



ENGAGEMENT SUMMARY REPORT

TOWN OF PORT HEDLAND

STRATEGIC COMMUNITY PLAN

DECEMBER 2017

**Creating
Communities**

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1. INTRODUCTION

To align with the State government’s integrated and reporting planning guidelines, the Town of Port Hedland is required to deliver a Strategic Community Plan 2018-2018. The review is a State Government requirement but is also timely due to changes in the local economy and resource sector and the need to realign the Town’s planning and focus.

The Town understands that effective strategic planning exercises require strong internal and external involvement, integration and buy-in. Therefore, the Town delivered the “Live It Tell It” campaign to engage with the community to hear their stories and collate data on what they want for the years to come. The campaign also aimed to get the community excited about the possibilities for the future and encourage people to contribute to a positive narrative about the Town.

One of the most extensive engagement exercises ever rolled out in Hedland, the “Live It Tell It” campaign was a three month process of internal and external engagement. The objectives of the campaign were to:

- Demonstrate the Town’s commitment to delivering transparent, authentic and accountable engagement and planning processes.
- Ensure the engagement approach is inclusive and culturally appropriate for Aboriginal and Torres Strait Islander and Cultural and Linguistically Diverse community members.
- Enable the community and stakeholders to have a high degree of influence.
- Deliver innovative engagement and communications activities to ‘disrupt’, excite, build interest and participation from a wide demographic.
- Seek to inform up to 30 percent of community members through the engagement process.
- Ensure the strategic community planning process is being clearly led by the Town, its Elected Members and its officers.
- Recognise, support and build upon the internal skills and resources of the Town, especially the Community Engagement Team, in the co-design, co-delivery and co-analysis of the engagement process.

The engagement program was consistent with IAP2 principles and attracted a broad range of interest from a diverse group of stakeholders and community members, including those identifying as youth, and/or from an Aboriginal and Torres Strait Islander or culturally and linguistically diverse background.

This report provides a summary of the key engagement findings and data and was used to inform the development of the Strategic Community Plan 2018-2028.

2. LEVEL OF ENGAGEMENT

Determining the best approach for engagement during a project requires assessment of the proponent’s objectives as well as the opportunities for the community and stakeholders to influence decision-making.

It is generally accepted that the more complex or contentious the project, the greater the requirement for engagement and involvement in decision-making in order to ensure timely project progress and approvals. This is illustrated in the International Association for Participation’s (IAP2) Public Participation Spectrum shown below:

FIGURE 1: IAP2 PUBLIC PARTICIPATION SPECTRUM

INCREASING LEVEL OF PUBLIC EMPOWERMENT →				
INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Objective To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, and/or solutions	Objective To obtain public feedback on analysis, alternatives and/or decisions	Objective To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered	Objective To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	Objective To place final decision making in the hands of the public
Promise to the Public We will keep you informed	Promise to the Public We will keep you informed, listen to and acknowledge concerns, and provide feedback on how public input influenced the decision	Promise to the Public We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	Promise to the Public We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	Promise to the Public We will implement what you decide

It was decided that the engagement for the Strategic Community Plan 2018-2028 should seek to “involve” the community and stakeholders.

3. ENGAGEMENT PRINCIPLES

Throughout the engagement process the following engagement principles were upheld:

- **Recognition** – We acknowledge the central role and continuing contribution of Traditional Custodians and ensure authentic opportunities for engagement are provided.
- **Inclusive** – We ensure all groups have the opportunity for involvement and are committed to create the opportunities and space for the diverse voices for Hedland to contribute, be valued and be considered in a way that ensures due respect is given to all views.
- **Open and Transparent** – We seek to be accessible and provide the required information to ensure fulsome discussion.
- **Community Building** – We will equip (add value) the community and stakeholders with the knowledge to participate in working together to understand critical success factors, ideas generation and priority setting as well as the opportunity to join with the Town of Port Hedland in the delivery of desired outcomes.

Further to these principles the following was also adhered to out of respect for members of the Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse communities:

- Ensure Aboriginal and Torres Strait Islander and multicultural representation at all events.
- Acknowledgement of Country to preface all events and communications.
- Ensure a diverse range of engagement activities are on offer to enable those with diverse needs and schedules to participate.

4. METHODOLOGY

The majority of the engagement and communication activities were delivered during a four week period from October to November 2017. Engagement activities were led by the Town of Port Hedland Community Engagement Team and assisted by Town of Port Hedland staff volunteers, including Elected Members.

Key engagement and communications activities included:

- A Live It Tell It survey was released via social media and on the Town's website to provide the opportunity for people to give feedback on the Town and to directly contribute to the Strategic Community Plan.
- Live It Tell It Pop-Up's provided a range of exciting engagement activities and were on display at South Hedland Square and at Port Hedland Boulevard. Mini Pop-Ups also toured favourite community places, events and meeting spots.
- A range of intensive planning workshops were facilitated with youth between the ages of 11-17 invited to join the Youth UpRising and all others being invited to be part of creating the vision for Hedland at Conversation Cafés. Two of the Conversation Cafes were held with participants of the Aboriginal Strong Leaders Group and the Aboriginal and Torres Strait Islander Forum respectively.
- Internal workshops were facilitated with Elected Members and the Town's Managers.
- A Live It Tell It Instagram competition invited people to upload onto a #LiveitTellit Instagram page photos of what they love about the people, places, environment and lifestyle in Hedland.
- Multiple media releases and social media updates encouraged community members to get involved and kept them up to date on the progress of the campaign.

5. ENGAGEMENT AND COMMUNICATION SNAPSHOT

The figure below summarises the level of participation across the key engagement and communications activities.

FIGURE 2: ENGAGEMENT AND COMMUNICATION SNAPSHOT

Engagement program and participation

There were over **5,871** interactions in the Live It Tell It engagement campaign



6. SUMMARY OF WHAT PEOPLE SAID

Through the Live It Tell It engagement program participants reviewed the vision and Strategic Community Plan goals and were invited to contribute to strategies for the future.

The following summarises what people said:



What we love

Vibrant community

Great people and support for each other

Family

Climate

Coastline

Outdoor activities

Pace of life



Uniqueness

Diverse culture and heritage

Natural environment

Easy lifestyle

Employment opportunities

Industry and port



Challenges

Community safety

Affordability

Economic diversity

Attracting and retaining population

Leadership of community

Community cohesion

Access to good education and health services

Equal participation

Maintenance of facilities and township amenity



Aspirations

Sustainable economy

Celebrating who and what we are

Working together

Equity and inclusion

Quality leadership

Meaningful engagement

Retention of:

- Access to environment
- Diverse culture and heritage
- Quality facilities and services

Community

People are proud to live in Hedland and enjoy its lifestyle and the community.

They view Hedland's diverse population as a strength which needs on-going investment through ensuring there are adequate opportunities for ATSI and CALD involvement in engagement processes, decision-making, in the provision of cultural awareness training, events and activities.

The Hedland community enjoy the sporting and recreational culture, but noted that there needs to be greater investment in attracting ATSI and CALD to these activities. The need for night lighting of facilities was also noted.

The strength of Aboriginal leadership in the community was seen as a strength and it was noted that there needs to be greater investment into developing young Aboriginal leaders.

There is general agreement that youth in Hedland need greater investment in the: quality of education available, life skills training, pathways to work, access to safe places to recreate, services, programming and facilities. Youth have a strong connection with the environment which can be leveraged and are keen to be involved in promoting positive stories about young people in Hedland to reinforce the good things they are doing. One participant at the youth Cafe' said that, given his turbulent environment, he loves spending time at the church to 'get away from all the nonsense.' He was an advocate for creating more safe, supportive and serene refuges.

