2.4 Activate the Ningaloo Centre as a regional facility to attract high yield conference and events.	<i>Venue statistics, number of events</i>
1.2.5 Support a coordinated approach for regional tourism promotion and management.	<i>MOU and agreements with local industry, Australia’s Coral Coast and TWA.</i>

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OUTCOME 1.3 – ENABLE THE PROVISION OF ESSENTIAL INFRASTRUCTURE THAT WILL SUPPORT INVESTMENT AND DIVERSIFY OUR ECONOMY.

COMMUNITY PRIORITIES	MEASURING SUCCESS
1.3.1 Advocate and lobby for the provision of infrastructure that supports the local economy.	<i>Correspondence and record of meetings with relevant agencies and Ministers.</i> <i>Feedback via Exmouth Chamber of Commerce and Industry</i>
1.3.2 Identify opportunities to create multiuse infrastructure and facilities that encourage and diversify the local economy.	<i>Economic Development Plan and business case development.</i>
1.3.3 Update and improve coastal access and facilities.	<i>Adoption of annual works budget and community and visitor satisfaction levels</i>
1.3.4 Maintain an efficient, safe and good quality local road network.	<i>Improvement in the gap as per the AMP, WALGA Road Survey</i>

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## Environment

**OBJECTIVE: TO PROTECT AND VALUE OUR UNIQUE NATURAL AND BUILT ENVIRONMENT AS WE GROW OUR ECONOMY.**

### OUTCOME 2.1 - A STRONG FOCUS ON ENVIRONMENTAL CONSERVATION AND SUSTAINABLE MANAGEMENT OF OUR NATURAL ENVIRONMENT.

COMMUNITY PRIORITIES	MEASURING SUCCESS
2.1.1 To be innovative and proactive in considering environmental sensitivities when economic and lifestyle issues arise.	<i>Initiatives supported by and activated by the Shire demonstrated via Council Meeting minutes</i>
2.1.2 Consult with relevant authorities to manage the natural environment's unique values for the benefit and enjoyment of current and future generations.	<i>Improvement in the management and quality of the environment. Documented consultation with relevant authorities.</i>

### OUTCOME 2.2 – STRIVE TO ACHIEVE A BALANCE BETWEEN THE PRESERVATION OF OUR UNIQUE ENVIRONMENT AND THE DELIVERY OF SUSTAINABLE ECONOMIC GROWTH.

COMMUNITY PRIORITIES	MEASURING SUCCESS
2.2.1 Develop and promote partnerships with key stakeholders to maintain and improve access and engage the community in championing our natural environment.	<i>Biannual survey with stakeholders. Implementation of key strategic plans including the Ningaloo Trails Masterplan</i>
2.2.2 Promote and celebrate the World Heritage Values of the region and investigate opportunities to leverage economic growth that improve visitor and community experiences.	<i>Proactive partnership with the Visitors Centre, level of involvement in key events, visitor and community satisfaction surveys</i>

### OUTCOME 2.3 – ADVOCATE AND PROMOTE OPPORTUNITIES FOR THE DEVELOPMENT OF ENVIRONMENTALLY SUSTAINABLE ESSENTIAL INFRASTRUCTURE AND SERVICES

COMMUNITY PRIORITIES	MEASURING SUCCESS
2.3.1 Lobby government agencies for the provision of better quality water and affordable renewable energy and sustainable use.	<i>Record of correspondence and meetings sent to Ministers and Government agencies.</i>
2.3.2 Investigate sustainable waste management and recycling options.	<i>Council endorsed consultant and officer reports.</i>



## Social

**OBJECTIVE: TO BE A VIBRANT, PASSIONATE AND SAFE COMMUNITY VALUING OUR NATURAL ENVIRONMENT AND UNIQUE HERITAGE**

**OUTCOME 3.1 - EXPLORE OPPORTUNITIES TO DELIVER SERVICES AND FACILITIES THAT ATTRACT AND RETAIN PEOPLE LIVING IN THE SHIRE.**

COMMUNITY PRIORITIES	MEASURING SUCCESS
3.1.1 Advocate, promote and incentivise Exmouth as a preferred place to live and work in the long term.	<i>Population statistics, community participation rates, community satisfaction levels</i>
3.1.2 Advocate for the provision of expanded educational and vocational opportunities and community services.	<i>Maintain strong and active engagement with all agencies and participate in planning of future training needs.</i>

