



***DRAFT***

# **Plan for the Future 2008 - 2013**

*Adopted by Council 27 August 2008*

## **Introduction**

The 2008-2013 Town of Port Hedland *Plan for the Future* has been developed to provide strategic guidance to Council, Council staff and the community on the key roles and functions that the Town of Port Hedland will be undertaking over the upcoming five years. The plan articulates the Goals and Strategies that the Town intend on implementing. The Plan, along with the Council Five Year Financial Plan and Annual Plan and Budget are the key resource planning documents for the Council.

The plan has been developed based upon feedback that has been obtained from the community from a variety of sources. An extensive consultation process was undertaken which included:

**Community Survey:** Since 2005, the Town has undertaken an Annual community survey of its residents and ratepayers. The survey determines both the level of importance and level of satisfaction of residents and ratepayers with services and facilities that are provided by the Town. Survey respondents are also asked to provide feedback on what they think the Town should be focussing on over the coming 12 months. Comparative analysis of results from previous years is undertaken to determine trend analysis. The *Plan for the Future* attempts to address many of the initiatives and issues that were identified in the 2007 Community Survey.

**Council Workshop:** Councillors and Executive level staff participated in a two-day workshop to discuss key strategic directions and actions that the Town Councillors believed are critical over the coming years.

**Community Input:** Once adopted as a Draft, the Plan was circulated widely within the community with comments being sought. Two public forums were also held. All comments were tabled and considered by Council with adjustments being made to the plan where it was deemed appropriate by the elected members.

**Staff Input:** Managers at the Town have been given the opportunity to provide their input the key strategies that they believe should occur. All staff will be given the opportunity to contribute and comment on the draft document once it has been endorsed by Council.

## **Linkages to the Town's Budget**

Prior to endorsement as the Plan for the Future, all strategies within the plan were costed and considered within the Town 2008/09 Annual Budget and the Town's Five Year Financial Plan. Projects that have been included in the final plan are those that are able to be fully funded (through Council and/or other resources) and can be undertaken within the prescribed timeframe.

## **Plan Structure**

The Structure of the plan is as follows:

**Vision Statement** – Encapsulates the Council's vision for what the Town of Port Hedland should be like in the future for all residents.

**Mission Statement** – Indicates the roles that Council sees itself playing to achieve the Vision Statement.

**Key Result Areas** (KRA) – Six Key areas indicate the areas that the Council believes are the most critical roles and functions of the Town.

**Goals** – **24** Goal Statements have been identified. The goals are definitive statements outlining where Council would like to be at the conclusion of the Plan for the Future in 2013.

**Strategies:** **107** Strategies have been listed. The strategies are the specific actions that Council intends on undertaking in the July 2008 to June 2010 period. Each strategy aims to progress towards the achievement of the stated goal. The primary officer responsible for achieving the strategy and the proposed completion date for the project has also been identified.

While all strategies that are listed are important and must be implemented, **CRITICAL SUCCESS STRATEGIES** have been identified in each KRA area. Critical success strategies are the projects that have been identified as being imperative to achievement of Council Vision for the Town. In total, **22** critical success strategies have been identified.

## **Reviewing the Plan**

The strategies within the Plan for the Future will be reviewed on a quarterly basis with a report being presented to Council on the status of the implementation of the Plan.

The community survey process that was initially undertaken in September 2005 will continue to be undertaken annually to determine whether the actions and strategies that Council has undertaken over the proceeding 12 months have changed community perception of Council service levels and facility standards.

## ***Vision Statement***

**Port Hedland: A significant regional centre where people enjoy the lifestyle and natural environment and are proud to call home**

## ***Mission Statement***

**To enhance social, environmental and economic well-being through leadership and working in partnership with the community.**

## KEY RESULT AREA 1 – INFRASTRUCTURE

The Town of Port Hedland is responsible for the provision and maintenance of a range of municipal infrastructure including:

- Roads, footpaths, and drainage
- Parks, gardens and verges
- Port Hedland International Airport
- Lighting

**CRITICAL SUCCESS STRATEGIES** that have been identified for infrastructure are:

1. Ensure that the Port Hedland Road Project (Auslink Road) progresses in a timely manner.
2. Implement the Town's Park Improvement Program, with a specific focus on the development of new and/or upgraded park infrastructure in South Hedland.
3. Developing and implementing an Airport Master Plan
4. Pursuing the development of Underground Power in South Hedland.