Rising socio economic disparity and the need for actions to address inequity in the community and cost of living was also noted as an area requiring greater focus. The need for programming to address anti-social behaviour, drug use and safety in the community was also noted.

Health services are seen as a fundamental priority and the challenges of addressing the needs of aging and the chronically ill were highlighted as areas requiring particular focus.

The community is less concerned with building more facilities and desiring a greater focus on 'working with what we've got'. People believe it's important to prudently resource and activate facilities through providing more services and programs to foster a more connected and lively culture, which will help bridge the gap between townships and communities.

While the desire for a marina is not broadly supported there is a desire for greater investment in boating facilities.

The need for greater investment in volunteering and in supporting a culture of volunteering in Hedland was seen as an opportunity.

The community appreciate that the arts and culture in Hedland are supported through the presence of local groups which invest in showcasing and involving the community in events and activities.

Economy

The community value the economic benefits of living and working in Port Hedland but voiced the challenges of high living costs and living in a town that is subject to a boom-bust cycle.

Stakeholders believe the economy of Port Hedland needs to diversify by building small to medium enterprise and noted the difficulties of sustaining businesses in a town with high costs of doing business and high levels of transience.

The need to develop strategies to support small and medium sized businesses through: local procurement incentives, avenues for partnerships, affordable commercial tenancies and strategies to attract a residential workforce were mentioned.

Cost of living is broadly seen as an area requiring greater attention, particularly to help address core costs such as housing, transport, food and services.

Industry generally wants to see greater investment in key infrastructure, education, health and community facilities and services so they can attract and retain the best staff. Some groups are investigating ways to build shared value in Hedland. They are keen to reengage with the Town and for there to be strong strategic direction in which they can invest.

The need for investment in the port is seen as an area of great potential for Hedland which would contribute to the town's long-term sustainability and its role in contributing to the nation's economy.

The need for a small business hub in South Hedland and greater investment into the area's tourism industry to capitalise on the area's unique cultural and natural features were also highlighted.

Natural and built environment

The natural environment is treasured by many and seen as an important Hedland asset to be nurtured and protected.

Custodians of the area said that one of the strengths of the Hedland is that elders can still take youth out into country and teach about culture. They advocated for programs to build understanding of their cultural heritage, connection to land and how it brings the landscape to life.

Residents view parks as an integral part of the urban setting to provide shade from the Pilbara sun, to beautify areas and to create community spaces.

The community want sustainable practices like recycling and green community initiatives which preserve and enrich the natural environment to be prioritised.

Greater investment in amenity and upgrades to the foreshore, Spoilbank, South Hedland Square and more lights in South Hedland to make the area safer were also supported.

Concerns about dust and industry's effect on the environment prevail, despite industry efforts to manage.

Industry stakeholders voiced an interest in partnering with the Town of Port Hedland to share information on environmental management.

Many community members believe there needs to be a greater focus on enhancing the local character and spirit of built form, green star ratings and more options for mixed and affordable housing.

Leadership

The Town of Port Hedland was acknowledged for its role in achieving investment in the town by industry and State government and its participation in bodies and peak groups such as the WA Regional Cities Alliance. It was also commended for its support for the Aboriginal Strong Leaders Forum. The Town was also recognised for its contribution to the significant increase in the number of registered local hospitality businesses. Its core roles in the provision of sport, youth and arts and culture facilities, foreshore amenities, roads and networks were also acknowledged. Its leadership in involving the community in the

rehabilitation of the coastline and turtle conservation was also recognised along with its implementation of more environmentally sustainable measures including efficient water re-use and higher use of endemic plant species

Residents and key stakeholders would like to see greater progress in the achievement of the Strategic Community Plan goals and a reframing of goals to fit the current context. They also called for greater cohesiveness and collaboration and for Council to be more open and connected with the broader community. The need for better staff retention was also noted.

The community believes there also needs to be greater representation of Aboriginal people on Council and in management positions.

The community and stakeholders identify strongly with Hedland, they are proud of its contribution to the nation, and are optimistic about the future. They encouraged the Town of Port Hedland to build upon the town's significant positive attributes and to develop a 'new narrative' to promote engagement, collaboration and partnership. They encouraged management to lead strongly, to engage, plan, deliver wellbeing, judiciously manage financial and other resources and maximise the potential of existing facilities.

The following sections of this Report describes the key engagement initiatives and their role, methodology and a summary of the feedback recorded.

Additional detail to supplement these descriptions is attached as appendices.

7. SURVEY



7.1 Overview

7.1.1 Role of the survey

The aim of the survey was to gain feedback from a broad range of stakeholders and community on:

- Rating the Town of Port Hedland’s performance in delivering the Strategic Community Plan 2014-2024 goal areas
- Planning for the future, including community priorities
- Identifying level of use of Town of Port Hedland facilities and what is working well / could work better about these facilities

7.1.2 Methodology

The survey was open from 6 to 30 November, 2017. It was available in an online version accessible via the Town of Port Hedland’s website, as well as in hardcopy format that was available from Town of Port Hedland facilities – e.g. Civic Centre, Matt Dann Theatre and Cinema, JD Hardie Centre etc. The survey was extensively promoted via the Town of Port Hedland website, “Live It Tell It” flyer, social media updates and media releases.

The survey included 18 close-ended questions and 14 open-ended questions. Questions were divided into five (5) sections:

- About the respondent (i.e. age, gender, how long the respondent had lived in Hedland etc.)
- What is special about Hedland and what could be improved
- Rating the Town of Port Hedland’s performance in delivering the Strategic Community Plan 2014-2024 goals
- Planning for the future
- Identifying level of use of Town of Port Hedland facilities and what is working well / could work better about these facilities
- Identifying the most popular Town of Port Hedland events.

7.2 Summary of findings

7.2.1 Demographic profile of survey respondents

Overall there was a relatively good mix of respondents in relation to age, gender, cultural background and length of time living in the Town of Port Hedland. Key demographic findings included the following:

- The majority of respondents were aged between 25 to 44 years old (31 percent and 27 percent respectively), female (55 percent) and identified as a non-Aboriginal and Torres Strait Islander person (87 percent).
- As the proportion of respondents who identified Aboriginal and Torres Strait Islander was 8.8 percent and the current proportion of Aboriginal and Torres Strait Islander people living in the Town of Port Hedland is 16.7 percent, the survey data may not fully represent the interests of Aboriginal and Torres Strait Islander community members.
- As the proportion of respondents who identified as being aged between 15 to 24 years was 7 percent, the survey data may not fully represent the interests of younger community members.
- Over half the respondents lived in South Hedland (57 percent) and just over a third lived in Port Hedland (36 percent).
- The majority of respondents indicated that they had lived in the Town of Port Hedland for six years or more - 23 percent had lived in the Town of Port Hedland for six to ten years and 30 percent had lived in the Town of Port Hedland for more than ten years. This infers that the survey data sufficiently represents the interests of longer-term residents.
- Interestingly, only a third (32 percent) of respondents who lived here indicated that they were home-owners which correlates with the ABS data which shows that 78.4 percent of residents rent their homes.

See Appendix A for more detail.

