

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 <p>Increase in number of people who feel safe in our community</p>			
Goal	Strategy	Actions	Responsibility	Timeframe	Comments (Jan – June 2015)
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.
		Implement Disability Access and Inclusion Plan	Community and Development Services	Ongoing	Actions to implement the Town's DAIP are ongoing with annual report presented to June Ordinary Council Meeting. Highlights include new hoist and adult change table installed at SHAC, expansion of inclusive programs and strengthened partnerships and dialogue with key sector agencies.
	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. Recreation centres need to amend budget parameters to adjust to lower levels of community demand.
		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	First 'servicing Indigenous communities' meeting held with various agencies.
		Facilitate the development of South Hedland integrated community facilities project	Community and Development Services	June 2015	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	Regional Pilbara Managers Group and Department of Sport of Recreation are discussing trails and bike paths as part of discussions with Pilbara Regional Council
		Review masterplan for aquatic facilities and seek external funding for redevelopment	Community and Development Services	Ongoing	Community Infrastructure Plan will reflect the Town's long term direction for aquatic facilities.
		Prepare an integrated traffic study	Works and Services	June 2015	Wedgefield traffic masterplan completed. Integrated traffic study deferred.
		Develop and implement open space masterplans (including for Marie Marland, Osprey, McGregor Street and Western	Community and Development Services	Dec 2014	Draft Community Infrastructure Plan and Facility Master Plans received and under review.

		Edge)			
		Improve quality and service delivery at aquatic facilities	Community and Development Services	Ongoing	Gratwick Aquatic Centre gym facilities upgraded to facilitate access for a broader number of hours from 5am to 8pm
		Construct and activate the South Hedland Youth Space	Works and Services	June 2015	South Hedland Youth Space complete. Official opening held in March 2015 with skating competitions, DJs and official ceremony with funding partners. Site is well used and inaugural Deadly Skate Night competition held in June 2015 by Hedland Youth Action Stakeholder Group.
		Improve community facilities and infrastructure in line with asset management plans and capital improvement program	Works and Services	Ongoing	Capital works programs to be developed following comprehensive condition assessment of all infrastructure assets. Detailed capital improvement programs aiming at renewal of assets is the primary focus.
		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 completed for Cooke Point and Spoilbank location. Marina Reference Group meetings held in early 2015 to review studies. Council determined Spoilbank preferred location subject to risk assessment and business case development
	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	Project complete with no further action identified.
		Coordinate and promote health awareness events for the community	Works and Services	Ongoing	Advice provided as required. Participated in statewide food sampling surveys as requested by Department of Health.
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, Australia Day celebrations and ANZAC centenary commemorations.
		Support a high profile event featuring an international drawcard performer	Community and Development Services	Ongoing	Organisation for 2015 North West Festival continues including supporting significant marketing campaign, securing sponsors and event planning.
		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 with new sign installed.
		Identify priority stakeholder groups for community initiative programs	Community and Development Services	Ongoing	ANZAC Day commemorations completed in partnership with RSL. Aboriginal consultation forums held and working with agencies to support NAIDOC Week (July 2015) activities.
	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	Draft Reconciliation Action Plan prepared and scheduled for consultation as part of NAIDOC Week (July 2015)

		Host multicultural and indigenous community events	Community and Development Services	Ongoing	Aboriginal forums held and working with agencies on NAIDOC week (July 2015) activities.
		Restore Old Pioneer Port Hedland Cemetery	Works and Services	June 2015	Works at Old Pioneer Cemetery completed pending final touches, official opening program to be finalised.
	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 with quarterly reports prepared Participated in alcohol management and volatile substance abuse working group meetings. Regular meetings are conducted with the 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 are based at the JD Hardie while they have their facility redeveloped.
		Implement a respect campaign/behavioural change program	Corporate Services	Ongoing	Scheduled for 2015/16 financial year
		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. Patrols are continuing.
		Conduct animal management in line with legislative requirements	Works and Services	Ongoing	Ongoing and held a meeting with SAFE to streamline arrangements.
		Construct new animal pound	Works and Services	June 2017	Works to be considered as part of Depot Master Plan review.
		Develop and implement CCTV masterplan	Corporate Services	June 2015	Liaising with WA Police to establish 12 month upgrade and maintenance schedule. Additional CCTV cameras installed in hot spots and night vision illuminators being tested.

