

Building a unified and vibrant community	We are a friendly and exciting city of diverse neighbours which is alive with recreational, cultural and entertainment activities that enrich residents' and visitors' quality of life. Generations of residents are proud to call Port Hedland home	<ul style="list-style-type: none"> Improved community satisfaction with access to services, events and facilities Satisfactory number of community events held within 12 month period Increased attendance and participation in multiculturalism, indigenous culture, arts and history programs Access to high-quality health services and facilities equal to those found in metropolitan areas Increase in number of people who feel safe in our community 			
Goal	Strategy	Actions	Responsibility	Timeframe	Comments
1.1 A unified community across our townships	1.1.1 Ensure all members of the community can access our services, events and facilities	Deliver multiple avenues to access town's services and facilities (such as online channels and customer service desks at Town facilities)	Corporate Services	Ongoing	Access to services provided through multiple channels including website, Facebook, snap send solve and phone. Customer service desks at outposts being investigated.
		Implement Disability Access and Inclusion Plan	Community and Development Services	Ongoing	Actions to implement the Town's DAIP are ongoing. A quarterly reporting structure has been implemented to enable ongoing monitoring of progress.
	1.1.2 Provide safe and accessible community facilities, services and open spaces that connect people and neighbours	Manage key community facilities including libraries, youth zones, swimming pools, stadium and cultural and recreational facilities	Community and Development Services	Ongoing	Ongoing delivery of services within the libraries, JD Hardie, Matt Dann, recreation and aquatic facilities. Sporting and recreation amenities continue to be integral elements of community life.
		Maintain parks, gardens and ovals	Works and Services	Ongoing	Parks, gardens and ovals maintained as per maintenance program
		Work with stakeholders to develop remote community infrastructure and servicing strategy	Works and Services	Ongoing	Pending discussions with State Government agencies.
		Facilitate the development of South Hedland integrated community facilities project	Community and Development Services	June 2015	Business plan endorsed at October 2014 OCM. Project initiation ongoing with grant application being prepared for funding. Ongoing meetings with stakeholders.
		Facilitate connectivity between Port and South Hedland including active transport plan (infrastructure and education to community)	Works and Services	Ongoing	Connections from Wallwork Road Bridge onto North Circular Drive scheduled for early 2015.
		Review masterplan for aquatic facilities and seek external funding for redevelopment	Community and Development Services	Ongoing	Community Infrastructure Plan being completed which will provide clear direction on future requirements for aquatic facilities.
		Prepare an integrated traffic study	Works and Services	June 2015	Work commenced liaising with stakeholders and reviewing IT programming options. \$100,000 allocated during 2014/15 as part of funding from Department of Planning.
		Develop and implement open space masterplans (including for Marie Marland, Osprey, McGregor Street and Western Edge)	Community and Development Services	Dec 2014	Community Infrastructure Plan and Facility Master Plans for Marie Marland, Osprey, McGregor Street and Western Edge have commenced.
Improve quality and service delivery at aquatic facilities	Community and Development Services	Ongoing	Amenity to be enhanced at Gratwick Aquatic Centre with improved facilities to be completed by April.		

		Construct and activate the South Hedland Youth Space	Works and Services	June 2015	Construction of the \$3.8M South Hedland Youth Space is progressing well and due for early completion in February 2015. Activation activities have commenced during construction, and have included youth from the JD Hardie Youth Zone and Department of Corrective Services. Planning is underway for activation programs as part of the official opening in March 2015.
		Improve community facilities and infrastructure in line with asset management plans and capital improvement program	Works and Services	Ongoing	A \$760K program has been budgeted including upgrading the Scout Hall for community use, roof and pergola replacement at various buildings, painting of many sports facilities and many other works. All items are on track for completion by June 2015.
		Activate Port Hedland waterfront including development of Spoilbank Marina and Precinct in stages (infrastructure, active and passive spaces, event space, entertainment establishments, tourism attractions, accommodation options and commercial development)	Community and Development Services	June 2017	Waterfront development being progressed. Due diligence studies being undertaken for Cooke Point. Studies continuing for the Spoilbank location. Marina Reference Group members endorsed by Council with first meeting to be held in early 2015.
	1.1.3 Facilitate the provision of high-quality health services and facilities equal to those found in metropolitan areas	Lobby for additional health services	Community and Development Services	Ongoing	Planning underway.
		Work with partners to provide adequate housing to attract General Practitioners to the region	Community and Development Services	Ongoing	Second stage of GP housing project delivered in partnership with BHP Billiton with allocation of three additional houses.
		Coordinate and promote health awareness events for the community	Works and Services	Ongoing	Specialised advice provided to business owners and food notification strategy under development. Participated in statewide food sampling initiative in conjunction with Department of Health to evaluate nutritional value of burgers.