7.2.2 Rating the Town of Port Hedland's performance

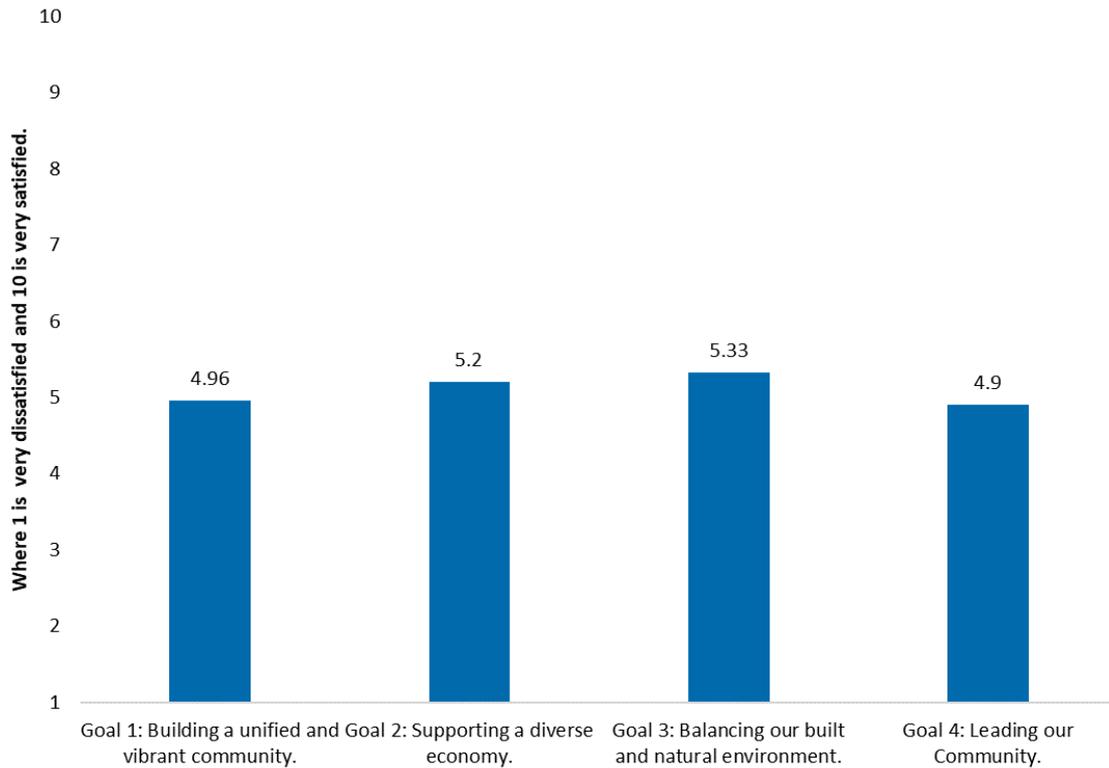
Respondents were asked to rate on the Town of Port Hedland's performance in delivering the Strategic Community Plan 2014-2024 goals:

- Goal 1: Building a unified and vibrant community
- Goal 2: Supporting a diverse economy
- Goal 3: Balancing our built and natural environment
- Goal 4: Leading our community

Respondents used a rating scale of 1 (being very dissatisfied) to 10 (being very satisfied) – where ratings of 1-3 were dissatisfied; 4-5 were neither satisfied nor dissatisfied; and ratings of 7-10 were satisfied.

As the graph below indicates, respondents gave the Town of Port Hedland's performance in delivering the four goals an average rating overall.

FIGURE 3: RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S PERFORMANCE IN DELIVERING THE STRATEGIC COMMUNITY PLAN 2014-2024 GOALS



7.2.3 Planning for the future

In regards to how the Town of Port Hedland should plan for the future, respondents identified the following key themes:

Social/Community

- Address community safety concerns – i.e. anti-social behaviour, drugs and alcohol, homelessness etc.
- Retain and attract people
- Provide quality facilities and services
- Support community cohesion
- Build and promote the vibrancy of the community
- Support equality and less discrimination
- Grow community pride
- Advocate for residential workforce
- Advocate for greater investment in education and health

Economy

- Improve economic diversity
- Attract and more support for small and medium business, including tourism
- Address cost of living pressures – i.e. cost of airfares, housing, utilities, rates etc.
- Build partnerships
- Advocate for residential workforce

Natural and Built Environment

- Improve general appearance of public areas – e.g. less rubbish, more green areas
- Improve waste management service, including introducing recycling
- Better manage dust issues
- Do more to protect/promote the natural environment
- Improve foreshore coastal access and amenities

Civic Leadership

- Maintain transparency and accountability
- Ensure Council is working together
- Generate connections and trust between Council and the community
- Positively promote the town
- Engage and listen to community
- Deliver effective planning and value for money
- Build partnerships

See Appendix A for more detail.

7.2.4 Facilities and events

Respondents were asked to identify which facilities and sports/recreation areas they used the most. The results are summarised in the following four graphs (*the total number of responses for each question and the total as a percent of the top 5 facilities respondents use the most and the top 3 sport/recreation areas respondents use the most*):

FIGURE 4: THE TOWN OF PORT HEDLAND FACILITIES MOST USED BY RESPONDENTS

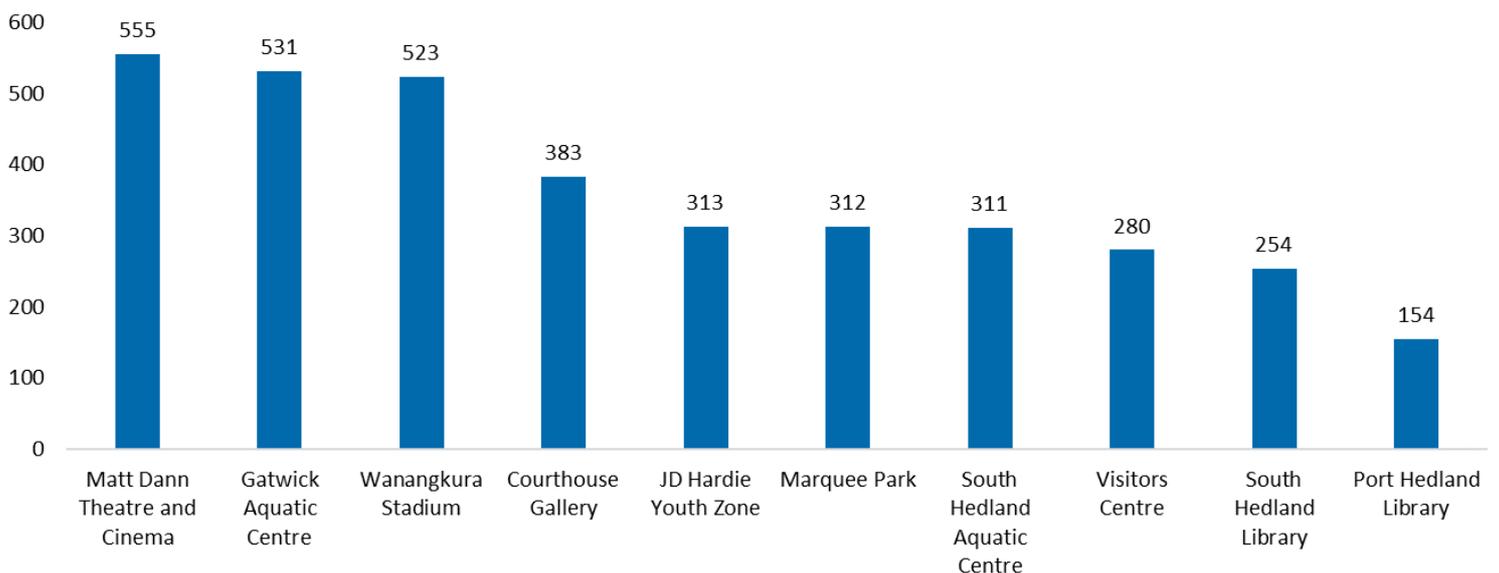


FIGURE 4A: THE TOWN OF PORT HEDLAND FACILITIES MOST USED BY RESPONDENTS (%)