### Goal 1 - Roads, Footpaths and Drainage

**To have developed network of road, footpaths and verges that are well maintained.**

Strategy	Primary Officer Responsible
1. Ensure that Councils core community infrastructure assets are being managed appropriately through the Implementation of the following Council Five-Year programs: <ul style="list-style-type: none"> <li>○ Footpath development program</li> <li>○ Resealing program</li> <li>○ Kerb development/replacement program</li> <li>○ Drainage upgrade Program</li> <li>○ Playground upgrade Program</li> </ul>	DES
2. Actively seek to obtain funding from Main Roads and other sources to progressively upgrade roads within the District. Implement all funded works in a timely manner.	MTS
3. Undertake road works in South Hedland to improve road permeability.	DES
4. Progressively implement the recommendations from road safety audits that have been completed.	MTS
5. Implement high priority strategies that are listed in the Town's Cycle Plan.	MRS
6. Ensure that the Port Hedland Road Project (Auslink Road) progresses in a timely manner.	CEO
7. Work with DPI to develop a more effective public transport system within the Town.	CEO

## Goal 2 - Parks & Gardens

***That Council's parks are recognised by the community as being well maintained, well utilised, safe and accessible.***

Strategy	Primary Officer Responsible
1. Work in partnership with other stakeholders to implement the Town's Park Improvement Program, with a specific focus on the development of new and/or upgraded park infrastructure in South Hedland.	DES
2. Implement Council's street tree planting policy by: <ul style="list-style-type: none"> <li>▪ Developing treed boulevards along major thoroughfares.</li> <li>▪ Actively encouraging the planting and maintenance of verge trees in accordance with Council policy.</li> <li>▪ Ensuring that no trees are removed from public places by Council without the prior consent of Council.</li> </ul>	DES  MTS
3. Continue to upgrade the appearance of the Town's cemeteries.	MW/DES
4. Review existing maintenance levels at all parks and reserves and present costed options for alternate maintenance regimes.	DES
5. Investigate alternate, 'non-mains' watering systems for parks and gardens and implement more efficient watering systems where feasible.	CEO
6. Work with key stakeholders to develop a Native Tree Nursery.	MCED
7. Investigate the development of a Community Vegetable Garden.	

## Goal 3 – Airport

***That the Port Hedland International Airport is recognised as a leading regional airport in the area of passenger and freight movements and customer satisfaction.***

Strategy	Primary Officer Responsible
1. Develop a comprehensive Airport Master Plan and commence implementation of key initiatives that are identified.	AM
2. Actively pursue the generation of income from a variety of sources at the Airport including through leases, rentals, advertising, freight and any other means.	AM
3. Upgrade terminal facilities including baggage screening and departure lounges.	AM
4. Develop a Transient Workforce Accommodation Camp on Airport Land.	DES

#### **Goal 4 – Lighting**

***To have a well lit community that people feel safe to walk around during the evening hours.***

Strategy	Primary Officer Responsible
1. Actively pursue the implementation underground power throughout South Hedland.	CEO
2. Work with key stakeholders to fast track the implementation of projects listed within the Council's Walkway Lighting program and the Street Lighting development programs.	MTS
3. Work with Horizon Power to ensure that regular audits of the functionality of streetlights and other public lighting are undertaken, with faulty lights being repaired in a timely manner.	DES
4. Ensure that opportunities for solar lighting are considered in all lighting projects.	DES

## KEY RESULT AREA 2 – COMMUNITY PRIDE

To achieve the Council's Mission of making the Town a 'significant regional centre where people enjoy the lifestyle and natural environment and are proud to call home' Council needs to work closely with its residents to develop and enhance the level of pride that community member have in living in the Town. To achieve this Council is planning on focussing its efforts on addressing issues of litter reduction, the development of community events and the implementation of townscape development initiatives.

**CRITICAL SUCCESS STRATEGIES** that have been identified for the Community Pride are:

1. The implementation of initiatives that reduce the prevalence of litter within the Township.
2. Development of the Townscape of the South Hedland Central Business District
3. Increased number and attendance at both Council and community managed events.