1.2 A vibrant community rich in diverse cultures	1.2.1 Deliver and support programs, events, facilities and services which attract and retain residents to increase our permanent population	Deliver an annual program of cultural events	Community and Development Services	Ongoing	Program of events delivered including West End Movies, South Hedland Town Square events (Markets & Melodies and Flicks in the Square), Paws Walk and Spinifex Spree.
		Support a high profile event featuring an international drawcard performer	Community and Development Services	Ongoing	2014 North West Festival delivered with record number of attendees. Event extended to three days with 32 fringe activities in the lead up. Planning for the 2105 event is continuing with event manager (Sunset Events) secured. Eventscorp funding was unsuccessful and sponsorship drive to commence in early 2015 to secure new partners.
		Investigate upgrade of Matt Dann Theatre and Cinema with Department of Education	Community and Development Services	Dec 2015	External areas being upgraded by the Department of Education.
		Identify priority stakeholder groups for community initiative programs	Community and Development Services	Ongoing	ANZAC Day celebrations being developed with RSL. Aboriginal consultation forums held and working with agencies on NAIDOC Week.
	1.2.2 Celebrate our multiculturalism, indigenous culture, arts and history	Develop and implement a Cultural Plan including public art	Community and Development Services	March 2016	Scheduled for delivery in 2015/16
		Develop and implement a Reconciliation Action Plan	Community and Development Services	April 2016	Project implementation to commence early 2015 including extensive external consultation.

		Host multicultural and indigenous community events	Community and Development Services	Ongoing	Conducting Aboriginal Forums; Celebration of Harmony Week in March at Markets & melodies currently being planned in partnership with other agencies.
		Restore Old Pioneer Port Hedland Cemetery	Works and Services	June 2015	The \$780K project has been awarded to Environmental Industries. Work will begin in early January.
1.2.3 Work with key agencies and our community to reduce antisocial behaviours and improve community safety		Support and partner with external groups to reduce antisocial behaviours including community education, hosting forums with key stakeholders and meeting regularly with Police	Works and Services	Ongoing	Maintaining dialogue with former Community Safety Crime Prevention committee members regarding new and ongoing initiatives. Attend regular Alcohol management and volatile substance use working groups. Maintaining a strong working relationship with local Police.
		Deliver, and support other agencies to deliver, youth initiatives and diversionary programs (such as SLAM and Youth Involvement Council)	Community and Development Services	Ongoing	SLAM program is ongoing; YIC will be based at the JD Hardie when they have their facility redeveloped.
		Implement a respect campaign/behavioural change program	Corporate Services	Ongoing	Scheduled for mid-2015
		Work with partners to increase security patrols	Works and Services	Ongoing	Rangers maintained strong working relationship with local Police both around the town and at the airport. Third party patrols are undertaken at Marque park however extra third party security patrols are not in place.
		Conduct animal management in line with legislative requirements	Works and Services	Ongoing	Undertaken by ranger team. The ranger team attended 508 dog jobs and 144 cat jobs.
		Construct new animal pound	Works and Services	June 2017	Works not budgeted 2014/15.
		Develop and implement CCTV masterplan	Corporate Services	June 2015	Consultant engaged to undertake review – site visits scheduled for February 2015.

Supporting a diverse economy	Our economy is resilient and provides choice and opportunities. As the economic powerhouse of Australia we will be a domestic and international gateway to the North West.	<ul style="list-style-type: none"> Increased number and range of businesses operating within the town Increased education, training and employment opportunities Availability of affordable housing Increased tourism opportunities and accommodation offerings Improved sea, air and road transport infrastructure Developed Port Hedland International Airport 			
Goal	Strategy	Actions	Responsibility	Timeframe	Comments
2.1 A thriving, resilient and diverse economy	2.1.1 Facilitate commercial, industry and town growth	Develop and make available commercial industrial land at Kingsford Smith Business Park, including subdivision and landscaping works	Works and Services/ Community and Development Services	Ongoing	Practical completion achieved on the first stage of KSBP, with water and power to the second stage to be commissioned by February 2015. A request for tender for minor subdivision works to Lot 412 has been released and will be awarded in January. Hedland First National engaged to undertake sales and marketing of precinct – due to commence February 2015.
		Facilitate improvements to telecommunications infrastructure	Corporate Services	Ongoing	Telecommunication and network audit completed Investigation of Dragonwave technology scheduled for March 2015.
		Advocate for development of Boodarie Strategic Industrial Estate	Community and Development Services	Ongoing	Amendment 71 to Town Planning Scheme for development for the Boodarie Strategic Industry Area initiated. Advocacy continues through State Government agencies and representatives. New business case submitted to Pilbara Development Commission (\$1.4M) for an entrance to road to the estate.
		Advocate for potential West Canning Basin development	Community and Development Services	Ongoing	Pending results of studies being completed by private sector.
