



ATTACHMENT TO ITEM 11.1.2: CORPORATE BUSINESS PLAN - QUARTERLY PERFORMANCE REPORT

Under Separate Cover

Ordinary Council Meeting
Wednesday, 27 May 2020

Table of Contents

11.1.2 Corporate Business Plan - Quarterly Performance Report
Attachment 1 Quarter 3 - Corporate Business Plan Updates4



2018 – 2022 Corporate Business Plan Performance Report #5

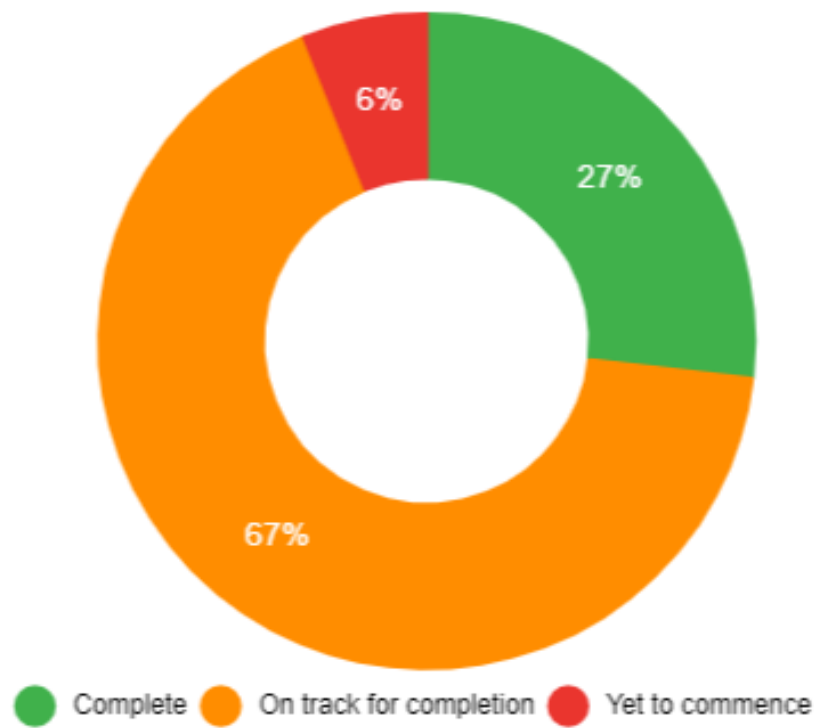
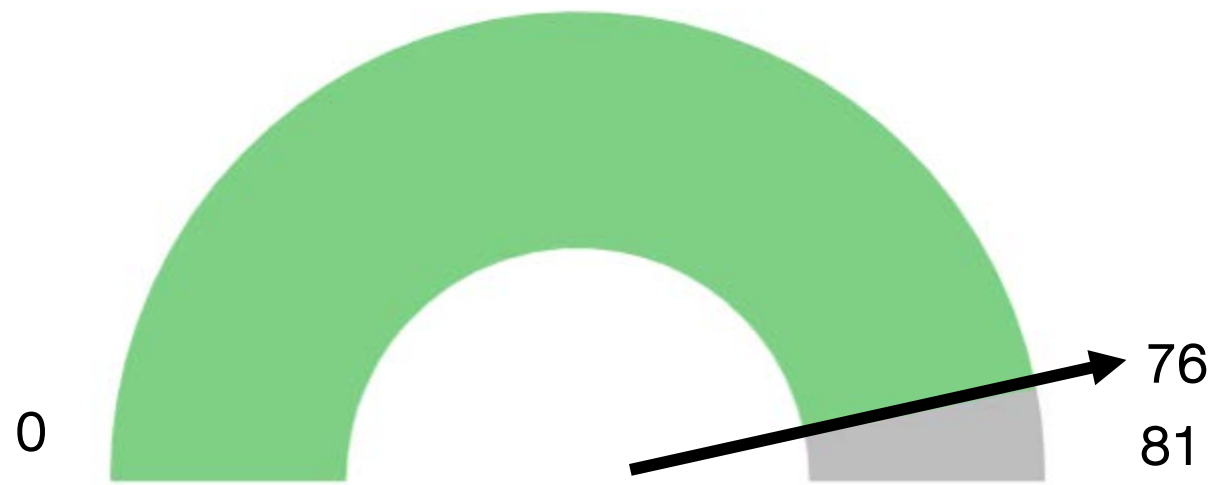
Period:

1 January to 31 March 2020
(Quarter 3 – 2019/20 FY)

Progress overview

Progress for the period 1 January to 31 March 2020

This scale shows the number of CBP actions which have been commenced to date.



