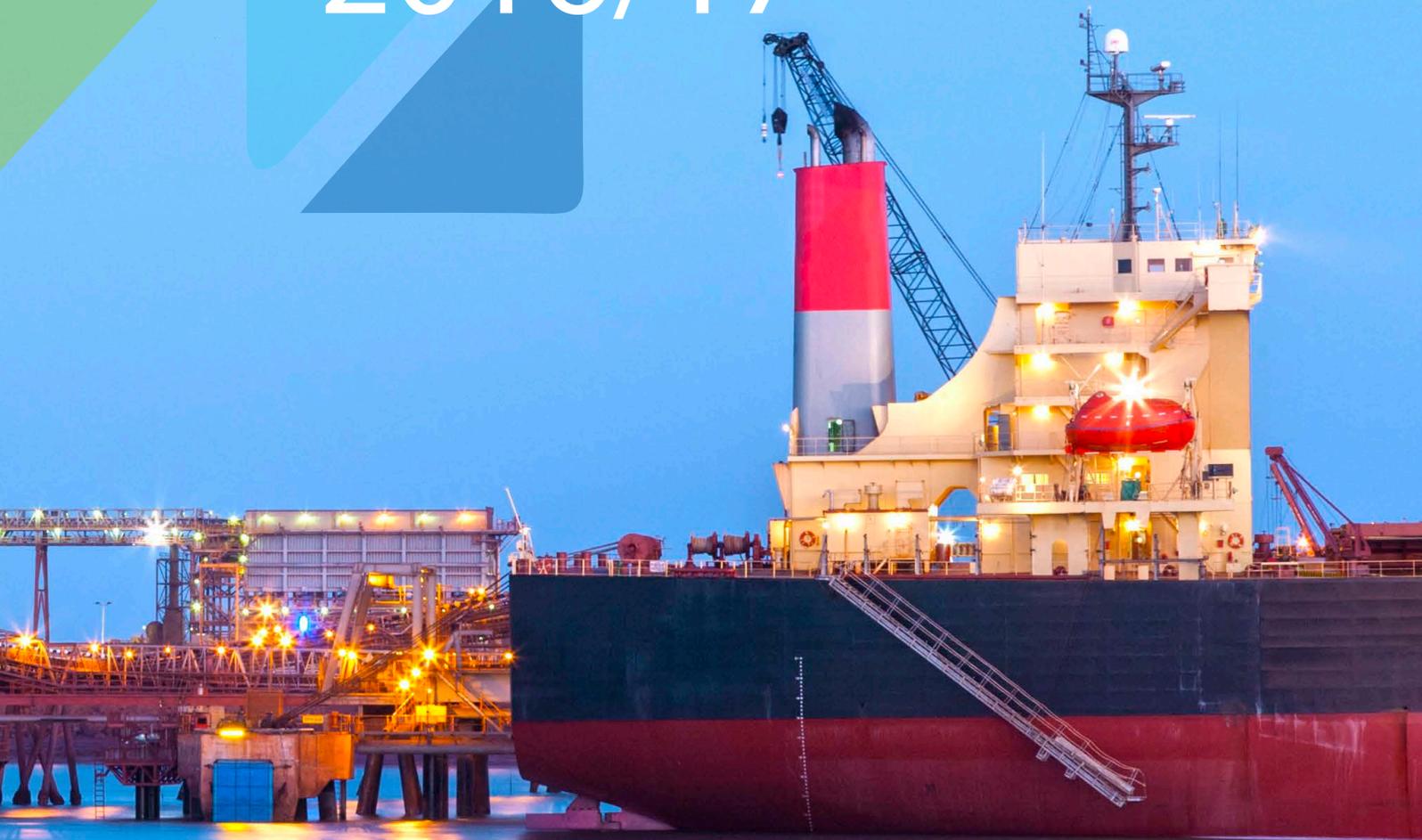


ANNUAL REPORT 2016/17



Town of
Port Hedland



The 2016-17 Annual Report can be downloaded from the Town of Port Hedland's website (<http://www.porthedland.wa.gov.au/documents/public-documents>).

The Town produces a limited number of hard copies of the Annual Report, in line with its ongoing commitment to sustainability.

These may be viewed by the public at the Civic Centre and South Hedland Library.

The Annual Report can be translated by calling the Translating and Interpreting Service (TIS) on 13 14 50.

“We would like to acknowledge the Kariyarra, Njamal and Ngarla people as the Traditional Custodians of the Town of Port Hedland. We recognise their strength and resilience and pay our respects to their Elders past and present.

We extend that respect to all Aboriginal & Torres Strait Islander people of the local community, and recognise their rich cultures and their continuing connection to land and waters.”



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PORT HEDLAND PROFILE

Port Hedland is a dynamic town in Western Australia's beautiful North West, located approximately 1,800km north of Perth.

We are home to around 15,000 people from diverse cultural backgrounds and cover 11,844 square kilometres of the Pilbara region. Our Traditional Custodians, the Kariyarra people, call Port Hedland Marapikurrinya for the hand shaped formation of the tidal creeks coming off the natural harbour.

Our lifestyle is relaxed and our location on the ocean provides for a variety of leisure activities. Our two main residential centres, Port and South Hedland, offer a range of community services including cultural, recreation and shopping facilities. The Wedgefield Industrial Area contains a variety of light and service industry premises and the iron ore crushing and shipping facilities are features synonymous with our rugged landscape, along with the expanded port facilities.

We are home to the Boodarie Strategic Industrial Area, which is ideally positioned to accommodate downstream resource processing industries related to the iron ore and gas resources of the region. The Kingsford Business Park will provide an important mix of uses and form an important part of Hedland's continued growth into the future. It will provide a range of lot types and sizes and thereby encourage a diverse mix of light and service industrial, warehousing and bulky goods commercial business opportunities.

We are proud to be Australia's largest bulk export port with Pilbara Ports Authority recording a record annual tonnage throughput of over 668.5 million tonnes in 2016/17 with 500.9 million tonnes throughput at Port Hedland.

Our role is well established on the national and international stage, attracting internationally prominent resource companies and contributing at a nationally recognised level to the broader Australian economy.

Port Hedland International Airport provides a welcoming gateway to the Pilbara and the North West of Australia and a direct link to the world's largest bulk tonnage export port.