		Support and facilitate development of new industries such as agriculture and aquaculture	Community and Development Services	Ongoing	Submissions made to Northern Australia “Pivot North” Inquiry into the development of Northern Australia. Discussions held with Pilbara Development Commission.
		Prepare development prospectus and marketing strategy to encourage investment	Corporate Services	June 2015	Scheduled for mid-2015
		Facilitate development of McGregor Street and Cooke Point Drive including land subdivision and public open space and retail development	Community and Development Services	Ongoing	Scheme amendment submitted to change allowable uses on the reserve.
	2.1.2 Facilitate provision of affordable housing	Participate in Department of Housing key worker housing project	Community and Development Services	Ongoing	Private rent costs greatly reduced and vacancy rate improved. Provided advice to local businesses on availability of key service worker housing.
		Deliver Lazy Lands program	Community and Development Services	Ongoing	Pending new policy from Department of Lands
		Work with relevant agencies on affordable housing strategies	Community and Development Services	Ongoing	New housing strategy for the town being developed. Rents in Port Hedland down 35% on average. Investigating program to encourage home ownership.

		Lobby for additional and refurbished social housing and reduced waitlist timeframes	Community and Development Services	Ongoing	Consideration of activating original service worker accommodation (SWA125) to reduce the wait time for housing.
	2.1.3 Work closely with businesses, government and industry groups to drive local employment and investment, encourage entrepreneurship and achieve sustainable economic growth	Facilitate small business growth through initiatives such as hosting franchisee forum and advocating for development of a small business hub	Community and Development Services	Ongoing	Retail attraction program funding submitted to Pilbara Development Commission. Results are expected early 2015.
		Support business forums held by Port Hedland Chamber of Commerce and other agencies	Community and Development Services	Ongoing	Memorandum of Understanding signed with Port Hedland Chamber of Commerce and Industry which secures funding for events.
		Partner with business, industry and Chamber of Commerce to deliver a major economic summit to promote Port Hedland as a place to do business	Community and Development Services	Ongoing	Memorandum of Understanding signed with Port Hedland Chamber of Commerce and Industry which secures funding for events.
		Develop business cases for range of commercial opportunities including café, brewery, commercial developments at South Hedland Town Centre, West End, McGregor St, Don Rhodes, Port Hedland East End, and land development at Rock of Ages	Community and Development Services	Ongoing	Retail attraction program funding submitted to Pilbara Development Commission. Results are expected early 2015.
	2.1.4 Facilitate strong links between education, training and employment to support economic growth and innovation and promote excellence	Collaborate with government, industry and community partners to attract secondary and tertiary education and vocational options and create access opportunities	Community and Development Services	Ongoing	Preliminary discussions held with Pilbara Development Commission, Curtin University, and TAFE representatives.
		Attract private education offerings	Community and Development Services	Ongoing	Working with the Department of Housing to attract private high school to Port Hedland.
		Facilitate provision of unique training facilities including establishing training facility at Marquee Park kiosk for hospitality students	Works and Services	June 2015	Request for tender for the \$1.5M project released in October 2014. Submissions reviewed in early 2015.
	2.1.5 Work with the State Government, agencies and local partners to ensure serviced land availability for future residential, commercial and industrial development	Continue to liaise with government agencies to deliver required water, sewer and roads infrastructure	Works and Services	Ongoing	Worked with Department of Main Roads to handover State roads following realignment of Great Northern Highway. Airport water and sewer connection project under review by Water Corporation. Discussions progressing for ongoing and expanded supply of treated wastewater to the Town's facilities.
		Participate in Growth Plan implementation working group and Port Hedland steering group meetings	Community and Development Services	Ongoing	Growth Plan Implementation Working Groups held bi-monthly and Steering Group meeting held quarterly or as needed.
2.2 A nationally significant gateway city and destination	2.2.1 Advance Port Hedland's sea, air and road transport infrastructure as main logistics hub for the Pilbara, including developing Port Hedland International Airport as the gateway to the North West.	Ensure Port Hedland International Airport is a welcoming gateway to the region including implementation of place plan	Office of the CEO	Ongoing	
		Implement Port Hedland International Airport redevelopment strategy <ul style="list-style-type: none"> - Upgrade essential services including electrical network, water and wastewater - Undertake interim improvements to Port Hedland International Airport terminal and surrounds - Develop international freight and logistics facilities - Upgrade airside infrastructure 	Office of the CEO/ Works and Services	June 2018	Work on electrical substation 1 progressed. Request for Tender for substation 2 to be released early 2015. The internal terminal renovations progressed. Delays experienced with Office of Transport Security transitional approvals to include the café in the sterile departure area. Expect completion early January. Logistics subdivision design review progressed. Construction tender is expected to be released in March 2015. Request for quote issued for airport public art program. Installation proposed for April 2015

	<ul style="list-style-type: none"> - Improve ground transport and increase car park capacity - Develop business case for commercial development - Undertake route development and increase international services 			
	Operate and maintain Port Hedland International Airport in accordance with regulatory requirements	Office of the CEO	Ongoing	
	Deliver four year capital works program for road construction and upgrades	Works and Services	Ongoing	The \$1.5M Hamilton road dual lanes project complete and relieved congestion through this area. Progressed designs for Captains/ Murdoch intersection and Pinga street upgrade. Realignment of a portion of Pippingarra Road pending land acquisition.