22
Complete

54
On track for completion

5
Yet to commence

Previous Update

0 75 81

23% 69% 7%

● Complete ● On track for completion ● Yet to commence

19
Complete

56
On track for completion

6
Yet to commence

OUR COMMUNITY

Key	
Yet to commence	
On track for completion	
Complete	

We honour our people and our cultural heritage – ensuring wellbeing, diversity, creativity and a strong civic dialogue.

SCP Outcome	Our Strategic Response	Actions	Lead Business Unit	Comments	Status
A hardy, healthy and safe people	1.a.1 <i>Stakeholders are engaged to develop a whole of town approach to increase accessibility to quality health and wellbeing services</i>	1.a.1.1 Develop, implement and review a community engagement program to interact with stakeholders on a regular basis.	Community Engagement	Community engagement program underway and engagement opportunities have been identified and implemented.	
		1.a.1.2 Develop, implement, review and promote a community grants and donations program.	Community Engagement	Community grants and promotion plan implemented and due for review in 2021. Applications for hosting community events/projects have decreased due to COVID-19 Pandemic. We have allocated 76% of the 2019/20 financial year. Community Engagement is assisting in establishment of COVID-19 Assistance fund grants in response to local community and business needs.	
	1.a.2 <i>Community needs and gaps in health provision are identified and delivered</i>	1.a.2.1 Coordinate and advocate for improved community health services and facilities.	Environmental Health	There is an ongoing education process in place with information disseminated to the public through various media platforms. As a result of covid-19 it was decided that we would limit information being distributed so that the public can focus on critical pandemic updates. As the response to covid-19 begins to relax the Town's EH team will recommence the education program with positive and informative health and environment publications. Please note – critical public notices regarding health matters such as mosquito numbers and possible mosquito borne disease continued as required.	
	1.a.3 <i>Youth services and facilities are implemented with regular input from youth and providers</i>	1.a.3.1 Coordinate and provide a range of youth activities in partnership with key stakeholders	Facilities	Youth Services Team regularly work with services providers including Western Australian Police, Headspace, Wirraka Maya, Youth Involvement Council to develop and deliver Box Fit, SLAM, Lounge and Youth Week program throughout this quarter.	
	1.a.4 <i>Partnerships with stakeholders to deliver sport and recreation are enhanced</i>	1.a.4.1 Support stakeholders to deliver sport and recreation services	Recreation and Community	Every Club program continues. Slight impact of COVID-19 to original workshop schedule. Schedule under review (may have to deliver final workshops online).	
	1.a.5 <i>Agencies and the community are fully engaged to reduce anti-social behaviours and improve community safety</i>	1.a.5.1 Develop, implement and review a Community Safety Plan.	Community Safety	The Town's Community Safety Plan has been operational and the CS team are working to delivery critical outcomes in line with the plans priorities. Deliverables currently being worked include: <ul style="list-style-type: none"> Develop a targeted communications strategy on service awareness when particular safety issues spike in the community, informed by place-based data. Assess the s152 'Liquor Restricted Premises' outcomes by identifying the effectiveness of strategies. Support reforms of alcohol taxation and pricing that will discourage harmful alcohol consumption Mapping outreach services to remote communities to promote Hedland services, upcoming event and health campaign strategies. 	
		1.a.5.2 Develop, implement and review strategies and programs to enhance the town's visual amenity and safety	Parks and Gardens	As part of the 2019 playground renewal program Shay gap park was upgraded as a whole park and this work included lighting utilising CEPTED design principals to promote safety within our community additional sites where this was implemented this financial year was pretty pool par where the lighting was upgraded to operate using LED lighting and night day sensors including remote operation.	
		1.a.5.3 Actively engage in initiatives that support road safety	Engineering Services	Work has been completed on site as part of the Black Spot Program Works to widen the roadway at North Circular Road, South Hedland, in February/March.	