MAYOR'S MESSAGE

On behalf of the Town of Port Hedland, I am pleased to present our 2016/17 annual report to the Community.

Looking at the local economy and our challenges of the past 12 months - It's quite clear that Hedland has been hit with some significant economic and population challenges, along with some unique opportunities for sustained growth and future prosperity.

In light of this, we have adopted tight fiscal measures and focused on building stronger relationships, improving efficiencies and increasing our community consultation. We've made some tough decisions and applied the necessary financial constraints for long-term community and commercial benefit. The legacy of past social and economic issues has resulted in a substantial need for change and has delivered new growth and development. This has happened in a short space of time and through a proactive and whole of community approach.

We have developed into the world's largest bulk tonnage port, exporting over 500 million tonnes in the 2016/17 financial year, but our newly released ABS figures show a population reduction in our town. It is critical that we encourage and support port growth and industry investment that diversifies our economy. We are strategically positioned to benefit in areas such as live cattle exports, gas, lithium, gold, and also becoming an international freight import hub.

With the development of the Lumsden Point wharf facility, we have a significant opportunity in downstream processing, delivering jobs that increase our population.

As a town, we have not previously seen a coordinated approach across the three levels of government in planning our future direction. During recent months I have been working to strengthen relationships with State and Federal Government, to ensure our voices are heard.

Tackling real issues impacting our community and championing change when necessary, will always remain at the forefront.

There has been an extensive change in leadership over the past 12 months which has provided a fresh opportunity to review our strategic direction. This past year reflects these changes as we look at improving internal processes and the way we do business with the community.

Our new organisational direction is demonstrating this and proving accountably, real development outcomes and a focus on addressing and solving the real issues facing Hedland. Cost reductions, improved efficiencies, innovation and solid leadership, are essential as we return to basics and core business for the community.

We need structure, stability and new ways of doing things... And of course, a community that is engaged, informed and entirely connected.

Being the Mayor of Port Hedland is about being part of a great team that is working hard and is totally committed. The successes of the past year would not be possible without the support of my fellow Councillors, the Town's Chief Executive Officers, Executive Team, employees, the community and the volunteers who contributed every day to the combined successes of 2016/17. In particular, I would like to acknowledge the contributions of previous CEO Mal Osborne and acting CEO Chris Linnel during the period. I would also like to recognise the significant contribution of former Mayor, Kelly Howlett, who held the position of Mayor of the Town of Port Hedland for the past decade. Her efforts and dedicated service over many years is much appreciated by Councillors, staff and the wider community.



“Tackling real issues impacting our community and championing change when necessary, will always remain at the forefront”

**Port Hedland Mayor
Camilo Blanco**

ELECTED MEMBERS



Camera Council 2016-17

MAYOR



Mayor Kelly Howlett
Resigned August 2016

MAYOR



Mayor Camilo Blanco
Term expires 2021

COUNCILLOR



Cr Julie Arif
Term expires 2019

COUNCILLOR



Cr Louise Newbery
Term expires 2019

COUNCILLOR



Cr Richard Whitwell
Term expires 2019

COUNCILLOR



Cr David Hooper
Term expired 2017

COUNCILLOR



Cr Jan Gillingham
Term expired 2017

COUNCILLOR



Cr Lincoln Tavo
Term expired 2017

COUNCILLOR



Cr Troy Melville
Term expired 2017

Elected Members Attendance at Meetings 2016 - 17

	Ordinary Council Meetings (12)	Special Council Meetings (9)	Electors Meeting (1)	Total (22)
Mayor Kelly Howlett (resigned August 2016)	1	2	0	3
Councillor Camilo Blanco	12	9	1	22
Councillor Jan Gillingham	11	8	1	20
Councillor David Hooper	11	9	1	21
Councillor Julie Arif	11	8	1	20
Councillor Troy Melville	12	8	1	21
Councillor Louise Newbery	12	9	1	22
Councillor Troy Whitwell	12	9	1	22
Councillor Lincoln Tavo	12	9	1	22

CHIEF EXECUTIVE OFFICER'S REPORT

Our economic climate has changed dramatically over the past 12 months and it is important that we reflect on what we have achieved as a community and look forward to creating a nationally significant friendly town that people are proud to call home.

A major organisational restructure and service level review resulted in greater efficiency and substantial cost reductions being made right across the organisation. This has included a reduction in staffing costs of \$3.5 million and a further reduction of \$500,000 in costs associated with contractors and consultants. This major change was initiated without compromising our ability to deliver consistency and excellence in our customer and community services.

This transformative change, innovation and a focus on prudent financial management have been key as we worked to find efficiencies, improve processes and repositioning the organisation towards a vibrant future.

We also continued to implement a range of workplace culture and performance improvements, including the introduction of new organisational motto of GSD or 'Getting Stuff Done', to ensure that the organisation is better placed to serve the community and its needs.

Open and collaborative conversations with Council, the Community and key State and industrial stakeholders has also been vital to the restructuring and fine-tuning of our operations over the past six months. We have also been strongly committed to gaining a deeper understanding of our local Aboriginal histories, culture and stories by sharing dialogue and establishing more meaningful partnerships.

This approach has opened the doors to new people, new skills and fresh ideas.

We have continued to deliver a high quality and popular community events program, introduced customer service improvements, reviewed key community facilities and rejuvenated our parks and gardens.

This report provides a snapshot of our accomplishments of the past year, measured against the goals and performance indicators of our Strategic Community Plan.

I am excited about the growing confidence in the town and our future opportunities for more sustainable growth and development and look forward to building on the strong foundations and momentum achieved.

The progress we have made as a town during the year is the result of a return to basics and a concerted team effort and a renewed drive to achieve improved customer service.

I would like to extend my sincere thanks to the Mayor and Councillors and to my executive team, staff and volunteers for their hard work, support and willingness to embrace change.

I am very proud of what we have achieved together in a short space of time and look forward with enthusiasm to the year ahead and to unlocking the true potential of the Town.