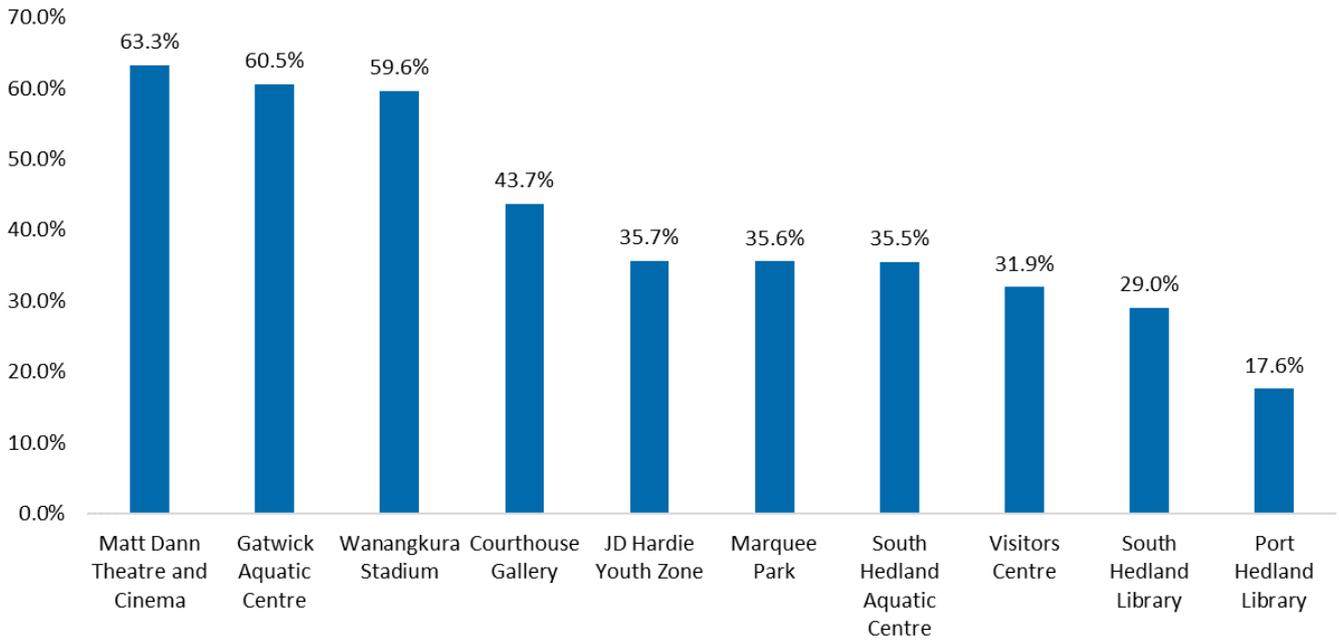


FIGURE 5: THE TOWN OF PORT HEDLAND SPORT AND RECREATION AREAS MOST USED BY RESPONDENTS

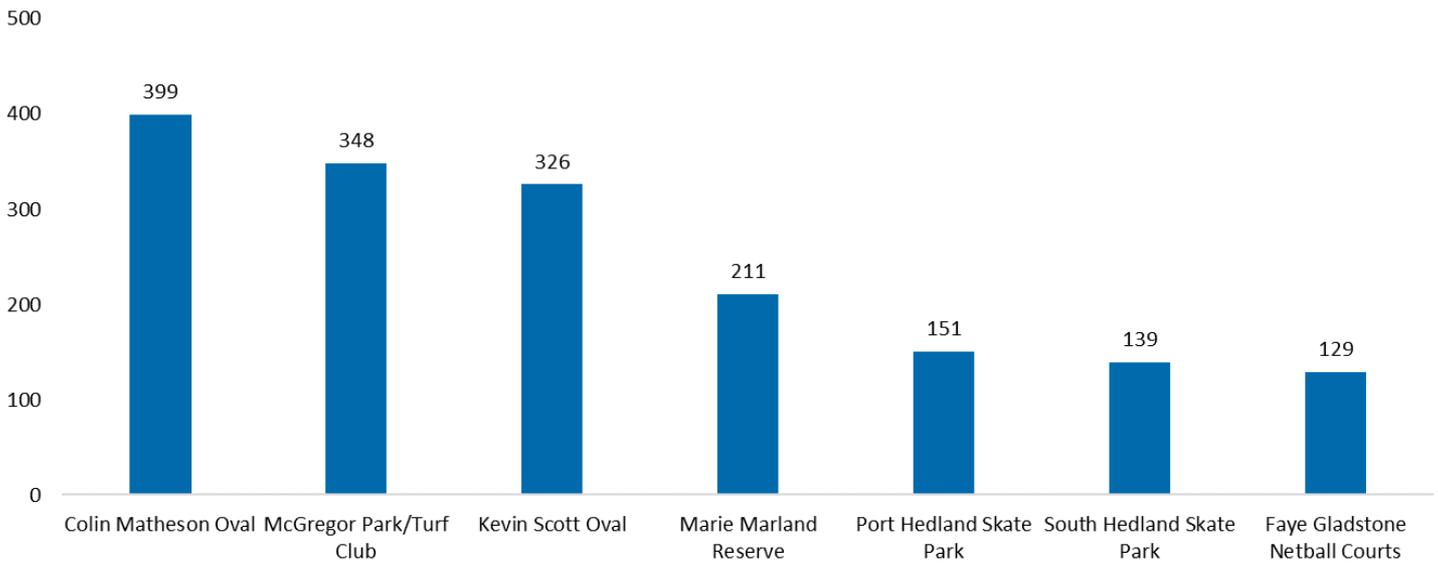
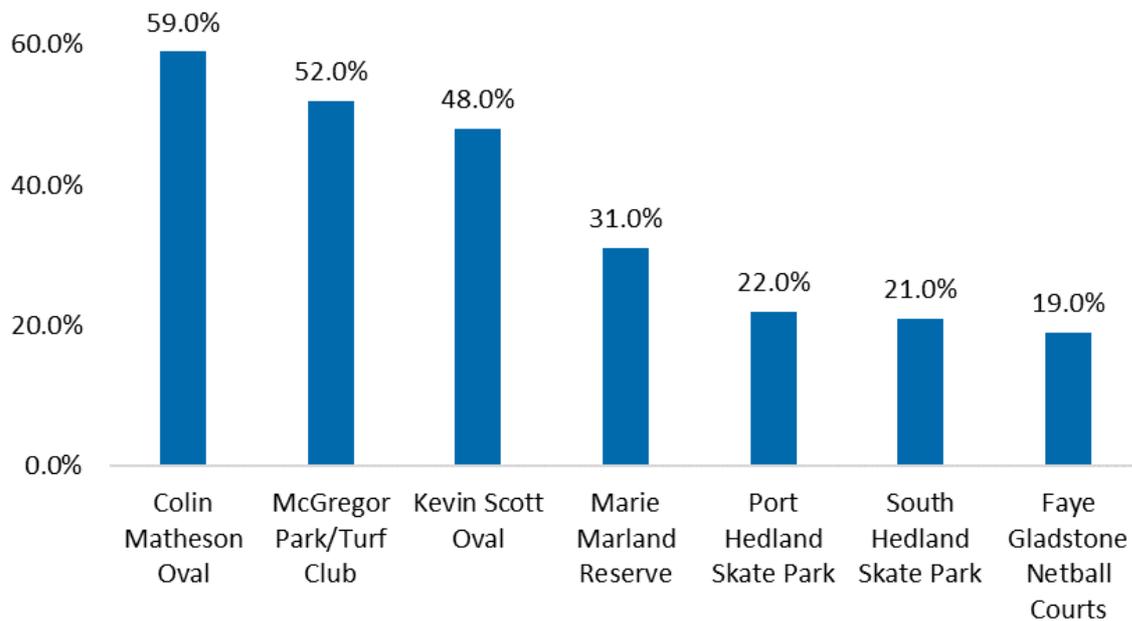