	1.a.6	<i>Town-wide health, safety, recreation and sporting activities and services are promoted</i>	1.a.6.1	Promote awareness of town-wide health, recreation, sporting and safety services and initiatives	Recreation and Community	'Have a Try Night' was held on 13 March 2020. 'Socially Inclusive Communities in Western Australia' (SICWA) initiative has commenced and will now be delivered online. A workshop hosted by Inclusion solutions was delivered for local sports clubs and community groups on how to become more inclusive organisations.	
An inclusive and involved community	1.b.1	<i>Newcomers to Port Hedland are provided with inductions, information and opportunities to engage and get involved</i>	1.b.1.1	Support initiatives with stakeholders to welcome newcomers to town	Community Engagement	Welcome to Hedland Night was cancelled due to COVID-19 Pandemic. In response to this, the Community Engagement team is working on putting together with local agencies in creating an Our Community Video alongside in recording messages that assist welcoming newcomers in town. This video is to be recorded and made available for community to view in June 2020.	
			1.b.1.2	Provide free public Wi-Fi at identified Town locations	ICT	Free public WiFi access is provided by the Town at the Civic Centre, JD Hardie Youth Zone and South Hedland Library.	
An inclusive and involved community	1.b.2	<i>A residential workforce is promoted to industry as the preferred option</i>	1.b.2.1	Engage with key stakeholders to promote a residential first approach for workforce accommodation	Executive Services	Consultation period for Workforce Accommodation Position paper has closed, with the paper to be presented at the June 2020 OCM for adoption. This paper, together with the Workforce Accommodation Policy promote a residential first approach to workforce accommodation. Residential first, especially with operational workforces, has been discussed and promoted with the operators of the Gateway Village as part of negotiations to extend the lease of that facility.	
	1.b.3	<i>Forums and activities to give a voice to youth, people with a disability, ageing, Aboriginal and Torres Strait Islander, and Culturally and Linguistically Diverse people are recognized and supported</i>	1.b.3.1	Provide meaningful opportunities for Aboriginal and Torres Strait Islander people to engage with the Town	Community Engagement / Human Resources	The Town hosted this quarter's Aboriginal and Torres Strait Islander Forum on March 10th. We've engaged national agencies such as Australian Bureau of Statistics - Centre of Excellence for Aboriginal and Torres Strait Islander Statistics, Clontarf Academy and local Julyardi/Hedland Aboriginal Strong Leaders plus over 50 participants at this forum. The Community Engagement Team have a new upcoming position for an "Aboriginal and Torres Strait Islander Liaison Officer" employment opportunity with the town.	
			1.b.3.2	Provide meaningful opportunities to celebrate and recognise our Culturally and Linguistically Diverse communities	Community Engagement	The Community Engagement Team has provided outreach and support Pilbara Community Legal Services (PCLS) Community Migrant services in assisting with multi-cultural events (Harmony Day 2020) and are creating specific outreach video which will be recorded both English and in various languages to help connect our CALD community.	
	1.b.4	<i>Regular opportunities for the broad community to have input into the Town of Port Hedland plans and programs are provided for transparency, accountability and two-way interaction</i>	1.b.4.1	Develop, implement and review a community engagement Policy and associated Strategy	Community Engagement	The 2020 Community Engagement Strategy is proposed to be revised and presented to Council early next financial year.	
			1.b.4.2	Inform the community on Town projects, operations, services and events	Marketing, Events and Communications	All of the Town's media releases are sent to approximately 700 subscribers including local community members, journalists and community groups. All Council meetings are live streamed on Facebook, enabling increased interaction with the community.	
			1.b.4.3	Implement, monitor and review the Disability Access and Inclusion Plan	Partnerships and Engagement	The Town's DAIP Working group is conducted every quarter to monitor the Town's performance. We have contacted Department of Community services – Access Improvement contact to advise best processes in re-implementing a public DAIP Reference Group by EOFY.	
			1.b.4.4	Implement, monitor and review the Reconciliation Action Plan	Partnerships and Engagement	The RAP 2020-2023 is in mid-development and is due to be publically launched at a future Aboriginal and Torres Strait Islander Forum.	
	1.b.5	<i>Opportunities to get involved and results of engagement are regularly promoted</i>	1.b.5.1	Develop, implement and review opportunities to share engagement feedback with key stakeholders	Community Engagement	The 2020 Annual Perception survey results have been released to the community and noted by council on 25th March 2020.	