“Transformative change, innovation and a focus on prudent financial management were key as we worked to find efficiencies, improve processes and repositioning the organisation towards a vibrant future”

**Town of Port Hedland CEO
David Pentz**



 CEO David Pentz

EXECUTIVE TEAM

CHIEF EXECUTIVE OFFICER

Chris Linnell - Acting CEO from June 2016 to December 2016

David Pentz - Commenced January 2017

The Chief Executive Officer leads the Town of Port Hedland and is responsible for overall management of the administration. This includes providing timely advice to council, ensuring council decisions are implemented, overseeing the daily management of operations and ensuring resources are effectively and efficiently managed.

DIRECTOR INFRASTRUCTURE AND TOWN SERVICES

Brendan Smith - July 2016 - August 2016

Ray Davy - September 2016 - February 2017

Peter Keane - February 2017 - May 2017

Gerard Sherlock - commenced May 2017

Infrastructure and Town Services delivers high quality services across engineering operations, infrastructure development, technical services, projects, waste management, fleet operations, and parks and gardens.

The directorate includes the following teams:

- Project Management
- Waste Operations
- Depot Operations
- Workshop

DIRECTOR CORPORATE AND PERFORMANCE

Dale Stewart - March 2016 - September 2016

Kathryn Crothers - commenced acting in September 2016, formally appointed in February 2017 (not pictured)

Corporate and Performance provides high quality corporate support to the Town of Port Hedland across information technology, financial management, human resources, occupational health and safety, governance and corporate information.

The directorate includes the following teams:

- Governance
- Finance
- Information Technology and Records
- Human Resources

DIRECTOR DEVELOPMENT, SUSTAINABILITY AND LIFESTYLE

Adam Majid - September 2016 - February 2017

Ray Davy - February 2017 - June 2017

Robert Leeds - commenced June 2017

Development, Sustainability and Lifestyle delivers high quality services across planning and building services, compliance, facilities and recreation, environmental health and ranger services, health and lifestyle, emergency management, cultural and youth development, libraries, events, community engagement and communications.

The directorate includes the following teams:

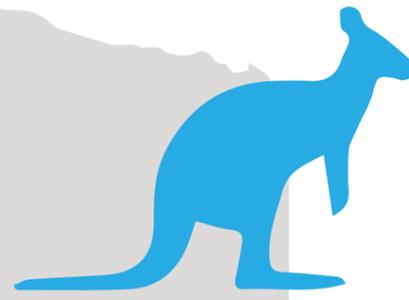
- Community Facilities
- Planning, Building and Lands
- Marketing, Events and Communications
- Environmental Health
- Ranger Services
- Community Safety
- Emergency Management