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 (Jan – June 2015)	
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	The majority of the titles have been cleared and one property has been sold. Several properties under contract and will be working closely with Hedland First National to market and sell the remaining parcels.	
		Facilitate improvements to telecommunications infrastructure	Corporate Services	Ongoing	Working with WALGA on improvement program.	
		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 adopted. Advocacy continues through State Government agencies and representatives	
		Advocate for potential West Canning Basin development	Community and Development Services	Ongoing	Advocacy continues through State Government agencies and representatives	
		Support and facilitate development of new industries such as agriculture and aquaculture	Community and Development Services	Ongoing	Advocacy continues through State Government agencies and representatives	
		Prepare development prospectus and marketing strategy to encourage investment	Corporate Services	June 2015	Marketing strategy centred around Kingsford Smith Business Park and arranging inaugural North West Economic Summit (scheduled for 21 August 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	The State has changed the policy by which the Town can acquire property. Then scheme amendment is still progressing, but acquisition seems unlikely.	
		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
			Deliver Lazy Lands program	Community and Development Services	Ongoing	New policy delivered by Department of Lands which is far less attractive and cost prohibitive.
			Work with relevant agencies on affordable housing strategies	Community and Development Services	Ongoing	The Osprey Key Service Workers Village is nearly 80% full. This number includes nearly 12 Town employees whom obtained greatly reduced rents due a salary sacrifice agreement negotiated by Economic Development.
	Lobby for additional and refurbished social housing and reduced waitlist timeframes		Community and Development Services	Ongoing	Advocacy continues through State Government agencies and representatives	

	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	Funding progressing to round two for retail attraction program. Town hopes for final confirmation from PDC in August.
		Support business forums held by Port Hedland Chamber of Commerce and other agencies	Community and Development Services	Ongoing	Support for local forums. Hosted “Doing Business with the Town” forum in conjunction with PHCCI. Planning underway for North West Economic Summit.
		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	North West Economic Summit planning underway for 21 August 2015. Forum to stimulate discussion about what is next for the region.
		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	Funding progressing to round two. Town hopes for final confirmation from PDC in August.
	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	Pending additional resources
		Attract private education offerings	Community and Development Services	Ongoing	Meeting regularly with the Department of Housing to explore opportunities.
		Facilitate provision of unique training facilities including establishing training facility at Marquee Park kiosk for hospitality students	Works and Services	June 2015	Deferred until resolution on capital and operating funding model is obtained
	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	Design for airport water and sewer connection finalised Inspections undertaken of Main Roads infrastructure prior to the Town receiving handover
		Participate in Growth Plan implementation working group and Port Hedland steering group meetings	Community and Development Services	Ongoing	Plan to be reviewed in 2015/16
	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 – Upgrade essential services including electrical network, water			Office of the CEO/ Works and Services	June 2018	Work on electrical substation 1 and 2 completed. All remaining works are scheduled for completion by end 2015. The internal terminal renovations were complete.