A unique, vibrant and diverse community lifestyle	1.c.1	<i>The community, industry, arts and cultural organisations are engaged to identify, plan and coordinate events and activities</i>	1.c.1.1	Develop, implement and review a Cultural and Arts Strategy	Marketing, Events and Communications	The Arts and Culture Strategy has been developed and adopted by Council.	
	1.c.2	<i>Events and activities to celebrate the Town's cultural heritage, arts and Pilbara lifestyle are consistently programmed and delivered</i>	1.c.2.1	Provide a year round events program aligned with the Cultural and Arts Strategy	Marketing, Events and Communications	The 2020 Events Strategy reflects the goals of the Arts and Culture Strategy. Following event restrictions due to Covid-19 the events team are running the planned events in a virtual capacity.	
			1.c.2.2	Develop, implement and review a strategy for the preservation of historical records held by the Town	Libraries	Investigation into preservation of local history items preliminary work continues. The intention is also to link aspects of the local history into the general Library Strategy. Clarification is being sought on exactly the Town requires for this initiative.	
	1.c.3	<i>Partnerships with industry and government to support events and activities are enhanced</i>	1.c.3.1	Develop, implement and review a sponsorship, partnerships and engagement program for events and activities	Executive Services	In Q3 2020 the Town secured grant funding through the Community Sporting and Recreation Facilities Fund (CSRFF) for \$750k to assist with the construction of two covered outdoor multipurpose courts with lighting. The Town received \$34K from the Department Communities to go towards the Targeted Participation Program for Seniors Adult Living Triumphantly. The Town received \$10K from the Department of Communities for the Age-friendly and Dementia-friendly Communities grants program to go towards the Town's OWLS program.	
1.c.4	<i>The Town's program of events and activities is promoted locally, regionally and nationally</i>	1.c.4.1	Develop, implement and review an integrated promotional and communications strategy for community wide events	Marketing, Events and Communications	Communications plans are developed for all of the Town's programs and events. Community events are also promoted through the "Whats On Guide" and on the website Events Calendar.		
Well utilised and valued community facilities and services	1.d.1	<i>The present and future facilities and requirements of the Town are planned for and developed in-line with relevant facility standards and community needs</i>	1.d.1.1	Develop, implement and review a facilities management plan and purpose statement for all community facilities including infrastructure standards, levels of service and management models	Facilities	Not yet commenced. Commencing in Q4.	
	1.d.2	<i>Facilities and community infrastructure is revitalized across the Town</i>	1.d.2.1	Develop, implement and review an asset management renewal program to ensure long-term sustainability of the Town's assets	Engineering Services	The development of an asset management plan will not be completed in the 19/20 FY. Staff are currently working on an asset management strategy and associated resource requirements as part of the development of the 20/21 budget	
	1.d.3	<i>Facilities and community infrastructure are well maintained, managed and fit to purpose to provide a range of lifestyle opportunities.</i>	1.d.3.1	Support the provision of cultural, sporting and recreational facilities which are fit for purpose	Facilities / Recreation Services	Stage 1 of SHISC, JDHYCH and MSSP sports masterplans have progressed to the concept stage with a view to quickly move to design.	
1.d.3.2			Develop, implement and review a range of programs to enhance, activate and encourage usage of the Town's infrastructure	Recreation and Community	20/21 programming plan is in draft stage for review in Q4		

Well utilised and valued community facilities and services	1.d.3	<i>Facilities and community infrastructure are well maintained, managed and fit to purpose to provide a range of lifestyle opportunities.</i>	1.d.3.3	Ensure that the Town's stores and fleet services provide adequate support to meet the Town's infrastructure requirement	Depot Operations	Annual Plant Replacement program has been completed & upgrade plans for depot including store have been presented to council approved and awarded for detailed design	
			1.d.3.4	Ensure that the Town's commercial, community and residential properties are fit for purpose, compliant and maintained to the appropriate standards	Property Management	Maintenance and upgrades across the Town's properties are well underway as follows: - Gratwick Aquatic Centre Gym - Due for completion by end of Q3 - Civic Centre Stage 3 to be completed by end of Q3 - New accessible ablutions installed at Yikara Park - Staff Housing Renewal works to be completed by end of Q4 - Preventative Maintenance works implemented across the Town's Commercial and Staff Housing - McGregor Street change rooms expected to be carried over to the next financial year due to extended design delays - Upgrade of AC units as required in Community facilities	
	1.d.4	<i>Community services and facilities are well promoted.</i>	1.d.4.1	Develop, implement and review a marketing and promotional plan for community facilities and services	Facilities	'Events Toolkit' created to assist with people hiring Town Facilities. Monthly newsletter underway	

OUR ECONOMY

We build prosperity for all – enabling sustained economic growth.