Robert Leeds, CEO David Pentz & Gerard Sherlock

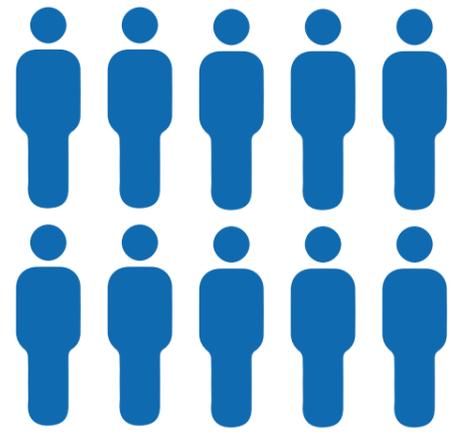
2016/17 HIGHLIGHTS

SEALED ROADS
224KM



CITIZENSHIPS GRANTED
104 ADULTS
28 DEPENDANTS
/CHILDREN
OF 30 COUNTRIES

FULL TIME EMPLOYEES
145



RESIDENTIAL DWELLINGS
7,666



UNSEALED ROADS
453KM



CORRESPONDENCE
INCOMING 8,463
3,762 OUTGOING
INTERNAL 4,259



OPERATING REVENUE
\$52M

BORROWINGS
DOWN 5.8%

TOTAL AREA
11,844KM²

RATES LEVIED
25.1M

MOVIES & LIVE SHOWS
144

EFT PAYMENTS
466



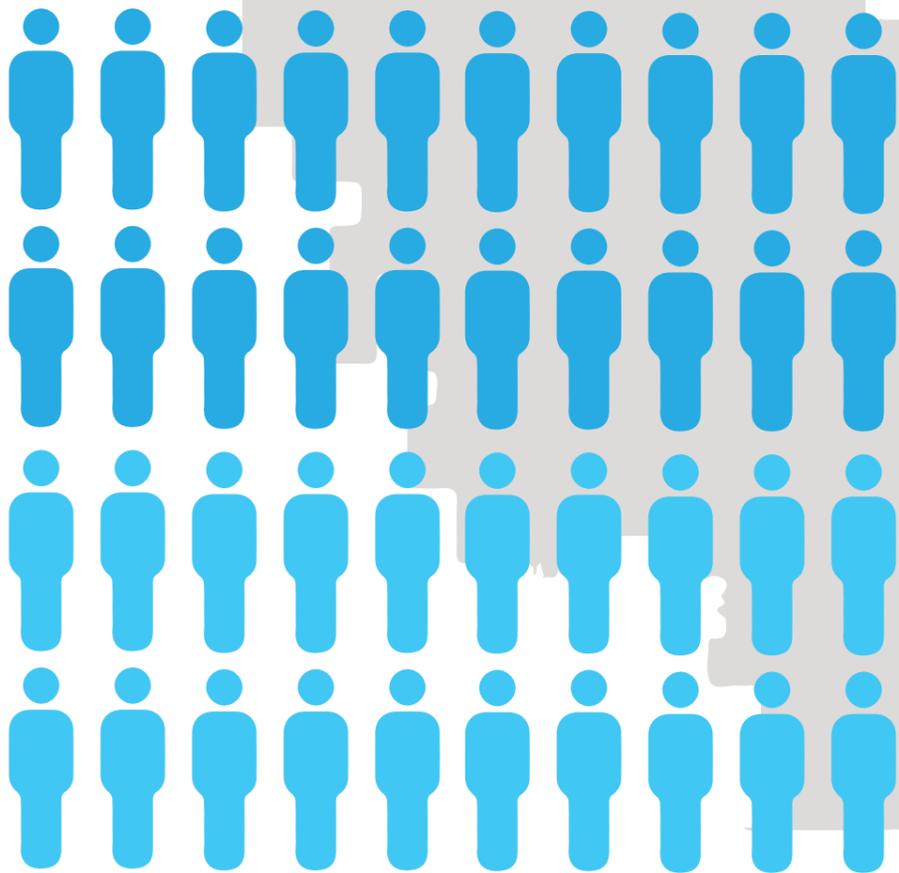
CHEQUES PROCESSED
615



EVENTS HELD
26



POPULATION
15,049

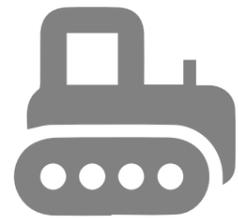


TURF MOWED
454,444M²



13 AQUATIC FACILITIES REGULATED
WITH 266 SAMPLES TAKEN

ELECTORS
7,666



LANDFILL WASTE INTAKE
79,726MT



RANGERS JOBS
3,325

ACTIVE MEMBERS
2,033

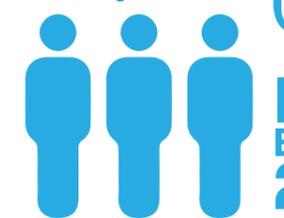


38 CATS REGISTERED



588 DOGS REGISTERED

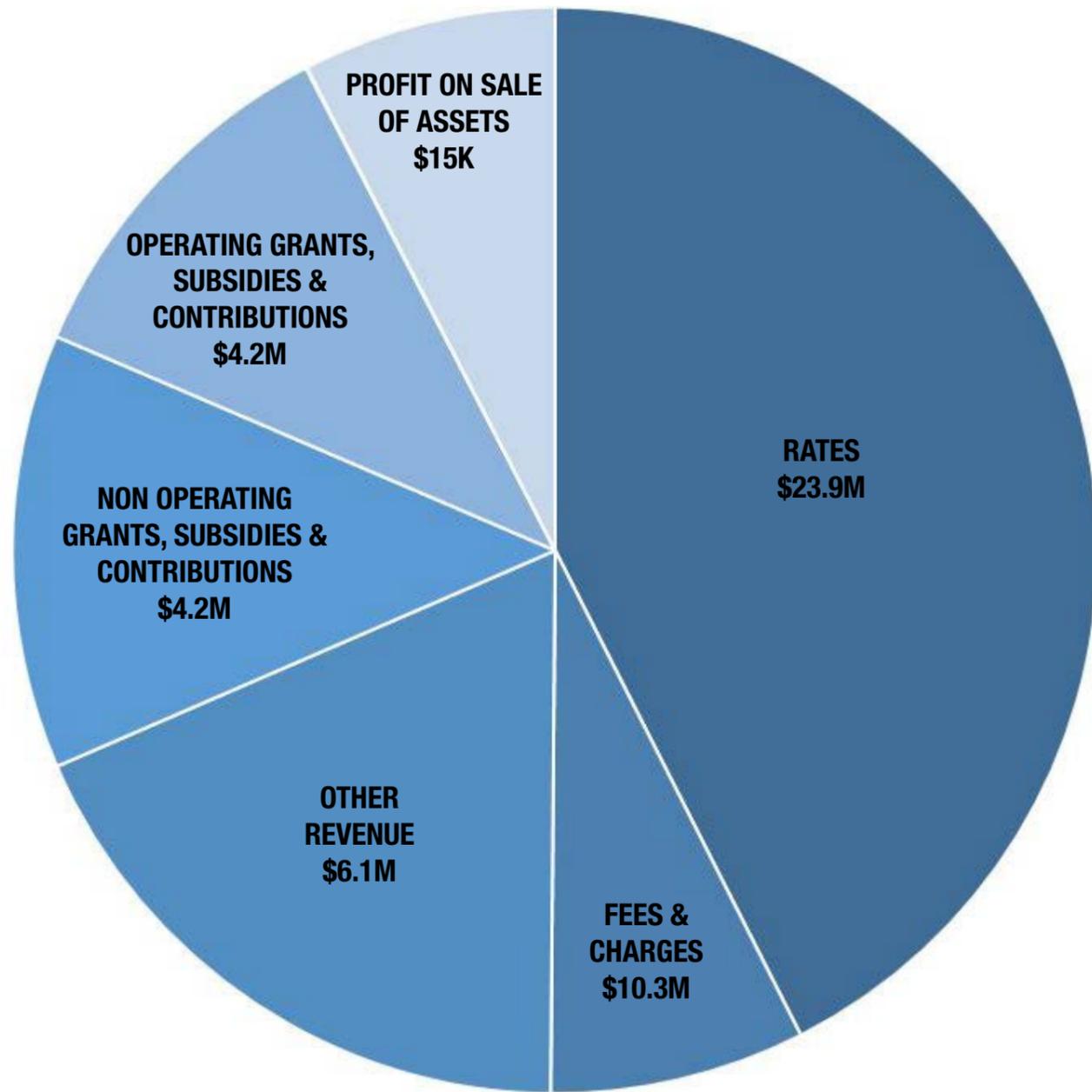
LIBRARY VISITS
56,820



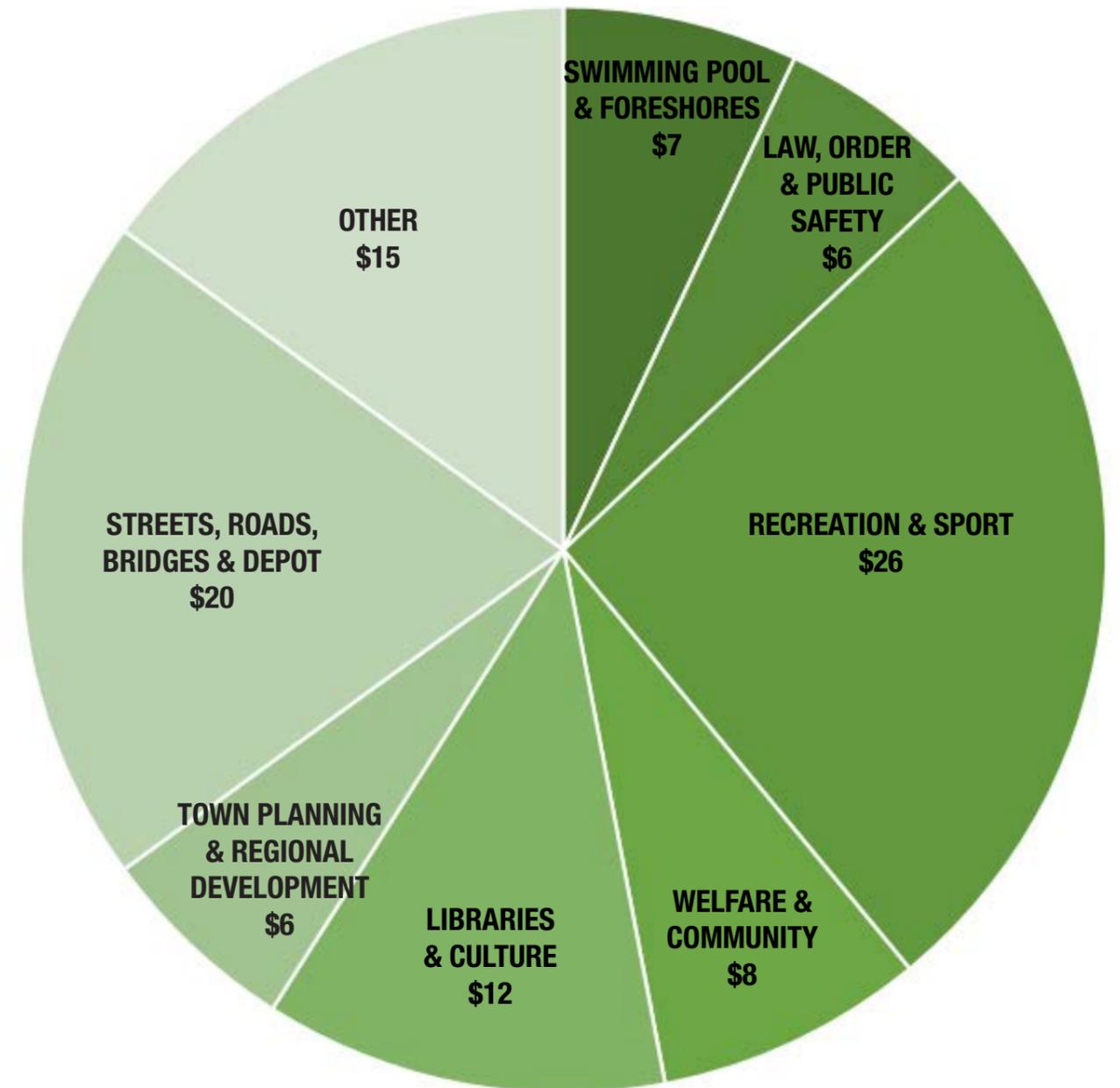
BOOKS BORROWED
28,989

2016/17 HIGHLIGHTS

INCOME



FOR EVERY \$100 OF RATES INCOME



STRATEGIC PLANNING

In 2016 the Town of Port Hedland conducted a Community Perceptions Survey.

We have regularly engaged with the wider community in a similar manner, using this survey as an opportunity to better understand Council's performance, as perceived by the community, and to help identify those key areas of improvement to help inform future planning and budget allocation. The findings from this analysis have subsequently helped inform 2016/17 Annual Budget and helped shape the major review of the Town's Strategic Community Plan 2012-2024.

Based on the responses and both the qualitative and quantitative analysis the following priorities have been determined for Council:

- The community place a significant amount of importance on the 'Council's Performance' and 'Art and Culture and Community Facilities'
- The community feel least happy about the current services related to 'Leisure Facilities and Services'
- The largest gap between level of happiness and importance is notably 'Council's Performance'

The results from the 2016 survey reveal that in general the performance of the Council still remains at 'average to poor' (ie satisfactory) as perceived by the community. However, the 2016 survey responses do indicate that the Council has improved its performance in 'listening to the community', which was a key area identified as needing improvement in the 2013 Survey Analysis. There is however, still significant mistrust and dissatisfaction with how the Town is managing its finances, elaborated in comments made in relation to:

- Reducing the rates
- Allocating funding that benefits the whole community
- Introducing more transparency and accountability into how funds are spent and managed