FIGURE 5A: THE TOWN OF PORT HEDLAND SPORT AND RECREATION AREAS MOST USED BY RESPONDENTS (%)

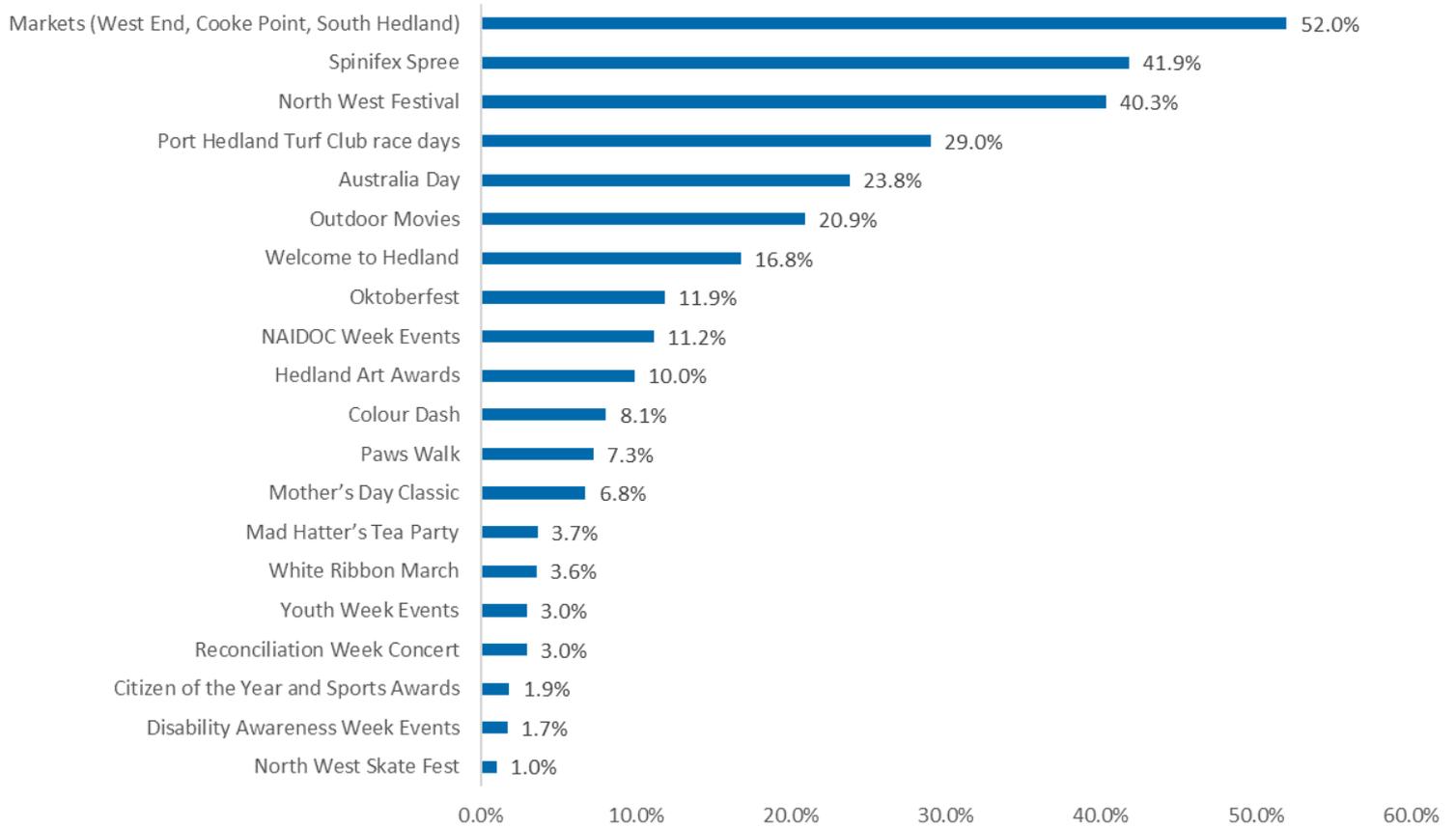
Respondents described what they liked most about the facilities and key feedback included:

- Good accessibility / availability / location
- Child and family friendly
- Well-maintained / clean
- Good staff / customer service

Respondents also described what they thought could be improved about the facilities and key feedback included:

- Fix/re-open the South Hedland Aquatic Centre
- Maintain/upgrade facilities to keep them working and up to date
- Offer longer / improved opening hours
- Lower fees
- Provide more frequent and greater mix of movies at Matt Dann Theatre and Cinema
- Improve cleanliness

Respondents were asked to identify which events they liked the most and the result is summarised in the following graph:

FIGURE 6: THE TOWN OF PORT HEDLAND EVENTS MOST LIKED BY RESPONDENTS

See Appendix A for more detail.

8. CONVERSATION CAFES



8.1 Overview

8.1.1 Role of the Conversation Cafes

The aim of the Conversation Cafes was to gain feedback from stakeholders and community through a highly interactive, ‘conversation-style’ workshop format.

Stakeholders representing government, industry, business, not-for-profit organisations, community groups and Aboriginal community leaders were invited to attend one of six sessions. Community members were invited to attend one of two sessions.

The Conversation Cafes focused gaining feedback on:

- Rating the Town of Port Hedland’s performance in delivering the Strategic Community Plan 2014-2024 goal areas
- The vision for the future of the community and town
- How this vision will be achieved
- Strengths, challenges and opportunities across the core areas of social/community, economy, natural and built environment and leadership
- Key priorities for the future while considering the resources available

8.1.2 Methodology

Stakeholders were invited to attend through direct email invitations sent to a list of 250+ stakeholders. The opportunity for community to participate in the Conversation Cafes was promoted via the Town of Port Hedland website, “Live It Tell It” flyer, social media updates and media releases.

The first Conversation Café was held with regular attendees of the Aboriginal and Torres Strait Islander Forum. The other six Conversation Cafes were held over a three-day period at different times and locations to cater for a wide range of participants. The final Conversation Café was held with regular attendees of the Aboriginal Strong Leaders Forum.

8.2 Summary of findings

8.2.1 Rating the Town of Port Hedland's performance

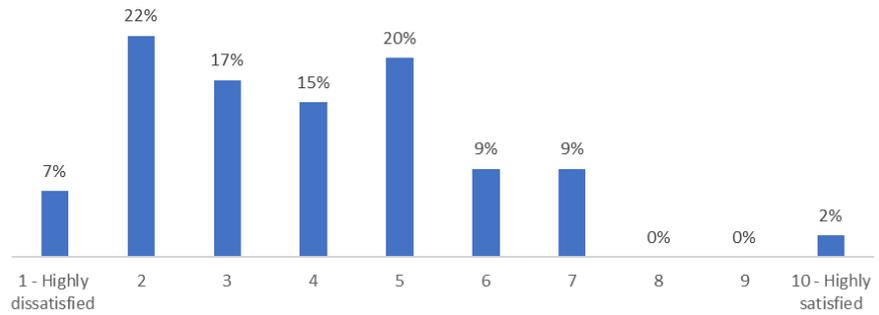
Conversation Café participants were asked to rate the Town of Port Hedland's performance against the goal areas in the current Strategic Community Plan 2014-2024. The rating scale was from 1 (highly dissatisfied) to 10 (being highly satisfied). The results are summarised in the table below.