SCP Outcome	Our Strategic Response	Actions	Lead Business Unit	Comments	Status		
Enhanced participation in the workforce	2.a.1	<i>Local training providers, business, industry, services, agencies, social sector and infrastructure providers are fully engaged and coordinated in the development of training and employment opportunities</i>	2.a.1.1	Advocate for skills and career pathways within our community	Human Resources	The Town held an event for International Women's Day in March 2020. This event included a diverse panel represented by a cross section of Town leaders and frontline staff. (Baby Boomer, Gen X, Gen Y, Millennials). The discussion focused on gender based issues and sharing experiences of career pathways across generations. The town supported two vocational student placements within the Corporate Services Directorate. These opportunities assisted local students to gain relevant, real life workplace experience to support their career development and compliment their ongoing studies. The Town has introduced a second apprentice mechanic position located within the Infrastructure Services Directorate and continues to support career growth and progression within this industry.	
			2.a.2.1	Develop Master Plans and business cases for future project implementation, in line with the Town's strategic direction and needs	Facilities	Stage 1 of SHISC, JDHYCH and MSSP sports masterplans have progressed to the concept stage with a view to quickly move to design.	
	2.a.3	<i>Partnerships with private enterprises and government to fund projects and create jobs are pursued</i>	2.a.3.1	Explore options for a "smart town" strategy with key stakeholders	Planning and Building	Not progressing due to funding rounds being closed.	
	2.a.4	<i>Broader education and training offerings are encouraged</i>	2.a.4.1	Increase educational offerings by lobbying for secondary, Tertiary and higher learning facilities and services through facilitation with key stakeholders.	Executive Services	The Town attended an education Summit with industry in September 2019.	
			2.a.4.2	Develop, implement and review a strategy for the delivery of Library Services	Recreation and Community	Request for Quote submitted on VendorPanel. Closes 14th May. Consideration on how to consult with stakeholders during COVID-19 is a significant risk.	
An enabling, attractive business environment	2.b.1	<i>Forums are regularly provided to support businesses, including Aboriginal and disability enterprises, in engaging with the community and stakeholders</i>	2.b.1.1	Provide local procurement forums, support and training	Procurement	As part of the Town's regular procurement programming, the Town currently host regular supplier information sessions where new local suppliers are invited to learn and	

						understand Local Government procurement processes and requirements.	
	2.b.2	<i>The Town's economic development is supported through engagement with key economic groups</i>	2.b.2.1	Develop, implement and review partnerships with key stakeholders to promote economic growth and diversification	Executive Services	On 6 March 2020, the Town provided feedback to the Pilbara Development Commission regarding the Pilbara Economic Consultation (JTSI). This submission was in relation to issues to help inform and guide the next steps for pursuing sustainable and diversified development in the Pilbara.	
	2.b.3	<i>Red tape for business is minimised through review and reform of relevant policies and by-laws</i>	2.b.3.1	Regularly review policies and local laws to minimise red tape within statutory frameworks	Governance	The Town's policies and Local Laws are continually reviewed to ensure that the Town's policies and Local Laws remain relevant. For the 2019/20 financial year, a number of policies have been reviewed (19), rescinded (5) and two local laws are scheduled for review.	
An enabling, attractive business environment	2.b.4	<i>Business approval processes are transparent and pathways streamlined</i>	2.b.4.1	Develop, implement and review an ICT and IS strategy	ICT	Formal ICT Strategy development in progress.	
			2.b.4.2	Develop, implement and review new technology and system improvements	ICT	IT Managed Services agreement in place. Server room refresh project complete. CCTV hardware refresh complete. Core business system update project initiated. Town telephone system update project initiated. On-going expansion of Town's PtP communications network.	
	2.b.5	<i>Business opportunities and major projects are promoted online and at relevant national and international forums and events</i>	2.b.5.1	Work with stakeholders to enhance the reputation of the town	Marketing, Events and Communications	A 2020 Partnership agreement has been signed with PHCCI to deliver business events, the Economic Forum.	
A thriving, resilient, sustainable and diverse economy	2.c.1	<i>Business and government agencies and other relevant stakeholders are engaged to: # Identify strategic employment and economic development priorities; # Assess and address market failures affecting the cost of living; # Assess and address cost of doing business challenges.</i>	2.c.1.1	Work with key stakeholders to develop, implement and review strategies to stimulate and diversify the local economy and address business challenges	Executive Services	The Town engaged with The Junction in relation to the provision of diverse artistic and cultural programs across Hedland, and the Seafarers in ensuring it is providing visitors with suitable tourist experiences through its Visitors Centre. The Town continued to work with the Hedland Collective in relation to the alleviation of childcare issues in Hedland through the refurbishment of the old PH library and the SH TAFE sites into childcare spaces. The Town developed with BHP the vision for the Marapikurrinya Park pop up project. The Town also reviewed its suite of Procurement Policies inclusive of its Regional Price Preference to assist local contractors when submitting tenders to the Town.	
	2.c.2	<i>Opportunities for social enterprise, innovators, and small and medium sized businesses are identified, and strategies to attract and support are them implemented</i>	2.c.2.1	Provide information to the business community to support decision making	Planning and Building	The new local planning strategy and scheme are scheduled to commence public consultation in May/June 2020, and the local planning policy manual is progressively being updated to streamline approvals and reduce red tape, providing an enabling environment for business establishment and growth.	
	2.c.3	<i>Local procurement is prioritised and promoted across industry and agencies</i>	2.c.3.1	Promote Town of Port Hedland procurement opportunities	Procurement	The Town of Port Hedland is still working towards a newsletter for circulation, this is ongoing work hopefully to be completed in the 20/21 financial year.	
The development and expansion of key industries	2.d.1	<i>Investment in key infrastructure development such as the port and logistics is pursued.</i>	2.d.1.1	Lobby State and Federal Government to invest in port infrastructure	Executive Services	Significant advocacy to the Commonwealth and State Governments to amend, retain or introduce new statute or policy, to stimulate and diversify the economy and address business challenges including: -lobbied State Government to deliver the committed Boodarie (heavy) industrial Area to realise downstream processing opportunities and grow supply chains -resolve sensitive land use conflicts in the West End	
	2.d.2	<i>The development of industry specific value chains are encouraged and supported.</i>	2.d.2.1	Advocate and encourage key stakeholders to have locally based supply chains and service providers.	Executive Services	In response to Covid-19 the Town launched the Buy Local Buy Hedland initiative on the 24 March 2019 to give local businesses affected by the virus a platform through which to continue engaging with customers	