In conclusion, the 2016 Survey indicated that the community believes that Council needed to improve in the following key areas:

1. Managing the Town's finances
2. Demonstrating a more stable and focused relationship between Council and the Executive Team.

Following the spirit of the Integrated Planning and Reporting Guidelines and Framework of the Department of Local Government of Western Australia, the Town has decided to conduct the major review of its 2012 Strategic Community Plan in November 2017.

This process will focus on the performance of Town services and facilities as well as gaining an understanding of the community priorities and its vision for the future.

The Town is committed to achieving the goals outlined in our Strategic Community Plan. Some of our achievements from the past 12 months are outlined in the following sections.



 Youth engagement

The survey was completed by 188 respondents. The number of survey respondents for the 2016 survey was less than previous years, due to a more limited amount of supporting community engagement activities undertaken concurrently with the online survey roll-out.



 Community engagement

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.”

COMMUNITY EVENTS

A spray of annual events returned for 2016/17, which included the popular Spinifex Spree, Welcome to Hedland, Mother’s Day Classic, Teddy Bears Picnic, Have a Try Night, Australia Day Event and the Town of Port Hedland’s marquee event the North West Festival, which featured high profile artists including The Rubens, You Am I, Xavier Rudd, Sarah Blasko and The Veronicas.

JD HARDIE YOUTH ZONE

The team at the JD Hardie Youth Zone deliver and support a broad range of community based programs throughout the year such as Kids Club, Holiday Programs, Deadly Sk8 and Slam. Slam is a diversionary program that uses basketball as a vehicle to engage youth in a positive environment first and foremost, with additional outcomes such as engagement in youth agencies, education, leadership development, healthy meals and the provision of recreational activities.

In June 2017 the JD Hardie Youth Zone was invited to take a squad from the Slam program to participate in The City of Karratha’s Annual City Wide Youth Basketball Tournament. The squad trained twice a week, and at the conclusion of a

seven week training schedule, the Hedland Storm was formed. The team travelled to Karratha, and, following a round of games, won the Grand Final against the Wickham Wizards.

Slam is one example of how community based programs, delivered by the Town of Port Hedland continue to provide a platform for our young people to achieve viable outcomes such as recreation, educational and employment opportunities.