		<p>and wastewater</p> <ul style="list-style-type: none"> - Undertake interim improvements to Port Hedland International Airport terminal and surrounds - Develop international freight and logistics facilities - Upgrade airside infrastructure - Improve ground transport and increase car park capacity - Develop business case for commercial development - Undertake route development and increase international services 			<p>Logistics subdivision design review has been completed, and the actual subdivision project is on hold pending the outcomes of the airport long-term lease tender.</p> <p>Contracts were awarded for airport public art program. Installations are currently underway and will be completed in July 2015.</p>
		Operate and maintain Port Hedland International Airport in accordance with regulatory requirements	Office of the CEO	Ongoing	Ongoing
		Deliver four year capital works program for road construction and upgrades	Works and Services	Ongoing	Wedgefield master plan developed to inform Pinga Street upgrades. Reseals works complete in sections of Whitnell Street and Somerset Street.
		Support Department of Commerce in facilitating development of Pilbara Fabrication and Services Common Use Facility (Lumsden Point)	Community and Development Services	Ongoing	Advocacy continues through State Government agencies and representatives
		Support development of port facilities including inner and outer harbour	Community and Development Services	Ongoing	Advocacy continues through State Government agencies and representatives
		Advocate for increased diversity of exports	Community and Development Services	Ongoing	Advocacy continues through State Government agencies and representatives
	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	Tourism Strategy complete.
		Operate visitor centre through management contract	Community and Development Services	Ongoing	Visitors Centre operated by FORM and contract signed. Collaboration on increased tourism offering and marketing including a destination guide and participation in the Caravan and camping show in Perth.
		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. Town successfully obtained a grant to fund a vignette highlighting the Town's many amenities.
		Prepare a masterplan for caravan parks and backpacker accommodation	Community and Development Services	Ongoing	Grant from PDC partially successful to progress to round 2 in August.
		Review development opportunities for caravan parks across Port Hedland and surrounds	Community and Development Services	Dec 2015	The Town is actively attempting to negotiate improved tourism infrastructure including upgraded and new caravan parks. These efforts include a grant application via Australian Government Tourism Demand-Driver Infrastructure Program.

		Provide Sullage Point for tourists	Works and Services	June 2016	One sullage point installed and investigations and grant funding is being sought to possibly install another point in South Hedland.
		Install WiFi in central locations	Corporate Services	June 2018	Public Wifi has been installed at the Airport, Port Hedland CBD, Civic Centre and South Hedland library. Additional sites being investigated.
	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	MP Rogers have been commissioned to undertake investigations, concept design and detailed design of preferred sand dune stabilisation project at Goode Street Port Hedland. A partnership with key stakeholders to undertake foreshore preservation works has been formed.
		Seek funding to improve coastal foreshore	Works and Services	Ongoing	Pending funding opportunities.
		Maintain and improve boat ramp access	Works and Services	Ongoing	Complete and funding approved Boat ramps are inspected fortnightly and cleaned as required

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 (Jan – June 2015)
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	Funding agreement for 4.5ha solar farm in airport precinct complete between the Town and ARENA with final stages of due diligence underway.
		Investigate partnerships with alternative energy suppliers	Community and Development Services	Ongoing	Funding agreement for 4.5ha solar farm in airport precinct complete between the Town and ARENA with final stages of due diligence underway.
		Forge agreements with solar farm and waste to energy providers	Community and Development Services	Ongoing	Funding agreement for 4.5ha solar farm in airport precinct complete between the Town and ARENA with final stages of due diligence underway. 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	Footpaths and drainage achieved as per program Roads not achieved due to lack of resources (patching truck and labour to operate)
		Undertake infrastructure upgrade works in line with forward capital works program	Works and Services	Ongoing	Stormwater infrastructure improved in Port Hedland light industrial area and flood pump controls upgraded. Kerbing program complete and footpath program identified for 15/16 5 year program for roads, footpaths, kerbing and drainage included as part of 2015/16 budget
		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	Fair value assessments of buildings complete which includes condition ratings to drive investment priorities, in line with criticality, compliance, functionality and utilisation review.
		Maintain and improve the South Hedland Cemetery	Works and Services	Ongoing	Area maintained as per the scheduled maintenance program Capital works half completed then postponed until next FY
		Deliver a refurbished Civic Centre precinct that accommodates future growth needs	Works and Services	June 2015	Civic centre refurbishment scheduled for 2015/16 with \$4.8M allocated to complete works
		Provide an improved workplace environment at the Depot	Works and Services	Ongoing	Major maintenance complete Master plan proposal submitted in budget
3.1.3 Provide and promote sustainable waste management	Develop and implement waste management strategy	Works and Services	Ongoing	Concept design prepared for tip shop and transfer station. Liquid waste ponds is in the process of being redesigned	