OUR BUILT AND NATURAL ENVIRONMENT

We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form.

SCP Outcome	Our Strategic Response		Actions	Lead Business Unit	Comments	Status	
A healthy natural environment	3.a.1	<i>Traditional owners, key stakeholders, and the community are informed and actively involved in the protection and enhancement of the natural environment</i>	3.a.1.1	Develop, implement, monitor and promote strategies to protect and enhance Port Hedland's natural environment	Environmental Health	Strategy is still in development - staffing issues and response to COVID-19 have forced us to refocus priorities. Endeavor to complete strategy prior to the end of Q4.	
	3.a.2	<i>Biodiversity is understood by the community and protected</i>	3.a.2.1	Provide community education on the importance of biodiversity	Environmental Health	Biodiversity strategy developed and passed by ELT. Communications regarding the importance of biodiversity underway. A new suite of priority issues is in development in conjunction with item 1.a.2.1	
	3.a.3	Natural resource assets are well-managed and enhanced	3.a.3.1	Undertake fire mitigation activities and provide an active response to reduce the impacts of bushfires	Community Safety	Actions are completed on an ongoing basis – Comprehensive assessments on fuel loads and compliance undertaken across the community as part of the rangers fire break program. Significant enforcement action undertaken to generate compliance. The Town is likely proceeding with an arrangement with DFES to engage a consultant to undertake detailed Bush Fire Risk Management Planning which will further support the community and enable the Town to access funding for fire mitigation.	
A safe and fit-for-purpose built environment	3.b.1	<i>The present and future needs for serviced land and infrastructure provision are identified, planned and developed</i>	3.b.1.1	Develop, implement and review a Parks and Path strategy	Planning and Building	The approved public open space strategy is being implemented with infrastructure renewals, playgrounds and signage being constructed in accordance with the established hierarchy of public open space.	
			3.b.1.2	Identify and manage coastal hazards and flood risks	Planning and Building	Stage 1 CHRMAP implementation letters were sent out in February/March 2020. CAP grant applied for Stage 1 Implementation in April 2020. Foreshore Management Plan literature review and engagement plan has commenced.	
			3.b.1.3	Advocate to and support State Government initiatives to resolve land use conflicts	Planning and Building	West End Improvement Scheme No. 1 was released for public consultation on 1 April 2020 to resolve land use conflicts in the West End. Local Planning Scheme No. 7 is pending consent to advertise from the WAPC and EPA to resolve land use issues in Wedgefield.	
			3.b.1.4	Assess and rationalise the Town's infrastructure and assets	Engineering Services	Final report for audit of Town's housing property portfolio expected in May 2020. This will be used to inform the Capital Works Program over the medium term. Draft Asset Management Plan has been written. Not expected to be adopted in 19/20.	
			3.b.1.5	Lobby to improve public transport services and links between Port and South Hedland	Planning and Building	Wilson Street shared path scoping document is being prepared, consultant to be engaged for concept planning and detailed design in July 2020.	
	3.b.2	<i>Emergencies such as cyclones are prepared for, educated about, responded to and recovered from in partnership with key agencies</i>	3.b.2.1	Implement, monitor and review the ToPH Local Emergency Management Arrangements to enable the community to both prepare for and recover from emergencies	Community Safety	The Town has developed and new Local Recovery Plan which forms a critical component of the LEMA. As a result of Covid-19 he have temporarily stalled undertaking further risk assessments with the Local Emergency Management Committee as most involved agencies are currently occupied with pandemic response.	