CLUB DEVELOPMENT

Supported by funding from Healthway, the ‘2017 Go for 2 & 5, Have a Try Night’ was held on the 20th March, 2017. On a hot afternoon when the temperature reached 45-degrees during the day, an incredible 226 people braved the heat to participate. The event, aimed at children aged between 5 and 15 years of age,

involved the participants rotating through 12 different sporting activities across both the Kevin Scott Oval and Wanangkura Stadium. The sports on show included Basketball, Little Athletics, Tennis, Soccer, Cricket, Golf, Pony Club, Skateboarding, Roller Derby, Lawn Bowls, Kart Club and Motorcycle Club and, incredibly, all were represented and managed by an estimated 75 local volunteers.



LIBRARIES

The Port and South Hedland Libraries continue to have strong demand through the borrowing of items, participation in programs and through outreach services provided by staff.

Both branches 2016/17

Visits	56820
Active library members	2033
Loans	28,989

Children’s Book Week 2016

Schools visited	9
ToPH facilities visited	2
Students	637

National Simultaneous Storytime May 2017

Libraries	2
Children	23
Adults	10

DIGITAL SCOREBOARDS AT SPORTING GROUNDS

In January 2017 new digital scoreboards were installed at the Kevin Scott and Colin Matheson Ovals, giving local sporting matches an exciting edge. The addition of the scoreboards, which were funded by the Town and our community

partners BHP, will improve the quality of local sporting matches and also act as a drawcard for regional competitions. The scoreboards are multi-sport boards so all sporting codes will be able to use them. Keeping in line with our ‘Buy Local Practice’ the scoreboards were installed by a local company, meaning work was completed on time and on budget.



MARAPIKURRINYA PARK

Marapikurrinya Park was reduced to rubble in October 2015, after flames tore through this favourite community spot. After much planning and construction the park was reopened in June 2017. The new park is accessible, which allows all of our children to be able to enjoy it. The Town of Port Hedland included accessible ramps, and a new accessibility-friendly carousel. This \$520,000 project was made possible with funding support from Lotterywest, the Federal Government’s Stronger Communities program, the Town of Port Hedland and donations from the community, including the FMG social club.





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.”

RETAIL-FRANCHISE ATTRACTION STRATEGY

The Town of Port Hedland are part of a Pilbara cohort who have joined forces to attract small businesses and franchises to the region, to diversify the local economic landscape. The development of the Retail-Franchise Attraction Strategy, in partnership with the Pilbara Development Commission, the City of Karratha, Shire of Ashburton and Shire of East Pilbara, is aimed at introducing new industries to the local economy, resulting in more jobs and local expenditure. The Retail-Franchise Attraction Strategy will be implemented over a 12 month period.

SMALL BUSINESS INVESTMENT AND DEVELOPMENT

In 2016 the Town of Port Hedland became the first local government in the Pilbara to be recognised as ‘Small Business Friendly’. ‘Small Business Friendly’ is an initiative by the Small Business Development Corporation designed to recognise Councils in Western Australia who actively support small businesses in their local area. Participation in the initiative confirms the Town’s commitment to work closely with businesses, government and industry groups to drive local employment and investment, encourage entrepreneurship and achieve sustainable economic growth.



Port Hedland Yacht Club



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”

EMERGENCY MANAGEMENT

2017 saw the formation of the Hedland Bush Fire Brigade (BFB) in an effort to provide a more effective response to bush fires and larger fire mitigation activities. Within the three months following its formation in March 2017 the Hedland BFB had attracted over 20 members bringing a diverse range of fire-fighting experience to the team. The Hedland BFB have since teamed up with Emergency Service staff from the resource sector to undertake large scale controlled burns around critical infrastructure and communities to better prepare them for the upcoming fire season.

The Town of Port Hedland partners with all emergency services and other community stakeholders through the Local Emergency Management Committee to ensure that there is adequate prevention, preparedness, response and recovery services available for emergencies within the local government area as well as participating in community education programs. In conjunction with the Bureau of Meteorology and Department of Fire and Emergency Services, the Town produces cyclone safety information for the general public.



 Volunteer bush fire brigade



 Storm cleanup

ENVIRONMENTAL HEALTH

In March 2017 the Town received over 400mm of rainfall in a 48 hour period. Due to the ground being heavily saturated from earlier rains, water logging and ponding of areas throughout the town was extreme. The Town's Environmental Health team were able to effectively manage mosquito control activities throughout the following months to a point where only 1 case of mosquito borne disease was reported. This is significantly lower than adjoining local government areas during the same period.

UPGRADE OF SOUTH HEDLAND LANDFILL WEIGHBRIDGE SOFTWARE

During 2016/17 the software on the South Hedland Landfill's weighbridge was updated to include a touch screen interface and a new printing system that has improved the efficiency of operations. Mandalay Technologies replaced the software, which has seen an increase in the amount and quality of data that can be captured, benefiting internal and external stakeholders.

PLANNING & BUILDING

Over 2016/17 the Town issued \$23.1m value of development approvals in 73 applications, with an average of 6 development approvals per month. 151 building permits were issued with a total value of \$63.9m, averaging 13 permits per month. There was a focus on lands matters and statutory compliance, with more than 30 matters resolved in each of these areas.

SUTHERLAND STREET DUNE FENCING

During 2016/17 more than \$35,000 was invested to upgrade fencing along the Cooke Point Sutherland Street foreshore, protecting the dunes and funding education and rehabilitation programs with local students. The \$35,644 grant from CoastWest enabled the Town to erect new fencing that was designed to withstand harsh environmental elements, like salt water and extreme wind and heat. Another element of the project was education and rehabilitation programs with Greening Australia, Port Hedland Primary School and Ashburton Aboriginal Corporation, which involved conducting native vegetation identification and dune rehabilitation activities with local school children, and non-native vegetation management with local Aboriginal groups



 Dune restoration project

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.”

ENGAGING OUR COMMUNITY

Regular communications are distributed including information posters, community notices, media releases, social media posts and weekly advertisements.

Town of Port Hedland Ranger and Environmental Health staff have been busy undertaking educational presentations at schools and businesses on a range of topics from animal management, snake handling, preventing food borne illness and mosquito control. Detailed sessions with ‘at risk’ groups have also been completed on animal welfare, waste management and food preparation.