### Goal 1 – Litter

***That the Town of Port Hedland is seen by residents and visitors as a clean and tidy place.***

Strategy	Primary Officer Responsible
1. Work with community groups to develop community programs and initiatives that reduce litter and improving the appearance of Port and South Hedland.	MCED
2. Conduct both a bulk rubbish collection and a green waste collection service.	DES
3. Review legislative alternatives that are available to Council to improve the visual appearances of untidy properties within Town. Implement agreed initiatives.	MCED
4. Work with key stakeholders to commence implementation of the South Hedland CBD Structure Plan to significantly improve the appearance and vitality of this area.	CEO/MP
5. Regularly report on the litter collection and waste minimisation activities that are being undertaken and regular report on the amount of litter and broken glass that is being collected.	DES

## Goal 2 – Events

***That the Town annually hosts a series of well attended community events.***

Strategy	Primary Officer Responsible
1. Play an integral role in the coordination, operation and communication of community events via a range of strategies including: <ul style="list-style-type: none"><li>• Managing and operating at least six major community events per annum.</li><li>• Supporting community groups who are operating community events through training, support advice and, where appropriate, financial support.</li><li>• Coordination and wide-scale communication of the community events calendar</li></ul>	MCED
2. Work with community groups to implement neighbourhood competitions and events (eg. Tidy Towns, Best Maintained Business, Best Gardens, Street Parties, Xmas Lights, etc.)	MCED
3. Develop a well known, all inclusive calendar of community events.	MCED
4. Explore and actively seek to attract 'draw card' events to the Town of Port Hedland.	MCED

## Goal 3 – Townscape

***That both Port and South Hedland are recognised as being attractive and well maintained.***

Strategy	Primary Officer Responsible
1. In conjunction with industry, business and the community, develop improved verge and streetscape treatments throughout the Town.	DES
2. Review, update and continue to implement Council's 5year Civic Buildings Cyclical Maintenance and Capital Development Plan.	MBS
3. Provide additional shade through the installation of trees and formal shade structures in strategic locations.	MTS

## KEY RESULT AREA 3 – COMMUNITY DEVELOPMENT

The development of a more vibrant, sustainable community is a key responsibility of the Town of Port Hedland. Community Development areas that Council has identified as being critical to achieving this goal are

- Youth and Children;
- Sports and Leisure;
- Healthy Community;
- Community Safety and Crime Prevention; and
- Arts and Culture

**CRITICAL SUCCESS STRATEGIES** that have been identified for the Community Development area are:

1. Development of a range of facilities and activities for local young people including the upgrade of the JD Hardie Centre.
2. Development of new and improved sporting facilities including a new multi-purpose sports facility in South Hedland.
3. Improving boating facilities
4. Implementation of the Town's Community Safety & Crime Prevention Plan
5. Installation of public art throughout the Town that illustrates the uniqueness and significance of the Town.

### Goal 1 - Youth & Children

***That parents and young people in the Town have access to a range of facilities and services that is comparable to a metropolitan area.***

Strategy	Primary Officer Responsible
1. Work with stakeholders to develop a consolidated plan to improve the availability of Child Care (both centre based and Family Day Care) places available with the Town. Implement key initiatives in a timely manner.	MCED
2. Convert the JD Hardie Centre into a more youth focused facility.	MCED/MRS
3. Establish regular formalised consultation mechanisms between Council and Young People	MCED
4. Ensure that the community has an opportunity to become involved in Council infrastructure projects such as park developments, tree planting, event planning, etc.	MCED
5. Work with key youth stakeholders to ensure that a range of events/functions are available for local youth including recreation, leisure, adventure and art/craft activities.	MCED
6. Work with stakeholders on initiatives that improve both the perception and the quality of education within the Town.	MCED

## Goal 2 - Sports & Leisure

***That the community has access to sports and leisure facilities at or above the quality that they would be able to access in the metropolitan area.***

Strategy	Primary Officer Responsible
1. Progressively implement the recommendations of the Sports Facility Audit with a particular focus on: <ul style="list-style-type: none"> <li>• The development of a multi-purpose sports facility at Kevin Scott Reserve</li> <li>• Upgrading all existing facilities to an appropriate standard.</li> <li>• The development of additional quality facilities at Colin Matheson Oval, McGregor Street Reserve and the South Hedland Bowling &amp; Tennis club</li> </ul>	MRS
2. Provide improved boating facilities at Finucane Island and the Town Boat Ramp.	MTS
3. Identify and implement opportunities to sustainably upgrade programs and services at the Town Aquatic facilities.	MRS
4. Explore opportunities for the development of an appropriate off-road/recreational driving area that is away from sensitive beach and dune areas.	MEH
5. Review library operations and locations develop a plan for the future operations of libraries in the Town.	MLIS