	practices, including recycling initiatives				
		Relocate landfill including new site identification, environmental assessment, funding strategy for relocation and closure plan for existing landfill	Works and Services	June 2016	Review of landfill location underway.
		Investigate waste diversion strategies including transfer station, tip shop and green waste reuse	Works and Services	Ongoing	Concept design 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 Water reuse initiatives to be undertaken in 2015/16.
		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	The development and preparation of development guidelines / policies is ongoing. Council adopted the South Hedland Town Centre Design Guidelines as a Local Planning Policy at the June 2015 OCM.
		Implement Growth Plan	Community and Development Services	Ongoing	A review of the Growth Plan to be completed 2015/16.
		Deliver Local Planning scheme	Community and Development Services	Ongoing	Draft Planning Scheme is being prepared. LPS6 scheduled for 2015/16.
		Deliver residential design guidelines and housing strategy	Community and Development Services	Ongoing	Ongoing development of the residential guidelines and housing strategy. The Port Hedland Residential Design Guidelines will flow from the recommendations in the Local Housing Strategy.
		Ensure quality developments through assessment of development applications and compliance activities	Community and Development Services	Ongoing	Ongoing review of processes.
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	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	Ongoing a litter initiatives working group has been formed.

		Undertake dune restoration	Works and Services	Ongoing	MP Rogers have been commissioned to undertake investigations, concept design and detailed design of preferred sand dune stabilisation project at Goode Street port Hedland.
	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	Preparations underway for next season's clean up
		Support community education campaigns	Works and Services	Ongoing	Initiatives are ongoing and form part of preparedness activities.
		Prepare and maintain emergency management arrangements	Works and Services	Ongoing	Plans are reviewed periodically and new Emergency Risk Management matrix completed for consideration by local emergency management committee.
		Ensure Town facilities can be used as welfare centres	Works and Services	Ongoing	Ongoing reviews of Welfare centres 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 .
		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	Plan is implemented on an ongoing basis and is scheduled for review in 2015/16
		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. Ongoing. New developments assessed against R-Codes, relevant local planning policies (incl. guidelines) and state planning policies.
	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	Review of current local design guidelines ongoing.
Undertake litter and graffiti clean-up and		Works and Services	Ongoing	#KeepHedlandBeautiful campaign implemented in partnership with key stakeholders and major industry to raise awareness and provide free cargo nets. Campaign provided	

		prevention initiatives			successful and litter initiatives working group formed.
		Investigate verge improvement program	Community and Development Services	June 2015	Ongoing.
		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 operates seven days per week to clean South Hedland CBD and complaints have reduced significantly.
		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	<p>Provided grants to community groups for community initiatives.</p> <p>#KeepHedlandBeautiful campaign implemented in partnership with key stakeholders and major industry to raise awareness and provide free cargo nets. Campaign provided successful and litter initiatives working group formed.</p> <p>Entered Tidy Towns awards and have been shortlisted</p>