			3.b.2.2	Undertake community cyclone preparation and response	Engineering Services	Cyclone preparation complete. Town continuing to undertake cyclone repairs as a result of Cyclone Damien.	
			3.b.2.3	Undertake regular reviews of Town facilities to ensure that they are safe for public and staff	Workplace Health and Safety	A work health safety audit has been conducted to outline various areas for improvement. Recommendations from this audit will be prioritized for action over the coming months; including the review of the WHS policy, improved systems to measure compliance and preventative strategies to build a strong safety culture.	
A safe and fit-for-purpose built environment	3.b.3	<i>Sustainable energy, waste and water management practices are provided and promoted</i>	3.b.3.1	Develop, implement and review a sustainability plan for the Town's infrastructure	Engineering Services	The annual renewal program continues to be implemented. The sustainability plan is expected to be developed upon adoption of the Asset Management Plan, which will be subject to 20/21 budget considerations.	
			3.b.3.2	Promote sustainable initiatives which encourage waste avoidance, reduction, recovery and reuse	Waste Operations	Community Recycling Centre: This project has been transferred to the Infrastructure Team who will manage the project, with Waste Operations being the client. A workshop with internal stakeholders was held and the project is in the hands of Project Manager Sarik Salim. Budget has been set aside for 2020-21 FY and the project is expected to be completed by the end of that FY. The Container Deposit Scheme has been postponed to November 2020 or June 2021 (announcement not yet released). Phasing out of single use plastics: Environmental Health staff have developed a draft guidelines and policy for the phasing out of single use plastics at events and at Town facilities. The documents are being work shopped with internal stakeholders. Award of Municipal Waste Tender: This project is in the final stage of contract negotiation. Expected kick-off in May-June. Litter Fences: This project has been postponed to next FY. Litter fences are not as crucial due to operational changes being implemented recently that have significantly reduced windblown litter. Education Program developed: This is a component tied up in both the Municipal Waste Tender and the Community Recycling Centre project. They will both have their own education components, and education will not occur separately. Waste and Recycling flyers to be Developed: This is a component tied up in both the Municipal Waste Tender and the Community Recycling Centre project. They will both have their own education components, and education will not occur separately.	
	3.b.4	<i>Innovation and resilience of the built form are encouraged, assessed and implemented</i>	3.b.4.1	Develop, implement and review a strategy which creates opportunities for the Town's built infrastructure to incorporate innovation and robust designs for alternative future usages	Project Design and Delivery	Several larger projects are still in the concept design stage. They are being designed with multi-purpose functionality in mind. A grant funding strategy has been drafted, but not finalised. Once finalised, it will be utilised to assist with approaching potential funding sponsors.	
	3.b.5	<i>The protection and valuing of amenities and urban space is enhanced through community engagement.</i>	3.b.5.1	Monitor and report on noise, dust and air quality impacts	Environmental Health	Actions are completed on an ongoing basis - Ongoing monthly reporting on Regulatory Services statistics will incorporate details of specific investigations relating to noise, dust or air quality impacts.	
			3.b.5.2	Appropriate community engagement is undertaken for strategic planning and land use decisions.	Planning and Building	Engagement for strategic projects in 2020 underway, including local planning strategy and scheme review (scheduled to commence in May/June, foreshore management plan, Wilson street shared path, reserve naming register and engagement with traditional owners regarding native title and heritage impacts.	
An accessible and sustainable urban environment	3.c.1	<i>Urban and spatial planning is implemented to enhance human interaction with nature and industry</i>	3.c.1.1	Liaise with industry, developers, business and community to provide advice on planning, building and land matters	Planning and Building	Statutory planning team continue to process planning, building and lands matters within required timeframes	
	3.c.2	<i>The community is surrounded by and has access to attractive natural</i>	3.c.2.1	Continue to maintain roads, footpaths, cycleway, beach access, carparks, verges, shade structures, drains, and signage	Engineering Services	By the end of FY all of the Listed renewal programs will be fully executed as adopted	

		<i>habitats, built form, parks and amenities.</i>	3.c.2.2	Develop, implement and review an education program relating to the safe and appropriate use of off-road vehicles	Community Safety	Staff are actively involved in the Road Wise Task Force with a focus on education and compliance regarding off road vehicle usage. The Town has also undertaken significant compliance with 6 quad bikes in impound.
	3.c.3	Enhanced engagement with the community on urban renewal and greening initiatives is enhanced	3.c.3.1	Develop, implement and review public open space in line with the Parks and Paths Strategy	Parks and Gardens	All new project continue to be review to ensure they meet the towns POS strategy, irrigation specification & landscape guidelines new projects that have been asses against these document include the marina landside works , south Hedland entry statement & west end improvement works

OUR LEADERSHIP

We are united in our actions to connect, listen, support and advocate thereby leveraging the potential of our people, places and resources.