## Goal 3 - Health

***That the community has access to high quality health services and facilities and the Town is taking appropriate preventative measures to ensure a healthy environment.***

Strategy	Primary Officer Responsible
1. Work with DHW to ensure that the new South Hedland Hospital proceeds in a timely manner.	CEO
2. Regularly liaise with stakeholders regarding health care issues and actively seek to ensure that health services improve in accordance with community expectations.	CEO
3. Review Environmental Health service levels to the Town of Port Hedland and develop a Local Public Health Plan based on risk management principals.	MEH
4. Monitor commercial and industrial activities that have potential negative impact on the community, and actively seek Department of Environment and Conservation enforcement of regulatory standards.	MEH
5. Review the Town's Disability Service Plan and undertake actions to improve access to services and all facilities.	MCED

#### **Goal 4 - Community Safety & Crime Prevention**

***That Town of Port Hedland is recognised as a safe place to live***

Strategy	Primary Officer Responsible
1. Work with partners to engage a Community Safety & Crime Prevention Coordinator/Facilitator whose primary responsibility is to ensure the timely implementation of initiatives listed in the Town of Port Hedland Community Safety & Crime Prevention Plan.	DCRS
2. In conjunction with the Police and other stakeholders, develop initiatives that discourage street drinking, littering, graffiti and other anti-social behaviour in public places and implement appropriate actions.	DCRS
3. Adopt a community based emergency risk management process for the Town, and co-ordinate the development of response plans to natural disasters through the Local Emergency Management Advisory Committee (LEMAC)	MCED
4. Install CCTV and/or other appropriate security measures for identified crime and safety 'hot spots'.	DCRS
5. Work in partnership with government and other stakeholders to develop additional 'pro-social' diversionary activities for young people.	MCED/MRS

#### **Goal 5 - Arts & Culture**

***That the Town is recognised as a location where arts and culture is promoted and quality art work is produced.***

Strategy	Scheduled Completion Date
1. Initiate the development of Board of Management to manage and operate Council funded facilities within the Courthouse Arts Centre & Gallery precinct.	DCRS
2. Develop a public art policy/strategy and install public art in key locations within the Town.	MCED
3. Develop a unique entry statement to the Town.	MCED
4. Undertake initiatives that both increase patronage levels and improve the financial performance of the Matt Dann Theatre.	MCED
5. Actively pursue the development of additional arts and cultural facilities within the Town including a new commercial cinema and an aboriginal arts facility.	DCRS

## KEY RESULT AREA 4 – ECONOMIC DEVELOPMENT

While the Town of Port Hedland is currently experiencing resource driven 'boom times' the Town Council recognises that a diverse, well planned business community is needed to create a sustainable economic base for the future. Council believes that the Town needs to become more than just a mining/port Town. To achieve this support is required for other industries including tourism, agriculture, light industrial and small business operators.

**CRITICAL SUCCESS STRATEGIES** that have been identified for the Economic Development area are:

1. Fast-tracking the release of additional industrial, commercial and residential land within the Town.
2. Partnering with major resource industries to ensure that industry growth leads to community growth.
3. The development of Council policies and/or business incentives that assist in attracting and retaining businesses within the Town.
4. The development of appropriate accommodation options for the variety of market segments that visit the Town of Port Hedland.