Mayor Blanco visiting Canberra



ADVOCATING FOR FUNDING AND SUPPORT

Port Hedland Mayor Camilo Blanco met with Federal Ministers in Canberra in March 2017 to discuss a range of issues including sustainable economic growth, additional funding for social support services and a potential trial of the Cashless Debit Card. These meetings played an essential role in sustaining relationships with Federal Government, ensuring the Town remained top-of-mind in the policy decision-making process. The priorities discussed included the alcohol-abuse and harm in our community, the Cashless Debit Card, lithium mining and recent gas and oil exploration opportunities in the Port Hedland area.

GOVERNMENT RELATIONSHIPS

Senior officers and Elected Members attended meetings with Ministers including the Minister for State Development; Transport; Innovation, the Minister for Resources and Northern Australia, the Minister for Human, the Minister for Indigenous Affairs, the Minister for Mines and Petroleum; Commerce and Industrial Relations; Electoral Affairs; Asian Engagement, the Minister for Environment; Disability Services, the Minister for Regional Development, Local Government & Territories & Regional Communications and the Office of the Prime Minister.

VISITING DIGNITARIES

The Town hosted several government officials and dignitaries including the Minister for State Development; Transport, Her Excellency the Honourable Kerry Sanderson AC, Governor of Western Australia, the Premier, Hon Colin Barnett MLA, the Minister for Regional Development; Lands; and the Minister for Regional Development; Agriculture and Food.

AUDIT AND RISK MANAGEMENT

During 2016/17 the Town continued focusing on areas of better practice in relation to legislative compliance, risk management and internal controls, through the reports presented to the Audit Risk and Governance Committee. These reports include a Risk Management Framework, as well as regular reports on the Department of Local Government Better Practice Review, and regular updates on the Town’s Risk Register. The annual Compliance Audit Report was completed with 87 items audited and 7 areas of non-compliance identified. The areas of non-compliance were presented to the Audit, Risk and Governance Committee as well as Council and have since been addressed through a combination of training, as well as improvements in relation to policies and procedures.



DISABILITY, ACCESS & INCLUSION PLAN

The Town of Port Hedland's Disability Access and Inclusion Plan (2013 – 2017) articulates the Town's commitment to creating a community that welcomes and includes people of all abilities, and sets out how the Town will meet legislative requirements.

The Town will be developing a new Disability Access and Inclusion Plan for 2017 – 2022.

A number of works were undertaken in 2016/17 to provide and improve access and inclusion. These include:

- Consultation with the Advisory Group
- A successful Disability Awareness Week event with our community partners at Shay Gap Park
- Engagement with an access consultant for the Marapikurrinya Playground rebuild
- The Town was successful in obtaining grant funding to build an accessible change facility
- Increased use of the Accessible Events Guideline resulting in enhanced inclusion at Town events
- The Rangers working with local business to patrol accessible parking at the Shopping Centres
- The purchase of new adaptive technology at the Library
- An audit of Town facilities and assets

The Disability Access and Inclusion Plan identifies the below outcomes which include goals on how to deliver the outcomes.

1. People with disability have the same opportunities as other people to access services of, and any event organised by, a public authority
2. People with disability have the same opportunities as other people to access the buildings and other facilities of public authority
3. People with disability receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it
4. People with disability receive the same level and quality service from the staff of a public authority as other people receive from the staff of that public authority
5. People with disability have the same opportunities as other people to make complaints to a public authority
6. People with disability have the same opportunities as other people to participate in any public consultation by a public authority
7. People with disability have the same opportunities as other people to obtain and maintain employment with the Town



RECONCILIATION ACTION PLAN

'My Father's Country', Polly Jack

Reconciliation is about building better relationships between the wider Australian community and Aboriginal and Torres Strait Islander people for the benefit of all Australians.

Reconciliation Action Plans (RAPs) outline practical actions the organisation will take to build strong relationships and enhance respect between Aboriginal and Torres Strait Islander people and other Australians. RAPs also set out an organisation's aspirational plans to drive greater equality by pursuing sustainable opportunities.

The Town of Port Hedland Reconciliation Action Plan (RAP) 2016 – 2019 shapes a way forward for the Town to strengthen its acknowledgment and engagement of the Aboriginal and Torres Strait Islander community. The Plan was formally adopted at the Ordinary Council Meeting on 25 May 2016.

The Town's RAP is an internal organisational document, rather than a community wide approach. Targets and actions articulate how the Town will achieve outcomes within set timeframes and responsibilities.

The RAP was developed in collaboration with key stakeholders including community; organisations and agencies; Council; and Reconciliation Australia. The plan will be monitored through an annual reporting and evaluation process to Reconciliation Australia.

Since adopting the RAP we have:

- Held internal events to celebrate Reconciliation Week
- Held the Reconciliation Week Concert
- Continued to host the Aboriginal and Torres Strait Islander Consultation Forum
- Placed our RAP on our website and intranet
- Had Welcome to Country's at a number of events
- Conducted Cultural Awareness Training for our staff, that included information on local language groups, hidden histories and the impact of intergenerational trauma.
- We now fly the Aboriginal and Torres Strait Island flags alongside the Australian and Town flag at the Civic Centre and South Hedland Town Square
- We have taken the first steps in creating strong relationships with the First Australian community leaders and our senior management and Elected Members

STATUTORY REPORTING

2016/17 HUMAN RESOURCE HIGHLIGHTS

The Town of Port Hedland has focused on establishing a high functioning forward focused workforce. The intention is to create a workforce that has the energy, skills, commitment and ingenuity to drive a lively service driven work ethic.

The strategy has a number of phases. The first is the reorganisation of the workforce structure resulting in redundancies and volunteer redundancies of positions no longer required by the organisation.

The new structure has seen new positions created and some filling of positions voluntarily vacated by resignation. The recruitment of people filling resigned roles and new positions has focussed on attracting people with high level skills and drive to assist with developing the desired culture. The future focus will be in developing attraction and retention strategies to assist us in taking the Town to the next level of service and operation.

A key component of the Town's organisational restructure has also followed recommendation contained in a number of audits undertaken in 2016/17. These centered around principles of good governance and best practice in local government. Based upon these recommendations the Town has built a structure that has a strong focus on governance, so that the delivery of all its services can be carried out efficiently and effectively, whilst operating within a compliant statutory framework.