	Support Department of Commerce in facilitating development of Pilbara Fabrication and Services Common Use Facility (Lumsden Point)	Community and Development Services	Ongoing	Advocacy continued. Business case is pending State Government approval.
	Support development of port facilities including inner and outer harbour	Community and Development Services	Ongoing	Held regular meetings with Pilbara Port Authority.
	Advocate for increased diversity of exports	Community and Development Services	Ongoing	Pending further discussions with Pilbara Port Authority and other relevant agencies.
2.2.2 Develop our tourism industry, facilitate increased accommodation offerings and position Port Hedland as a unique destination	Contribute to tourism strategy facilitated by peak industry and representative groups	Community and Development Services	Ongoing	Worked with Pilbara Development Commission on Tourism Strategy.
	Operate visitor centre through management contract	Community and Development Services	Ongoing	Visitors Centre operated by FORM – two year extension to contract to be negotiated.
	Support Cruise Ship visits and lobby for Port Hedland to become departure and disembarkation point	Community and Development Services	Ongoing	Worked with Tourism WA to facilitate cruise ships in Port Hedland. Assisted community activation (including markets and bus tours) during visits
	Prepare a masterplan for caravan parks and backpacker accommodation	Community and Development Services	Ongoing	Master Plan complete. Pretty Pool caravan park pending \$1.9M grant submission to Pilbara Development Commission.
	Review development opportunities for caravan parks across Port Hedland and surrounds	Community and Development Services	Dec 2015	Draft study prepared
	Provide Sullage Point for tourists	Works and Services	June 2016	Potential sites being identified
	Install WiFi in central locations	Corporate Services	June 2018	Tender for installation of Wi-Fi advertised by Pilbara Regional Council
2.2.3 Maintain and extend the visual and physical access to the coast and thoroughfares.	Prepare working strategy for coastal foreshore stabilisation activities on the town's foreshore reserves.	Works and Services	June 2015	Compiled schedule to obtain quotes to undertake design works for the Goode St project. Worked on forming a partnership with Greening Australia, Care for Hedland and the Pilbara Institute & Ashburton Aboriginal Corporation to undertake foreshore preservation works.
	Seek funding to improve coastal foreshore	Works and Services	Ongoing	Pending further investigation of funding opportunities

		Maintain and improve boat ramp access	Works and Services	Ongoing	Prepared funding application is to improve the Finucane Island Boat Ramp. Boat ramps are cleaned regularly as part of scheduled maintenance.
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Balancing our built and natural environment	We are a safe, modern and attractive city that is sustainably balanced with our natural surroundings and cultural heritage.	<ul style="list-style-type: none"> Increased awareness of environmental initiatives Provision of sustainable waste management practices Increased partnership with key agencies to support sustainable development Effective preparation, response and recovery from emergencies such as cyclones 			
Goal	Strategy	Actions	Responsibility	Timeframe	Comments
3.1 Sustainable services and infrastructure	3.1.1 Support the development of education, research and strategic investment opportunities for 'clean technology' industrial development and energy production	Collaborate with government, industry and community partners to drive clean technology	Community and Development Services	Ongoing	Progressed 4.5ha solar farm in airport precinct in collaboration with ARENA.
		Investigate partnerships with alternative energy suppliers	Community and Development Services	Ongoing	Progressed 4.5ha solar farm in airport precinct in collaboration with ARENA.
		Forge agreements with solar farm and waste to energy providers	Community and Development Services	Ongoing	Progressed 4.5ha solar farm in airport precinct in collaboration with ARENA. Continued contract negotiations with a waste to energy facility to divert large portion of waste from landfill
	3.1.2 Develop and maintain our infrastructure to ensure the long-term sustainability of our built and natural environment	Maintain roads, footpaths and drainage infrastructure	Works and Services	Ongoing	Areas maintained as per the scheduled maintenance program.
		Undertake infrastructure upgrade works in line with forward capital works program	Works and Services	Ongoing	Several projects are underway to improve the stormwater infrastructure, including Port Hedland light industrial area, Wedgefield Strategy, upgrade of flood pump controls and flood modelling. Kerbing construction program 50% complete and the footpath construction program will commence after a tender process in early 2015.
		Prepare developer contribution policy and plan where investment is directed towards improving town amenity	Community and Development Services	Ongoing	Percent for art policy in place.