SCP Outcome	Our Strategic Response		Actions		Lead Business Unit	Comments
A global, national, state and local presence and voice	4.a.1	Town of Port Hedland is represented and advocated for in International, Federal, State and regional forums and policy development	4.a.1.1	Research and develop a coordinated response to town issues in line with Strategic Community Plan	Governance	As part of the Governance Team's internal processes, the Town currently undertakes research into opportunities to respond to a number of submissions which fall within the outcomes and aspirations of the Town's Strategic Community Plan.
	4.a.2	Town of Port Hedland is marketed and promoted locally, state-wide, nationally and internationally to tourists and investors	4.a.2.1	Develop implement and review an integrated marketing and branding strategy with key stakeholders, to ensure consistent marketing of Port Hedland	Marketing, Events and Communications	The Town's Executive team have instructed officers to prepare an Economic and Tourism strategy. Once this has been completed a place marketing and branding strategy will be developed. In addition to this, the Town will regularly attend Pilbara Tourism Alliance meetings.
	4.a.3	A positive narrative and unique brand is developed and promoted	4.a.3.1	Work with stakeholder to enhance the reputation of the town in line with our Vision Statement	Marketing, Events and Communications	A number of performance indicators have been set across the organisation at the operational level, to measure and guide the Town in developing recommendations for enhancement of the Town's reputation..
Transparent and accountable governance and financial sustainability	4.b.1	Sound long-term financial planning is implemented	4.b.1.1	Develop, implement and review the Town's Long-Term Financial Plan	Finance	The Town's LTFFP is reviewed throughout the year and decisions about budgets are made in conjunction with the LTFFP.
			4.b.1.2	Develop, implement and review strategic partnerships to support funding of key town projects and infrastructure	Community Engagement	Consultant engaged to prepare a funding strategy for the masterplan projects with consideration of other future infrastructure projects
	4.b.2	Transparent and regular financial reporting and communication to the community is undertaken	4.b.2.1	Ensure the Town's finances are managed efficiently and effectively in line with legislated requirements.	Finance	The Town continues to improve processes to ensure efficiency and compliance. A number of internal KPIs to further improve processes have been set for the 2019/20 financial year.
	4.b.3	Transparent and regular governance reporting and communication to the community is undertaken	4.b.3.1	Ensure governance information provided to the community is in line with legislated requirements	Governance	The Town continues to ensure that all governance information is provided to the community in line with legislation, and a number of internal process improvements are scheduled for completion in the 2019/20 financial year.
			4.b.3.2	Develop, implement and review a risk management framework	Governance	The Town has decided to complete a review of its Risk Management Framework in FY20/21, which will include business continuity, risk register, internal control and compliance. The Town has also engaged an Internal Audit function for a period of 3 years, commencing 1 July 2020 (potential delay due COVID-19).
4.b.4	Constructive forums are provided for discussion and the representation of the diversity of views and needs that impact on the Town's developments, programs and policies	4.b.4.1	Develop, implement and review programs in line with the Community Engagement Policy and Strategy	Community Engagement	The Town is seeking to increase engagement opportunities with the community on a number of key Town issues in line with the revised Community Engagement Strategy.	

Effective delivery of services and infrastructure to meet community needs	4.c.1	High quality and responsive customer service is provided.	4.c.1.1	Develop, implement and review a Customer Service Strategy	Marketing, Events and Communications	Following the growth in ToPH facilities this Customer Service Strategy has been put on hold to further research systems and processes each facility uses. The Strategy will be developed in the 2020/2021 financial year.	
			4.c.1.2	Ensure creation, use, storage, protection and disposition of Town records	Records	The Records shed at the airport is still in use as the Depot Masterplan has not yet begun. Due to COVID-19, training in Records Management is currently held online and by phone. Class structured sessions will begin once gatherings are allowed to take place.	
	4.c.2	Community members, business and tourists are engaged to provide feedback about local facilities and services	4.c.2.1	Support industry to generate valuable data and feedback from tourists.	Planning and Building	RV overflow area impacted by Covid-19 which will impact tourism data for 2020 season	
	4.c.3	Innovative marketing to attract amenity usage is implemented.	4.c.3.1	Implement the marketing and promotional plan for the Town's community facilities and services	Marketing, Events and Communications / Recreation and Community	Completed in Q2.	
	4.c.4	Efficiency strategies across the Town's infrastructure and amenity assets are implemented.	4.c.4.1	Develop, implement and review efficiency strategies across all facilities and infrastructure.	Facilities	Sports Association management model being pursued for new pavilion as part of SHISC masterplan.	