EMPLOYEE DATA

2016	Average Number of Staff	Terminated Staff	Turnover	New Starters
July	155	9	5.81%	4
August	155	6	3.87%	1
September	155	2	1.29%	9
October	155	2	1.29%	3
November	155	6	3.87%	5
December	155	5	3.23%	3
Third Quarter	155	17	10.97%	14
Fourth Quarter	155	13	8.39%	11
Total for Year		30	19.35%	25

2017	Average Number of Staff	Terminated Staff	Turnover	New Starters
January	147	9	6.12%	11
February	147	12	8.16%	3
March	147	2	1.36%	5
April	147	5	3.40%	0
May	147	4	2.72%	3
June	147	5	3.40%	6
First Quarter	147	23	15.65%	19
Second Quarter	145	14	9.52%	9
Total for Year		37	25.17%	28

EMPLOYEE REMUNERATION – SALARY RANGE

Set out below (in bands of \$10,000) is the number of Town employees entitled to an annual salary of \$100,000 or more.

Salary Range (\$) 2016 - 17	
100,000 – 109,999	17
110,000 – 119,999	6
120,000 – 129,999	1
130,000 – 139,999	0
140,000 – 149,999	5
150,000 – 159,999	1
160,000 – 169,999	0
170,000 – 179,999	0
180,000 – 189,999	2
190,000 – 199,999	0
210,000 – 219,999	1
330,000 – 339,999	1
TOTAL number of employees	34

INFORMATION MANAGEMENT UPDATE

The Town of Port Hedland has an ongoing commitment to good records management practices. In 2016/17 the Information Technology team delivered more than 40 projects, which provided stability to the core network as well as affected how the Town deals with the community via Smart City initiatives including:

- Night vision upgrades to the Port Hedland CCTV network
- Online lodgement of planning & building applications
- Central irrigation of open spaces/parks
- Building Management Systems integration into current assets
- Digitalisation of South Hedland Cemetery
- Electronic Scoreboards at the Kevin Scott and Colin Matheson Ovals
- Upgrades to Triple J and ABC stations, resulting in a coverage increase from 12km to 30 km

The Information Technology team worked closely with radio suppliers to improve 2-way radio connectivity for Town light and heavy fleet, as well as remote site connectivity during cyclonic events.

Additional software packages have been deployed to assist with project and asset management frameworks. Hardware and software layers have been upgraded to present a scalable storage for email archiving, e-records and new GIS projects. The team also implemented 2-stage onsite and 1-stage off-site backup processes for rapid data recovery.

REVIEW OF LOCAL LAWS

The Town of Port Hedland is required to review its Local Laws as required by Section 3.16 of the Local Government Act 1995. Local Laws are to be reviewed within an eight year period after their commencement to determine if they should remain unchanged, repealed or amended.

During 2016/17, the Town commenced a review of the Cat Control and Health Local Law, which was subsequently replaced with the Town of Port Hedland Animals, Environment and Nuisance Local Law 2016. The Town also developed the Health Local Law 2016 to allow health related issues to be sufficiently controlled so as to provide an acceptable standard for the maintenance of public health in the community. In early 2017 the Town also produced the Bush Fire Brigades Local Law 2017 for the purpose of providing a statutory framework for the establishment, management and administration of volunteer bush fire brigades within the Town of Port Hedland

OFFICIAL CONDUCT REPORT

The Local Government Act 1995 requires the Town to report on the number of official conduct complaints recorded under Section 5.121 during a financial year. The Town of Port Hedland did not receive complaints of this nature that resulted in action under section 5.110(6)(b) or (c) during the 2016/17 financial year.

FINANCIAL STATEMENTS

In accordance with section 10(1) of the Freedom of Information Act 1992, individuals and companies have a general right to access documents held by the Town of Port Hedland, subject to the exemptions in that Act. The following table indicates the applications received and the type of access granted by the Town in 2016/17.

Access Type	Personal	Non-Personal	Total
Access in full	0	2	2
Edited access	1	5	6
Access refused	0	1	1
No documents found	0	1	1
Withdrawn by applicant	0	1	1
Not finalised	0	0	0
Total	1	10	11

NATIONAL COMPETITION POLICY STATEMENT

The Competition Principles Agreement is an Inter-government Agreement between the Commonwealth and State/Territory Governments that sets out how government will apply National Competition Policy principles to public sector organisations within their jurisdiction.

The State Government released a Policy Statement effective from July 1996 called the Clause 7 Statement, which forms part of the Competition Principles Agreement. The Clause 7 policy document sets out nominated principles from the Agreement that now apply to Local Government. The provisions of Clause 7 of the Competition Principles Agreement require local government to report annually as to the implementation, application and effects of the Competition Policy.

The Competition Principles Agreement, under Clause 7, specifies three broad areas of reporting. These are:

- Competitive Neutrality

- Structural Review of Public Monopolies
- Legislative Review

In accordance with the requirements of the National Competition Policy, the Town of Port Hedland makes the following disclosures for 2016/17. The objective of competitive neutrality is introducing measures which effectively remove any net competitive advantages arising as a result government ownership of a business entity. The Town of Port Hedland has previously assessed its operations and considers that it has one business activity that would be classed as significant under the current guidelines. The Town of Port Hedland does not operate a business enterprise that has been classified by the Australian Bureau of Statistics as either a Public Trading Enterprise or Public Financial Enterprise. The Town of Port Hedland Landfill is a significant business activity, as defined by Clause 7 of the Competition Policy Statement, as is has an annual income from fees in excess of \$200,000.

All activities within the Town are continually being examined to identify opportunities to generate efficiency improvements. This must be balanced with the type and level of service provision and statutory requirements.

An activity requiring scrutiny in this regard for the Town, and is not a public monopoly, is that of private works on private property; however during 2016/17 no individual private works project exceeded \$200,000. The Town provides quotations or submits tenders in order to win private works.

This process ensures the activity of private works is open to competitive market testing.

The number of activities to which competitive neutrality principles have been applied in the reporting period is Zero (0). The number of activities to which competitive neutrality principles have been considered but not applied in the reporting period is Zero (0).

During the reporting period the Town did not become aware of any allegations of non-compliance with the competitive neutrality principles made by a private entity against the Town.



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Town of
Port Hedland