GOAL AREA	RESULTS																					
A unified community across our townships	Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: A unified community across our townships																					
	<p>A bar chart showing the percentage of respondents for each rating from 1 to 10. The x-axis is labeled '1 - Highly dissatisfied' to '10 - Highly satisfied'. The y-axis represents the percentage. The bars are blue. The data points are: 1: 2%, 2: 4%, 3: 9%, 4: 27%, 5: 24%, 6: 16%, 7: 13%, 8: 4%, 9: 0%, 10: 0%.</p> <table border="1"> <tr><th>Rating</th><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr><th>Percentage</th><td>2%</td><td>4%</td><td>9%</td><td>27%</td><td>24%</td><td>16%</td><td>13%</td><td>4%</td><td>0%</td><td>0%</td></tr> </table>	Rating	1	2	3	4	5	6	7	8	9	10	Percentage	2%	4%	9%	27%	24%	16%	13%	4%	0%
Rating	1	2	3	4	5	6	7	8	9	10												
Percentage	2%	4%	9%	27%	24%	16%	13%	4%	0%	0%												
A vibrant community rich in diverse cultures	Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: A vibrant community rich in diverse cultures																					
	<p>A bar chart showing the percentage of respondents for each rating from 1 to 10. The x-axis is labeled '1 - Highly dissatisfied' to '10 - Highly satisfied'. The y-axis represents the percentage. The bars are blue. The data points are: 1: 0%, 2: 9%, 3: 9%, 4: 19%, 5: 19%, 6: 23%, 7: 7%, 8: 9%, 9: 2%, 10: 2%.</p> <table border="1"> <tr><th>Rating</th><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr><th>Percentage</th><td>0%</td><td>9%</td><td>9%</td><td>19%</td><td>19%</td><td>23%</td><td>7%</td><td>9%</td><td>2%</td><td>2%</td></tr> </table>	Rating	1	2	3	4	5	6	7	8	9	10	Percentage	0%	9%	9%	19%	19%	23%	7%	9%	2%
Rating	1	2	3	4	5	6	7	8	9	10												
Percentage	0%	9%	9%	19%	19%	23%	7%	9%	2%	2%												
A thriving, resilient and diverse economy	Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: A thriving, resilient and diverse economy																					
	<p>A bar chart showing the percentage of respondents for each rating from 1 to 10. The x-axis is labeled '1 - Highly dissatisfied' to '10 - Highly satisfied'. The y-axis represents the percentage. The bars are blue. The data points are: 1: 2%, 2: 16%, 3: 16%, 4: 22%, 5: 13%, 6: 22%, 7: 7%, 8: 2%, 9: 0%, 10: 0%.</p> <table border="1"> <tr><th>Rating</th><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr><th>Percentage</th><td>2%</td><td>16%</td><td>16%</td><td>22%</td><td>13%</td><td>22%</td><td>7%</td><td>2%</td><td>0%</td><td>0%</td></tr> </table>	Rating	1	2	3	4	5	6	7	8	9	10	Percentage	2%	16%	16%	22%	13%	22%	7%	2%	0%
Rating	1	2	3	4	5	6	7	8	9	10												
Percentage	2%	16%	16%	22%	13%	22%	7%	2%	0%	0%												

GOAL AREA	RESULTS
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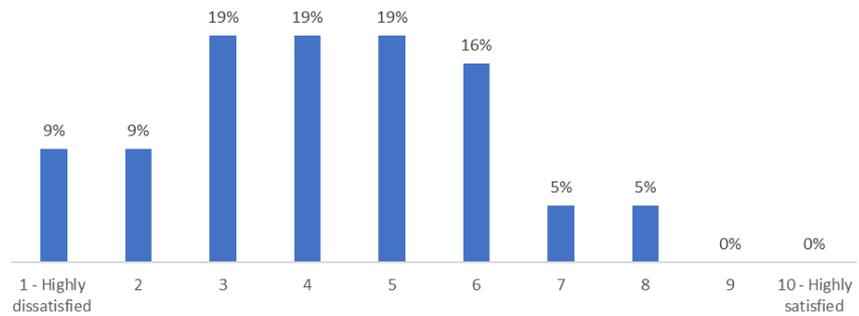
Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **A nationally significant gateway city and destination**

A nationally significant gateway city and destination



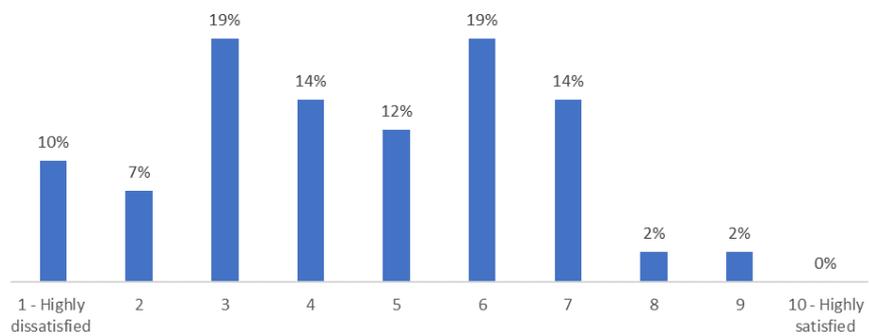
Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Sustainable Services and Infrastructure**

Sustainable Services and Infrastructure



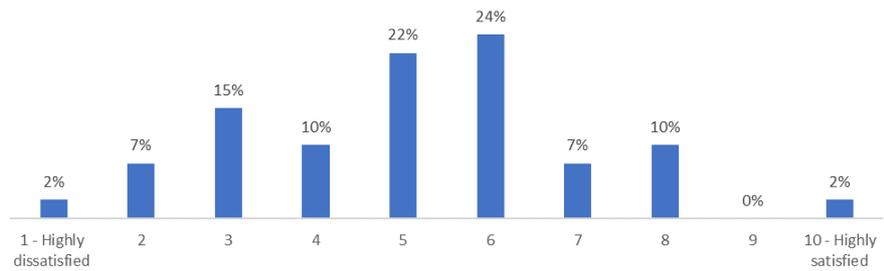
Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Protect our Natural Environment**

Protect our Natural Environment



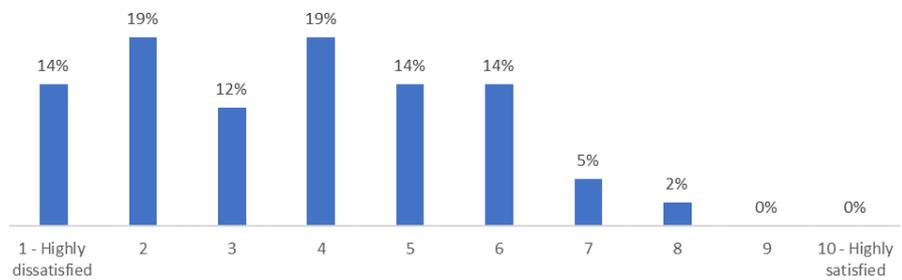
Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Safe, attractive and accessible environment**

Safe, attractive and accessible environment



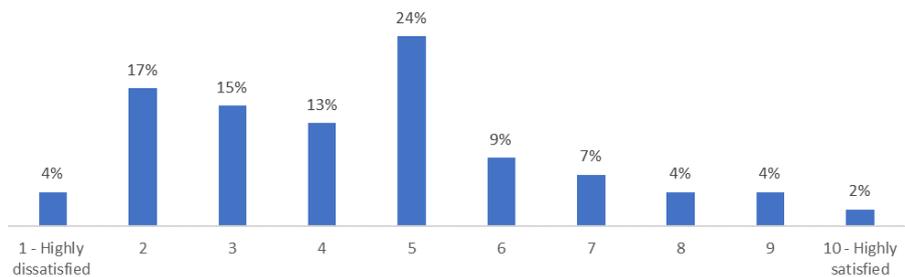
Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Strategic and best practice local government administration**

Strategic and best practice local government administration



Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Engage our Community and Stakeholders**

Engage our Community and Stakeholders



8.2.2 What's important

The emerging themes from the Conversation Cafes are listed below.