Leading our community	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	<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 			
Goal	Strategy	Actions	Responsibility	Timeframe	Comments (Jan – June 2015)
4.1 Strategic and best practice local government administration	4.1.1 Deliver high quality corporate governance, accountability and compliance.	Invest in Elected Member training	Corporate Services	Ongoing	Elected Members were provided Risk and Finance training in Port Hedland by AICD in March 2015 that was attended by six Elected Members. In February 2015 two WALGA training courses were offered in Port Hedland that were attended by four Elected Members.
		Provide corporate oversight through Audit and Finance Committee	Corporate Services	Ongoing	The Audit and Finance Committee was renamed the Audit, Risk and Governance Committee at the May 2015 2015 Ordinary Council Meeting. The Committee has met four times since January 2015.
		Collaborate with local government industry and resource sharing best practice	Corporate Services	Ongoing	Worked with Pilbara Regional Council on WiFi installation.
		Enhance record keeping practices	Corporate Services	Ongoing	Compliance audit of records management undertaken with improvement program developed. Staff training and advice is ongoing.
		Review and update corporate information systems	Corporate Services	Ongoing	Website continues to be improved with review scheduled for late 2015 of integration of all Town of Port Hedland websites. Internal systems and procedures under review.
		Implement new Electronic Document Record Management System (EDRMS)	Corporate Services	Ongoing	Compliance audit of records management undertaken with improvement program developed including recommendation for new EDRMS. To be fully scoped during 2015/16.
		Review and implement appropriate Council delegations, policies and Local Laws	Corporate Services	Ongoing	The Parking Local Law 2015 was adopted at the February 2015 Ordinary Council Meeting and gazetted on 8 April 2015. The Proposed Cemetery Local Law 2015 was adopted at the May 2015 Ordinary Council Meeting. Public submissions close on 6 August 2015. The annual review of the Delegation Register was adopted at the June 2015 Ordinary Council Meeting. Council adopted/ amended 11 policies and rescinded 6 policies from January to June 2015.
		Establish internal audit function	Corporate Services	June 2015	UHY Haynes Norton undertook internal audit to address risk management, internal controls and legislative compliance as per the new Audit Regulations. Improvement

					plan being implemented.
		Implement a risk management framework	Corporate Services	Ongoing	Risk management framework being enhanced as per internal audit recommendations.
		Comply with all statutory obligations included in the yearly Compliance Audit Return	Corporate Services	Ongoing	Compliance Audit Return completed – 78 items were audited and 4 areas of non-compliance were identified.
4.1.2 Maintain a strong and sustainable financial position		Adopt Long Term Financial Plan and review forecasts for budget adoption	Corporate Services	Ongoing	Long term financial plan adopted. Forecasts considered during 2015/16 budget development. Noted that LTFP is in need of review and is suggested that the Town consider adopting a new template such UHY's.
		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. Monthly financial report now includes activity statements for airport and waste business units.
		Develop and implement a Rating Strategy	Corporate Services	Dec 2014	Rating Strategy adopted and considered in development of 2015/16 differential rates model. Application submitted to Minister for rates in the dollar approval.
		Pursue additional funding for capital works projects	Corporate Services	Ongoing	Grants Administration Officer appointed and grants procedures endorsed by Council. Applications continue to be made to external funding bodies for major and minor projects. Council has established a strategic reserve for the purpose of funding and leveraging external contributions.
4.1.3 Be efficient and effective in use of resources, infrastructure, assets and technology		Review Information Communication Technology Plan	Corporate Services	Ongoing	The ICT Implementation Plan is being reviewed against the Long Term Financial Plan. A meeting has been scheduled with WALGA for the last week in July 2015.
		Investigate new technologies for efficiency gains (such as electronic Council agendas, online timesheets, customer service enquiries)	Corporate Services	Ongoing	The Town has been researching various electronic document distribution software and will be implementing a program in 2015/16 for 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 15/16 n\$250k to retrofit all staff housing with solar PV
		Deliver asset management plans for all major classes of Infrastructure Property Plant and Equipment	Corporate Services	June 2015	Implementation of integrated Strategic Asset Management System, Assetic is nearing completion. Following on from this further Asset Management Plans for Public Open Space will be developed.
		Improve procurement and tender process including implementation of electronic tender portal	Corporate Services	Ongoing	TenderLink was introduced in late 2014 to accept electronic tender submissions. Training is being provided to staff responsible for tenders on an ongoing basis.