		Maintain and manage the Town's buildings and properties	Works and Services	Ongoing	More than \$1.4M allocated to building maintenance and refurbishment programs. Annual maintenance complete, including pre-cyclone clean-ups.
		Maintain and improve the South Hedland Cemetery	Works and Services	Ongoing	Area maintained as per the scheduled maintenance program. Master plan being prepared for future development and upgrades.
		Deliver a refurbished Civic Centre precinct that accommodates future growth needs	Works and Services	June 2015	Completed replacement of Civic Centre roof. Progressed concept designs for internal refurbishment. Construction drawings expected in February 2015.
		Provide an improved workplace environment at the Depot	Works and Services	Ongoing	Major maintenance and improvements undertake. Master plan for upgrade works being budgeted
	3.1.3 Provide and promote sustainable waste management practices, including recycling initiatives	Develop and implement waste management strategy	Works and Services	Ongoing	Concept design to be prepared for tip shop and transfer station. Liquid waste ponds being upgraded to increase the capacity and reduce environmental impact. Expression of interest to be prepared for concrete recycling, metal recycling and tyre disposal options.
		Review Municipal Heritage Inventory	Community and Development Services	June 2015	Scheduled for 2015/16

		Relocate landfill including new site identification, environmental assessment, funding strategy for relocation and closure plan for existing landfill	Works and Services	June 2016	Consultants engaged to investigate preferred site for the new waste management facility. Estimated for completion by April 2015. Closure plan for existing landfill prepared
		Investigate waste diversion strategies including transfer station, tip shop and green waste reuse	Works and Services	Ongoing	Concept design to be prepared for tip shop and transfer station Contract negotiations are underway with a waste to energy facility to divert a large portion of waste from landfill.
		Improve delivery and management of water and wastewater including reuse agreements and community water wise strategy	Works and Services	Ongoing	Reuse agreement being negotiated with Water Corporation
		Pursue alternative waste to energy strategies	Works and Services	Ongoing	Contract negotiations are underway with a waste to energy facility to divert a large portion of waste from landfill
		Manage waste collection and landfill operations	Works and Services	Ongoing	Waste collection and landfill operations maintained as per the scheduled program
	3.1.4 Facilitate the delivery of high quality and enduring built and natural environment	Develop guidelines and policies to support high-quality development and proper and orderly planning	Community and Development Services	Ongoing	Local planning policy to be reviewed as part of the Planning Scheme Review.
		Implement Growth Plan	Community and Development Services	Ongoing	Implementation through new Planning Scheme, Local Area Plans and Development Plan. Bi-monthly meeting with Growth Plan Implementation Working Group.
		Deliver Local Planning scheme	Community and Development Services	Ongoing	Draft Planning Scheme is being prepared.
		Deliver residential design guidelines and housing strategy	Community and Development Services	Ongoing	Commenced development of the residential guidelines and housing strategy. Scheduled for completion June 2015.
		Ensure quality developments through assessment of development applications and compliance activities	Community and Development Services	Ongoing	Completed streamlining of clearance of conditions process for landscaping lighting and driveways
3.2 Protect our natural environment	3.2.1 Manage, preserve, protect and maintain our natural environment and advocate for natural resources to be used sustainably.	Support environmental and community groups to protect our natural environment	Works and Services	Ongoing	Worked on forming a partnership with Greening Australia, Care for Hedland and the Pilbara Institute & Ashburton Aboriginal Corporation to undertake foreshore preservation works.
		Meet with major stakeholders and key agencies (including BHP Billiton, FMG, Roy Hill, Atlas, Rio Tinto, Pilbara Development Commission, Landcorp, Department of State Development, Department of Planning, West Australian Planning Commission, Water Corp, Horizon Power) on regular basis to facilitate sustainable development outcomes	Works and Services	Ongoing	Met with various agencies as part of regular business activities.
		Undertake dune restoration	Works and Services	Ongoing	Compiled schedule to obtain quotes to undertake design works for the Goode St project.
	3.2.2 Support sustainable development so that it does not compromise our unique environmental assets	Facilitate State and Federal government's initiatives towards climate change	Works and Services	Ongoing	Pending
		Encourage best practice sustainable building design	Community and Development Services	Ongoing	Facilitated through development and building applications and preparation of residential design guidelines
		Host and participate in community reference groups for major developments	Community and Development Services	Ongoing	Builders and developers forum to be held

		Participate on relevant taskforces and committees	Community and Development Services	Ongoing	Development assessment group meetings held to discuss a development application.