During the workshops participants noted the following:

Social/Community

- Hedland is a diverse and welcoming community, characterised by a high level of involvement in sport and recreation activities.
- There is a strong desire to build a positive narrative about the community and focus on community and personal successes, especially in relation to youth.
- There is a need to create a greater sense of unity between the Port and South townships.
- The provision of quality education, especially at secondary and tertiary levels, remains of paramount importance for the community.
- The high level of population transience means it is challenging to provide continuity of service and program delivery, especially in the not-for-profit and community group sector.
- Sport and recreational facilities are well utilised however all require ongoing review and maintenance to ensure they remain relevant and cater for changing community needs.
- There is growing recognition of the importance of collaborating with Aboriginal and Torres Strait Islander community leaders to ensure the needs and aspirations of the Aboriginal and Torres Strait Islander community members are being appropriately addressed.
- There is a desire to see a collaborative approach in tackling community safety concerns such as anti-social behaviour and drug and alcohol misuse.
- There is a desire to ensure the inclusion of Aboriginal and Torres Strait Islander community members in sport, recreation and other community activities continues to grow.

Economy

- There is a desire to see greater investment in growing local business, especially in the areas of tourism (consider opportunities such as cultural tourism, industrial tourism etc.), agriculture and aquaculture.
- There is a desire to establish a local business and innovation hub.
- It is recognised that the town is “nationally significant” because of the economic activity generated by the resources sector and the fact it is home to the largest bulk-tonnage port in the world. However, there is a concern this may sometimes lead to a greater focus being placed on the needs of industry at the expense of other areas of community aspiration.
- There is a concern that commercial retail rates are too high which is leading to vacant retail spaces. However, this creates the opportunity to support the growth of enterprise and short-term “pop-up” retail options.
- There is a concern about the high cost of living, especially in relation to travel costs.
- The transient nature of the population is a key challenge to retaining quality staff, especially for smaller businesses.
- There is a desire to ensure training to employment pathways are fit-for-purpose to the local jobs available.

Environment

- One of the key attractions for the lifestyle in Hedland is the beautiful and unique natural environment – coast, Pilbara desert and fauna (e.g. turtles) and flora.

- There is a desire to ensure ongoing collaboration to achieve environmentally sustainable solutions and minimise any tensions that may exist between the growth of industry and the natural and town environments.
- There is an opportunity to leverage the unique natural environment and cultural history to grow local tourism enterprises.
- There is an opportunity to grow tourism that celebrates Aboriginal culture and heritage sites.
- There is an opportunity to improve local building and planning guidelines so buildings reflect the character and spirit of the town, achieve green-star ratings and meet cyclone-proof specifications.
- There is a desire to see recycling introduced.
- There are opportunities to develop and/or upgrade infrastructure and amenities in key locations such as along the foreshore, at the Spoilbank and at South Hedland Square.

Leadership

- There is a desire to create a shared vision for the community and work cohesively to achieve this.
- There is a desire to see Elected Members work effectively together in how they engage with and lead the community.
- There is a desire for the Town of Port Hedland to lead the way in how it consults, build relationships and collaborates with a diverse range of representatives from across all sectors.
- It is perceived that the Town of Port Hedland has had a critical role in helping to build a positive narrative about the town.
- There is an opportunity to diversify the profile of those in community leadership and decision-making roles through the establishment of a Youth Advisory Council and/or Aboriginal Advisory Committee.
- There is an opportunity to improve collaboration with other Pilbara local governments, communities and regional decision-making bodies in order to strengthen regional planning and investment.

For additional detail please see Appendix B.

8.2.3 What's needed to make it happen

Participants were asked to work in groups to identify what was needed to achieve the priorities identified. The key responses are outlined below:

- Ensure community are better engaged and given opportunities to participate in planning and decision-making processes.
- Be proactive and consistent in all communications.
- Maintain transparency and accountability in leadership and decision-making.
- Continue to grow participation by Aboriginal and Torres Strait Islander community leaders and members in planning and decision-making processes.
- Work together to advocate for greater investment in Hedland.
- Continue to grow partnerships that deliver shared value outcomes.

For additional detail, please see Appendix B.

8.2.4 Identifying priorities

Participants were asked to play the “Investing in Hedland” game in a group of 4-6 people. The group was provided \$1,000 to invest and as a group asked to decide on how this \$1,000 was to be invested, taking into account opportunities, trade-offs and the social/economic/environmental benefits and consequences. Groups were also able to add anything they felt was missing.

The top five priority areas identified through the “Investing in Hedland” game in descending order were as follows:

- Sport and recreation facilities
- Arts, culture and events
- Youth activities
- Community safety initiatives
- Access and inclusion programs

During the discussion regarding how to invest the game money, participants noted the following:

- Continue to invest in sport and recreation, arts and culture and facilities as this is critical to connecting people and creating social networks, especially for young and/or more vulnerable community members.
- Continue to provide grants and funding for community groups as this helps to support and grow grass roots organisations.
- Focus on the integration of, as well as support services for, Aboriginal and Torres Strait Islander people.
- Improve the physical links between Port and South by way of pedestrian/cycle-ways, streetscaping and use of green corridors.
- It is important to improve boating facilities because boating is a popular recreational activity but a full marina-style development is not necessary.
- Recycling would be a great addition to the waste management service.
- Libraries are important and if incorporated into a cultural and resource centre hub, could create a central place that brings together culture, history, education and enterprise.

For additional detail, please see Appendix B.

9. ELECTED MEMBERS WORKSHOP

1 workshop	14 November	A total of 7 participants
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9.1 Overview

9.1.1 Role of the Elected Members Workshop

Elected Members were provided a standalone workshop that sought to gain internal feedback on the development of the Strategic Community Plan 2018-2028. In addition, Elected Members were strongly encouraged to participate in the Conversation Cafes to demonstrate their commitment to connecting with and listening to the broader community.

The Elected Members workshop focused on gaining feedback on:

- Rating the Town of Port Hedland’s performance in delivering the Strategic Community Plan 2014-2024 goal areas
- The vision for the future of the community and town
- How this vision will be achieved
- Strengths, challenges and opportunities across the core areas of social/community, economy, natural and built environment and leadership
- Key priorities for the future while considering the resources available

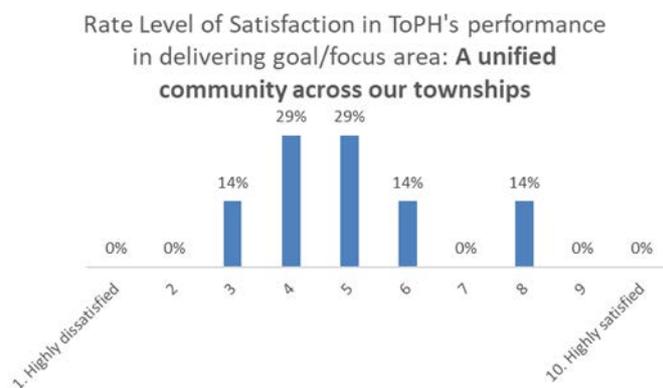
9.2 Summary of findings

9.2.1 Rating the Town of Port Hedland’s performance

Elected Members were asked to rate the Town of Port Hedland’s performance against the goal areas in the current Strategic Community Plan 2014-2024. The rating scale was from 1 (highly dissatisfied) to 10 (being highly satisfied). The results are summarised in the table below.