### Goal 1 – Tourism

***That the Town's profile as a tourism destination is lifted and visitor nights in the town have significantly increased.***

Strategy	Primary Officer Responsible
1. Work with stakeholders to transform the look and feel of the historical heart of Port Hedland to make it more attractive and informative for visitors.	CEO
2. Redevelop the visitor entry bays on the northern and southern roads entrances to the Town.	MCED
3. Ensure that the proposed new Port Hedland hotel project proceeds in a timely manner.	CEO
4. Identify sites for the development of new caravan park/eco tourism facilities (both permanent and temporary). Implement key priority projects.	DCRS
5. Implement both the Turtle Boardwalk project and the Stairway to the Moon project and work with stakeholders to identify other tourism product development initiatives.	MTS

## Goal 2 – Mining

***That the Town has developed strong working relationships with the mining industry that are achieving sustainable outcomes for the local community.***

Strategy	Primary Officer Responsible
1. Partner with BHP, FMG, Dampier Salt, Newcrest Mining and others mining companies to develop community infrastructure and a stronger community.	CEO
2. Review all mining and port development proposals to ensure that any negative impacts on the community due to either construction or operational activities are minimised.	CEO/DCRS

## Goal 3 - Business Development

***That the Town of Port Hedland is recognised as local government authority that works closely with businesses to achieve sustainable economic growth and a broad economic base.***

Strategy	Primary Officer Responsible
1. Work with the BEC, PHCCI and others to investigate the potential development of a Business Incubator and/or other small business development initiatives within the Town.	MCED
2. Develop Council policies and/or incentives that assist in attracting and retaining businesses within the Town of Port Hedland.	MCED

#### **Goal 4 - Land Development Projects**

***That land is being released and developed to meet the needs of a growing community.***

Strategy	Primary Officer Responsible
1. Fast-track the release and development of commercial, industrial and residential land in a sustainable manner including: <ul style="list-style-type: none"><li>• Pretty Pool Developments</li><li>• South Hedland New Living developments</li><li>• Landcorp's Various Industrial Land release programs.</li><li>• Moore St Development and West end Developments</li><li>• South Hedland CBD Developments</li><li>• Redevelopment of the Port Hedland Telstra/Water Corporation Site.</li></ul>	CEO/DCRS
2. Promote and support initiatives that attract new developers, builders and/or tradespeople to the Town	CEO
3. Work with the DPI to identify additional crown land that can be released for development in a timely manner.	MP
4. Commence the development of a marina/safe boating harbour.	CEO
5. Ensure that the infill sewerage program in Port Hedland is completed within the prescribed project timeframe.	CEO
6. Progress implementation of the Town of Port Hedland Staff Housing Strategy with the aim of making staff housing more self-supporting.	CEO
7. Review options for the development of Council office space and depot accommodation for the Town of Port Hedland.	DCS

#### **Goal 5 - Town Planning & Building**

***That Town Planning and Building control policy and practices within the Town are facilitating the rapid development of a sustainable community.***

Strategy	Primary Officer Responsible
1. Work with key stakeholders to ensure that the Land Use Master Plan is implemented.	MP
2. Develop Local Planning Scheme No 6.	MP
3. Develop Structure Plans for key precinct areas with a particular focus on the Spoilbank/Hospital/Hotel Precinct.	MP
4. Seek State Government Commitment to addressing all outstanding Native Title issues within the Town of Port Hedland.	CEO

## KEY RESULT AREA 5 – ENVIRONMENT

The Town of Port Hedland needs and wants to part of the global response to climate change. The Council recognises that by acting locally it can assist in the slowing down of global warming.

**CRITICAL SUCCESS STRATEGIES** that have been identified for the Environment area are:

1. Implementing sustainable waste re-use and recycling initiatives.
2. The development of a Native Tree Nursery in conjunction with other stakeholders.
3. Minimising Councils use of energy and water.

### Goal 1 – Waste Management

***That the Town of Port Hedland is recognised as a regional leader in Waste Management.***

Strategy	Primary Officer Responsible
1. Progressively develop the South Hedland Landfill Facility in accordance with the Landfill Strategic Plan.	MW
2. In conjunction with other Pilbara Regional Council, implement the Pilbara Regional Waste Management Strategy with a particular focus on opportunities for the development of sustainable reuse and/or recycling of waste materials.	DES
3. Implement a green waste/mulching program that aims to service both Council and the community's need for mulch.	MW
4. Actively pursue the relocation of the Wedgefield Tox Free facility to a location that does not have the land use conflicts that the existing facility currently presents.	MP
5. Support water re-use initiatives including residential grey water reuse.	MEHS