3.3 Safe, attractive and accessible environment	3.3.1 Partner with key agencies and the community to prepare for, respond to and recover from emergencies such as cyclones and storm surges	Conduct pre-cyclone clean up	Works and Services	Ongoing	Completed pre-cyclone clean up including household green waste collection service
		Support community education campaigns	Works and Services	Ongoing	Hosted and facilitated cyclone information sessions in conjunction with Department of Fire and Emergency Services and Bureau of Meteorology. Updated and distributed 2900 copies of cyclone information booklet. Weekly postings on social media.
		Prepare and maintain emergency management arrangements	Works and Services	Ongoing	Emergency Management Plans updated and under review annually.
		Ensure Town facilities can be used as welfare centres	Works and Services	Ongoing	Plans in place for Welfare Centre activation and signed MOU's are in place with Department of Child Protection and Family Services.
		Lead recovery efforts following emergencies	Works and Services	Ongoing	Recovery plan is in place for activation as required.
		Host and facilitate the local emergency management committee, recovery committee and bush fire advisory group.	Works and Services	Ongoing	Regular Local Emergency Management Committee and Recovery group meetings held throughout the year and Bush Fire Advisory Group meetings held twice a year.
		Maintain effective relationships with key stakeholders and government agencies at a Regional level.	Works and Services	Ongoing	Relationships maintained as key stakeholder on the District Emergency Management Committee, the Critical Infrastructure Security Collective, Incident Support Group and District Operations Advisory Committee as required.
3.3.2 Facilitate public health initiatives across our community	Implement public health plan	Works and Services	Ongoing	Implemented	
	Ensure statutory compliance with planning, building and health requirements such as food safety inspections, public swimming pool inspections, responding to asbestos complaints, investigating notifiable infectious diseases and minimising mosquitos	Community and Development Services/ Works and Services	Ongoing	All applications, complaints, inspections are processed in line with established procedures. The Mosquito minimisation plan is activated as considered necessary and regular housekeeping activities are undertaken to keep numbers down. Referral Processes in place between Planning/Building Health.	
3.3.3 Partner with residents and local businesses to deliver high standard of visual amenity and cleanliness	Ensure compliance with local design guidelines and associated planning regulations	Community and Development Services	Ongoing	New developments assessed against existing design guidelines and in accordance with the relevant regulations. Review of current local design guidelines ongoing.	
	Undertake litter and graffiti clean-up and prevention initiatives	Works and Services	Ongoing	Campaign being developed for Clean up Australia Day in March 2015 in partnership with key stakeholders and major industry.	
	Investigate verge improvement program	Community and Development Services	June 2015	Initial investigation	
	Maintain streetscapes	Works and Services	Ongoing	Maintained as per the scheduled maintenance program.	
	Ensure Town facilities have a high standard of visual amenity and cleanliness	Works and Services	Ongoing	New scrubbing machine trialled to clean South Hedland CBD	
	Work with government agencies to ensure their assets meet same standard	Community and Development Services	Ongoing	Liaised with agencies on amenity	

		Support environmental and community groups to improve amenity and town pride	Community and Development Services/ Works and Services	Ongoing	Provided grants to community groups for community initiatives. Campaign being developed for Clean up Australia Day in March 2015 in partnership with key stakeholders and major industry.
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<p>Leading our community</p>	<p>We provide strong leadership and are focused on strengthening our community. Our organisation is governed in an ethically responsible manner and meets all of its legislative and community obligations in accordance with defined service levels</p>	<ul style="list-style-type: none"> • Compliant governance processes in line with best practice administration • External audit report has no adverse findings • Financial performance measures meet industry benchmarks • Increase in overall staff satisfaction and wellbeing • Increased participation at Federal and State meetings • Increased participation at Council meetings • Effective, open communication and engagement processes in place • Increased number of community members satisfied with information availability and accessibility and customer service 			
<p>Goal</p>	<p>Strategy</p>	<p>Actions</p>	<p>Responsibility</p>	<p>Timeframe</p>	<p>Comments</p>
<p>4.1 Strategic and best practice local government administration</p>	<p>4.1.1 Deliver high quality corporate governance, accountability and compliance.</p>	<p>Invest in Elected Member training</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Elected Members attended training in Perth in November/December 2014. Training schedule to be prepared early 2015.</p>
		<p>Provide corporate oversight through Audit and Finance Committee</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>The Audit & Finance Committee met on 17 September 2014 and 19 November 2014.</p>
		<p>Collaborate with local government industry and resource sharing best practice</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Worked with Pilbara Regional Council on number of projects including training for officers and elected members, local laws project (which closed out in November 2014) and WiFi installation.</p>
		<p>Enhance record keeping practices</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Improvement program commenced to enhance practices across organisation including workshops with key internal clients. Long term improvement plan to be developed in early 2015</p>
		<p>Review and update corporate information systems</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>New website launched late 2015. Ongoing review of corporate information systems.</p>
		<p>Implement new Electronic Document Record Management System (EDRMS)</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Project scope to be developed early 2015</p>
		<p>Review and implement appropriate Council delegations, policies and Local Laws</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>All local laws and policies to be reviewed. Standing Orders Local Law 2014 adopted at August 2014 Ordinary Council Meeting and gazetted on 9 October 2014. The delegation register reviewed on an annual basis in accordance with the Local Government Act 1995.</p>
		<p>Establish internal audit function</p>	<p>Corporate Services</p>	<p>June 2015</p>	<p>Engaged UHY Haynes Norton to undertake an internal audit and to address risk management, internal controls and legislative compliance as per the new Audit Regulations.</p>
		<p>Implement a risk management framework</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Internal audit report to be used to create formal risk management framework (JB)</p>
	<p>Comply with all statutory obligations included in the yearly Compliance Audit Return</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Compliance Audit Return to be completed in early 2015</p>	
	<p>4.1.2 Maintain a strong and sustainable financial position</p>	<p>Adopt Long Term Financial Plan and review forecasts for budget adoption</p>	<p>Corporate Services</p>	<p>Ongoing</p>	<p>Long term financial plan adopted. Forecasts to be reviewed as part of 2015/16 budget process.</p>

	Deliver best practice financial report (monthly, quarterly, annually) and statutory compliance	Corporate Services	Ongoing	Financial Reports renewed – LG Solutions template adopted for AFR, Monthly Financial Report modified to capture all budget adjustments and reconciled to net current assets.