		Review Port Hedland International Airport governance structure	Office of the CEO	Dec 2014	Expression of interest process undertaken and release of major land transaction business plan for public comment. Initial tender phase completed by June 2015. Significant community engagement program undertaken. Binding bids to be received in August 2015. Should Council resolve to proceed with lease transaction a large lease premium will be received and will need to be managed and safeguarded. Work has already commenced on a potential investment framework for these funds
		Develop and maintain a modern plant and equipment fleet aligned with operational needs	Works and Services	Ongoing	Fleet management software cancelled and other options under investigation.
	4.1.4 Attract, develop and retain an effective workforce to deliver organisational outcomes	Prepare Workforce Plan	Corporate Services	Dec 2014	Workforce plan under review
		Promote ToPH as Employer of choice	Corporate Services	Ongoing	More initiatives and promotion opportunities investigated
		Maintain an effective recruitment function	Corporate Services	Ongoing	Recruitment process under review
		Prepare and deliver annual corporate training plan	Corporate Services	Complete	Corporate training plan under review
		Develop a plan for future traineeship initiatives	Corporate Services	June 2015	10 Traineeships in the organisation. Framework to be developed
		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.
		Continue to establish and workplace values	Corporate Services	Ongoing	Values are being promoted across the organisation
		Implement a performance development framework	Corporate Services	Ongoing	Performance Development Plan framework to be rolled out by September 2015
		Implement a rewards and recognition program for staff	Corporate Services	Ongoing	Rewards and recognition program drafted and under consideration by Staff Consultative Committee
		Review and implement Code of Conduct	Corporate Services	June 2015	Induction program continued. Code of conduct under review
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
	Develop materials and systems to support customer service		Corporate Services	Ongoing	Basic customer service materials developed and scheduled for significant review in 2015/16
	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 and positive comments received
	4.2.2 Represent our community and provide transparent and	Ensure effective strategic and operational planning	Corporate Services	Ongoing	Corporate Business Plan revised as part of annual budget considerations. Supporting operational plans to be developed.

	accountable civic leadership	Increase participation in civic governance activities	Corporate Services	Ongoing	Council meetings promoted through advertising and social media. Increased number of attendees to Council meetings.
		Provide informative, transparent, easily accessible agendas and minutes	Corporate Services	Ongoing	Agendas and Minutes accessible on website and at Public Agenda Briefings and Council or 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	Seven community conversations sessions held on key topics (airport governance, rating strategy and modelling, doing business with the Town and community safety). 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	The next Local Government Election is scheduled for 17 October 2015. Council endorsed (February OCM) a postal election and that West Australian Electoral Commission would conduct the election. Polling places set as Civic Centre and Lotteries House.
	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	Attended meetings with Premier, Minister for Regional Development, Minister for Housing, Minister for Sport and Recreation, Police Minister, Minister for Local Government, Attorney General, Federal Member Melissa Price and State members Jacqui Boydell and Brendon Grylls
		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 three Pilbara Regional Council meetings and two WARCA meetings; attended Regional Airport Conference, Brisbane, Regionalism 2.0 Conference, Townsville, LGMA Congress and Business Expo, Darwin, Joint Kimberley, Pilbara and Northern Territory Forum
Participate in reform processes and provide submissions on statutory regulations		Corporate Services	Ongoing	Provided submission to Pilbara Development Commission's investment blueprint.	
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	

		Host visits by dignitaries and senior business leaders and associated forums	Office of the CEO	Ongoing	Hosted Premier, Attorney General, Police Minister, US Consul General and ANZ CEO in Port Hedland.
		Seek to establish Northern Australia Taskforce office in Port Hedland	Community and Development Services	June 2015	Continue to advocate.
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 implemented for: <ul style="list-style-type: none"> • airport long-term lease • airport redevelopment • ANZAC centenary commemorations • Australia Day • JD Hardie program and events • Keep Hedland Beautiful • Kingsford Smith Business Park • Matt Dann Theatre and Cinema • Rating strategy • South Hedland Youth Space • Swimming pool inspections • waterfront development • Welcome to Hedland • 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"> • 39 information posters for movies, live shows and events • 6 what's on brochures • 63 Community Notices • 62 media releases Managed social media activity including 509 posts reaching 260,939 people
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 62 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.