## Goal 2 - Natural Resources

***That the Town of Port Hedland is managing its unique environment and using its resources sustainably.***

Strategy	Primary Officer Responsible
1. Continue to monitor and report on the level of Council's energy, fuel and water use.	MF
2. Ensure that all available non-potable wastewater is being re-used appropriately on Council reserves and school ovals.	DES
3. Investigate alternate watering regimes (other than mains water) for Council's open space areas.	DES
4. Review opportunities to make the Port Hedland International Airport more energy and natural resource efficient.	AM
5. Ensure that 'environmental friendliness' is considered as a major factor within Council's fleet management processes.	MTS
6. Advocate for a permanent DEC presence within the Town of Port Hedland.	CEO

## KEY RESULT AREA 6 – GOVERNANCE

The Town of Port Hedland has developed to become a medium/large sized West Australian Local Government Authority. Council recognises that, as a significant business, it must have the governance structures, systems and procedures in place to lead this community to a bigger, better, brighter and more sustainable future.

**CRITICAL SUCCESS STRATEGIES** that have been identified for Council's Governance include:

1. Sustainably progressing with the development and implementation of Local Government services to indigenous communities in accordance with State/Federal Government Bilateral agreement on indigenous communities.
2. The development of strategies to attract and retention staff.
3. The development of innovative communication mechanisms with its constituents including the development of a series of neighbourhood barbecues.

### Goal 1 – Leadership

***That the community acknowledges that the Town is leading the future development and management of the municipality in an effective and accountable manner.***

Strategy	Primary Officer Responsible
1. Ensure that Councillors and staff are aware of industry best practice and actively engage in learning opportunities.	CEO
2. Investigate options to develop new and emergent leaders in our community.	MCED
3. Work with other Pilbara Regional Council to implement agreed actions that achieve measurable benefits to the Town of Port Hedland community.	CEO

### Goal 2 - Traditional Owners and Aboriginal People

***That traditional owners and aboriginal are informed about, and involved with, the provision of Council services and facilities***

Strategy	Primary Officer Responsible
1. Work with the State and Federal Government to sustainably progress the implementation of the 2006 Bilateral Agreement on Services to Indigenous Community.	DRCS
2. Work with relevant agencies to implement an appropriate action plan to address community visitors including the development of a managed campground.	DRCS
3. Conduct Council visits of aboriginal communities to ensure that there is knowledge and understanding of issues.	CEO

### Goal 3 – Communication

***That Town of Port Hedland is recognised by residents and ratepayers as being an open, informative, accountable local government that listens to community views and keeps stakeholders informed.***

Strategy	Primary Officer Responsible
1. Continue to promote Council's successes to the community and seek community views on Council activities via: <ul style="list-style-type: none"> <li>• Newsletters and advertisement in the local newspaper.</li> <li>• Regular press releases and timeslots on local radio.</li> <li>• Shopping centre displays</li> <li>• Other appropriate means.</li> </ul>	CEO
2. Redevelop and regularly update the Town of Port Hedland website, ensuring that it is both interactive and contemporary.	MCS
3. Install community notice boards that advertise local services and events.	MCED
4. Host a series of Council funded 'Neighbourhood Barbecues' as a mechanism of hearing issues and concerns from local areas.	CEO

### Goal 4 - Systems Development

***That the Towns internal operating systems are structured in a manner that assists in providing timely accurate information to the community.***

Strategy	Primary Officer Responsible
1. Continually review and update Council's financial managements systems, policies and procedures to ensure that they remain contemporary, accurate and user friendly.	MFS
2. Develop branding and corporate style guidelines for all Council facilities, events and communications with the public to aid in the community's recognition of the services and facilities that the Town provides.	CEO
3. Develop a comprehensive system for the management of Council leases.	DCS
4. Upgrade the town's record keeping and filing structures to industry best practice standards.	MCS
5. Regularly hold OH&S meeting that review incidents and near misses and develop pro-active responses to incident/hazard management.	MCS
6. Examine alternatives that improve staff attraction and retention rates.	CEO

**Goal 5 - Policy & Legislation**

***That Council is responding to the communities needs and desires through appropriate policy and legislative responses.***

Strategy	Primary Officer Responsible
1. Progressively review all Council Policies with the aim of reviewing all policies at least once in every two years.	EXEC
2. Progressively review and amend (where necessary) each of Council's Local Laws and ensure that they are being appropriately enforced.	DCS
3. Work with key agencies to review and develop Council policies in relation fire prevention and fire management	MEH