	Develop and implement a Rating Strategy	Corporate Services	Dec 2014	Rating Strategy adopted. Rating Improvement Plan for 2015 will be reviewed as part of 2015/16 budget process.
	Pursue additional funding for capital works projects	Corporate Services	Ongoing	Grants Administration Officer appointed and grants procedures being developed. An application has been submitted under the National Stronger Regions Fund for utility services at the Port Hedland International Airport
4.1.3 Be efficient and effective in use of resources, infrastructure, assets and technology	Review Information Communication Technology Plan	Corporate Services	Ongoing	Commenced stage 1
	Investigate new technologies for efficiency gains (such as electronic Council agendas, online timesheets, customer service enquiries)	Corporate Services	Ongoing	Various software investigated to offer a more efficient and timely production of documentation to elected members
	Develop and implement a community leasing policy	Corporate Services	Dec 2014	Community leasing policy endorsed by Council July 2014. Ongoing implementation
	Effectively manage community and commercial properties agreements	Corporate Services	Ongoing	Introduced process improvement in administering community leases
	Prepare staff housing portfolio strategy	Corporate Services	June 2015	Strategy being progressed
	Deliver asset management plans for all major classes of Infrastructure Property Plant and Equipment	Corporate Services	June 2015	Asset management plans for Buildings and Sealed Roads noted by Council November 2014.
	Improve procurement and tender process including implementation of electronic tender portal	Corporate Services	Ongoing	TenderLink introduced to accept electronic tender submissions. Training to be provided to staff responsible for tenders.
	Review Port Hedland International Airport governance structure	Office of the CEO	Dec 2014	Scoping study approved by Council in December 2014 for commencement in early 2015 including passenger surveys, stakeholder meetings, and workshops.
	Develop and maintain a modern plant and equipment fleet aligned with operational needs	Works and Services	Ongoing	Fleet management software being investigated
4.1.4 Attract, develop and retain an effective workforce to deliver organisational outcomes	Prepare Workforce Plan	Corporate Services	Dec 2014	Workforce Plan drafted and scheduled for Council consideration early 2015.
	Prepare and deliver annual corporate training plan	Corporate Services	Complete	Corporate training plan completed. New online learning program scheduled for early 2015
	Develop a plan for future traineeship initiatives	Corporate Services	June 2015	Traineeships approved for Finance and Information Technology.
	Ensure staff participate in professional and industry bodies	Corporate Services	Ongoing	Managed as part of professional development program
	Develop an occupational health and safety framework and worksafe culture	Corporate Services	Ongoing	Worked with Local Government Infrastructure Services to develop safety management system and provide training for all staff.
	Establish and rollout workplace values	Corporate Services	Complete	Completed Our Team Our Way project with documented values incorporated across organisation

		Implement a performance management framework	Corporate Services	Ongoing	Work commenced with Staff Consultative Committee to develop a new performance management framework.
		Implement a rewards and recognition program for staff	Corporate Services	Ongoing	Work commenced with Staff Consultative Committee to develop a new rewards and recognition framework.
		Review and implement Code of Conduct	Corporate Services	June 2015	Scheduled for review in early 2015. Induction program continued. Online inductions being investigated.
4.2 Engage our community and stakeholders	4.2.1 Lead a community-oriented organisation that delivers responsive and helpful services to our customers.	Provide high-quality customer service	Corporate Services	Ongoing	Customer service provided at Civic Centre, telephone and online. Consideration of study tour to City of Melville who have been nationally recognised for excellence in customer service.