**OUTCOME 3.2 – PROMOTE FACILITIES/SERVICES THAT ENHANCE PUBLIC HEALTH AND SAFETY**

COMMUNITY PRIORITIES	MEASURING SUCCESS
3.2.1 Advocate for health and medical support services and affordable housing for aged persons and people with disabilities that meet the needs of the local community.	<i>Correspondence with Ministers and agencies.</i>
3.2.2 Actively engage with key stakeholders to find an innovative approach to minimising substance abuse within our community.	<i>Establish and lead the Local Drug and Alcohol Program (LDAP). Monitor crime statistics and implementation of LDAP strategies.</i>

**OUTCOME 3.3 – CHAMPION SELF-SUPPORTING COMMUNITY CLUBS AND ASSOCIATIONS.**

COMMUNITY PRIORITIES	MEASURING SUCCESS
3.3.1 Develop policy and support services that enable clubs and community groups to be self-sustaining.	<i>Develop and adopt policy Maintain the self-supporting loan fund. Apply for funding to employ sport and recreation officer to support club development</i>
3.3.2 Develop, implement and regularly review our recreational, cultural facilities and public open space to ensure they meet the principles of colocation, multi-use and sustainability.	<i>Conduct a facility audit and condition reports to inform the long term financial plan.</i>
3.3.3 Support cultural and community programs and events that encourage interaction and promote a sense of community and celebrate lifestyle.	<i>Community participation rates, Community satisfaction levels</i>





## Leadership

OBJECTIVE: TO PROVIDE OPEN TRANSPARENT, ACCOUNTABLE LEADERSHIP WORKING IN COLLABORATION WITH OUR COMMUNITY.

### OUTCOME 4.1 TO PROVIDE PROACTIVE, COLLABORATIVE AND TRANSPARENT LEADERSHIP

COMMUNITY PRIORITIES	MEASURING SUCCESS
4.1.1 Enhance open and interactive engagement between Council and the community.	<i>Improvement in community perception survey.</i>
4.1.2 Adopt a culture that aligns actions with the outcomes and community priorities identified in the Strategic Community Plan.	<i>Align decisions to Community Strategic Plan, achieve Business plan outcome. Annual score card of progress against Corporate Business Plan. Community perception survey.</i>

### OUTCOME 4.2 A LOCAL GOVERNMENT THAT IS RESPECTED AND ACCOUNTABLE.

COMMUNITY PRIORITIES	MEASURING SUCCESS
4.2.1 Constantly strive to be engaged and relevant to our community and make informed decisions.	<i>Complaint records. Perception survey.</i>
4.2.2 Promote and support elected members and staff participation in professional development.	<i>Completion of training programs, skills inventory.</i>
4.2.3 Meet all statutory reporting requirements.	<i>Monthly financial reports, annual financial reports, financial audits, DLCG compliance reporting</i>

### OUTCOME 4.3 TO BE A CHAMPION FOR OUR COMMUNITY

COMMUNITY PRIORITIES	MEASURING SUCCESS
4.3.1 Engaging government agencies and key stakeholders to achieve Strategic Community Strategic Plan outcomes.	<i>Record of agency and stakeholder interactions. Stakeholder surveys</i>
4.3.2 Facilitate resource sharing and actively participate in partnerships on a regional basis.	<i>Gascoyne zone meeting minutes and agendas. CEO performance review.</i>

## STRATEGIC RISK MANAGEMENT

It is important to consider the external and internal context in which the Shire of Exmouth operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below:

### EXTERNAL FACTORS

Climate change and impact on natural environment

Extreme weather events

Ability to provide sustainable potable water

Community strategic direction influenced by those not living in Exmouth.

Population growth and economic development resulting in greater pressure on the natural environment.

Cost shifting by Federal and State Governments.

Reducing external funding for infrastructure and operations.

Increased compliance requirements due to Government Policy and Legislation

Changing community expectations in relation to service levels.

Change in Federal Government's defence policies

Population decline resulting in reduced financial sustainability and reduced capacity to provide essential services.

Reliance on oil and gas passenger movements to support RPT flights and provide adequate tourist access.

### INTERNAL FACTORS

The financial capacity of the Shire

Asset renewal gap

Allocation of resources to achieve strategic outcomes

Organisational size, structure and functions

Staff levels and retention

Organisational strategy and culture

Current organisational systems and processes



Adopted by Council 28 June 2018

For further details on the  
Strategic Community Plan please contact  
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