		Develop materials and systems to support customer service	Corporate Services	Ongoing	Basic customer service materials developed and scheduled for significant review in early 2015
		Obtain feedback as to how services are being delivered through a bi-annual community survey	Corporate Services	Ongoing	Community survey to be undertaken in 2016. Feedback obtained through project-specific engagement activities
	4.2.2 Represent our community and provide transparent and accountable civic leadership	Ensure effective strategic and operational planning	Corporate Services	Ongoing	Revised Strategic Community Plan and Corporate Business Plan endorsed in late 2014 following engagement with community and elected members.
		Increase participation in civic governance activities	Corporate Services	Ongoing	Council meetings promoted through advertising and social media. Community encouraged to attend.
		Provide informative, transparent, easily accessible agendas and minutes	Corporate Services	Ongoing	Agendas and Minutes accessible on website and at Public Agenda Briefings and Council/ Committee Meetings.
		Provide support to Council and its committees	Corporate Services	Ongoing	Support provided at meetings and on as needs basis
	4.2.3 Facilitate community engagement and civic participation	Host regular forums and opportunities for community members to participate and inform strategic initiatives (such as community conversations, agenda briefings and workshops)	Corporate Services	Ongoing	Three community conversations sessions held on key topics (waterfront development, community safety and Wedgefield developments). Agenda briefings held one week prior to Council meetings
		Engage stakeholders and community members in key projects, initiatives and services	Corporate Services	Ongoing	Community engaged in projects as required
		Maintain positive working relationship between elected members and administration	Office of the CEO	Ongoing	Regular meetings held with elected members to discuss strategic issues and key business activities.
		Hold Local Government Elections	Corporate Services	Oct 2015, Oct 2017	Next Local Government Election scheduled for 17 October 2015.
	4.2.4 Be a powerful voice and influential partner with Federal and State Governments and major industries for the development of Port Hedland	Represent Port Hedland at a State and Federal level including regular meetings with government and political representatives locally and in Perth and Canberra	Office of the CEO	Ongoing	Delegation (Mayor, Deputy Mayor and CEO) travelled to Canberra in August 2014 to meet with key government representatives Hosted Deputy Prime Minister, Minister for Local Government.
		Maintain strong relationships with industry, peak bodies and governments	Office of the CEO	Ongoing	Met regularly with industry and peak bodies.
		Attend and participate in appropriate regional, state and federal forums, including Pilbara Regional Council	Office of the CEO	Ongoing	Participated in 3 Pilbara Regional Council meetings and 4 Western Australian Regional Capitals Alliance meetings.

	Participate in reform processes and provide submissions on statutory regulations	Corporate Services	Ongoing	Provided submission to Minister for Local Government and Communities on improvements to Local Government Act. Submitted information to Northern Australia taskforce
	Encourage relationships with international partners to improve international relations of relevance	Office of the CEO	Ongoing	Part of Australia China Business Council which aims at improving economic opportunities between the Pilbara and China.
	Facilitate 'Committee for Port Hedland' to advocate for development	Community and Development Services	Ongoing	Pending discussion in early 2015
	Host visits by dignitaries and senior business leaders and associated forums	Office of the CEO	Ongoing	Hosted Governor General of Australia in November including tours of youth and art facilities, industry tours and functions with RSL and local business leaders and officiated citizenship ceremony.
	Seek to establish Northern Australia Taskforce office in Port Hedland	Community and Development Services	June 2015	Submitted comprehensive assessment to Joint Committee on Northern Australia.
4.2.5 Ensure community members know how to access our services and facilities	Ensure community are informed about services, facilities and operations in a timely, accessible and effective manner	Corporate Services	Ongoing	Regular communications distributed to inform community
	Prepare and implement integrated marketing communication strategies for the Town and its key projects and initiatives	Corporate Services	Ongoing	Communication strategies developed for civic centre historical interpretation project, North West Festival, timed parking in West End, airport redevelopment, Colin Matheison Oval playground upgrades and Wise Tce road modifications
	Distribute regular electronic and associated communications (such as website, social media, media releases, community notices, brochures, information flyers and posters)	Corporate Services	Ongoing	Regular communications distributed: <ul style="list-style-type: none"> • 36 information posters for movies, JD Hardie activities and events • 5 what's on brochures • 45 Community Notices • 16 Council News • 4 Hedland Sports News Managed social media activity including 395 posts reaching 284,039 people. Launched new website in late 2014
4.2.6 Promote a positive representation of our community and Town's services	Manage and administer media communications for the Town	Corporate Services	Ongoing	Managed media communications including distribution of 89 media releases across range of initiatives
	Recognise the Town and ensure appropriate branding at its key facilities, services and projects	Corporate Services	Ongoing	Ensured branding included on all communication and signage. New corporate identity framework to be developed.