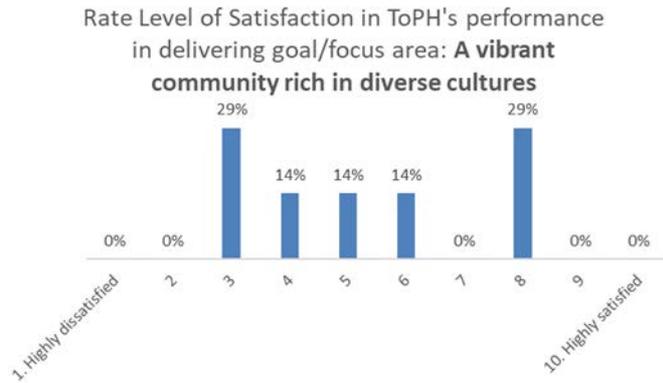
GOAL AREA	RESULTS
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A unified community across our townships

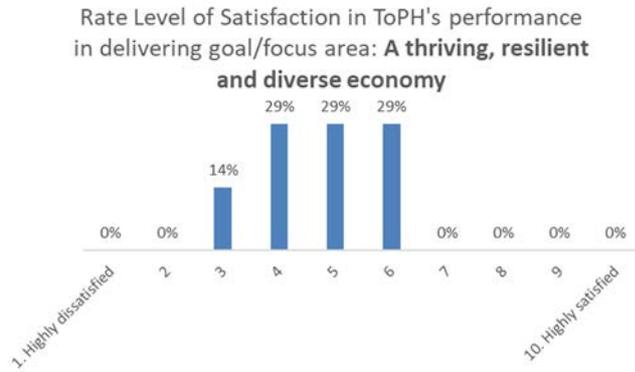


GOAL AREA	RESULTS
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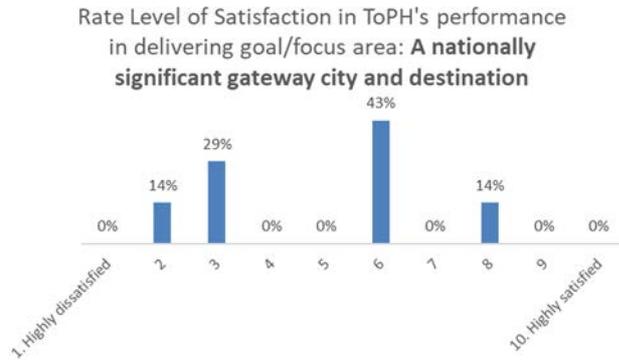
A vibrant community rich in diverse cultures



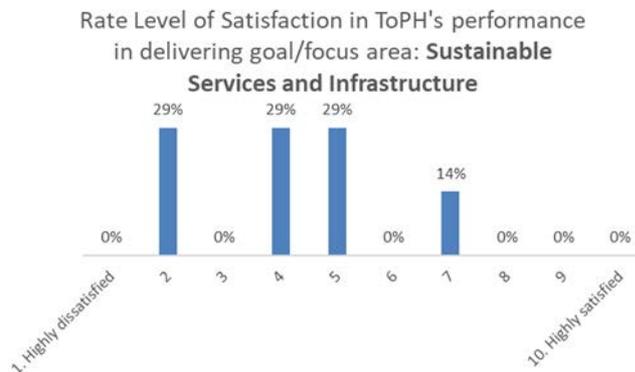
A thriving, resilient and diverse economy



A nationally significant gateway city and destination

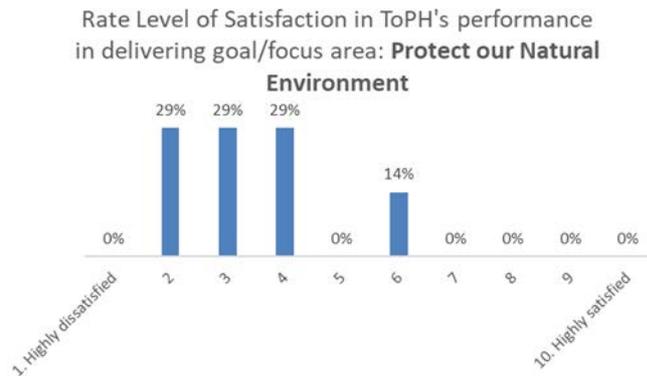


Sustainable Services and Infrastructure

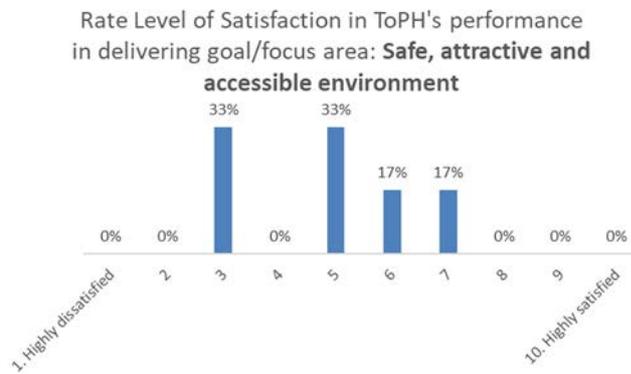


GOAL AREA	RESULTS
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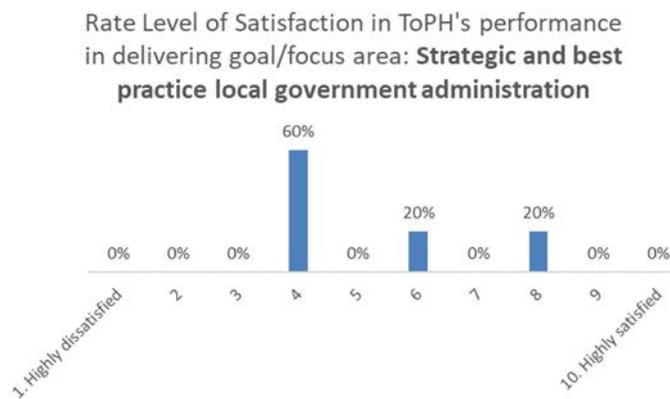
Protect our Natural Environment



Safe, attractive and accessible environment

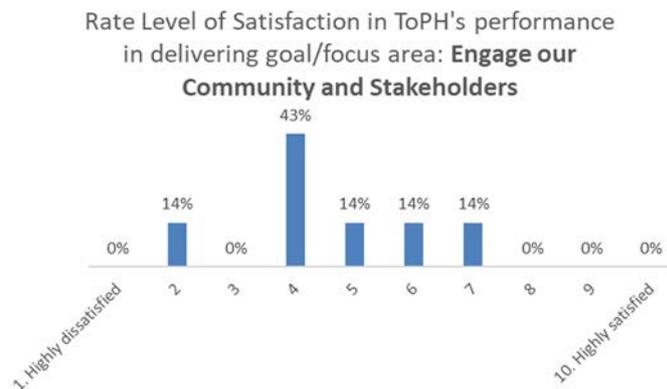


Strategic and best practice local government administration



GOAL AREA	RESULTS
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Engage our Community and Stakeholders



9.2.2 What's important

The emerging themes from the Elected Members workshop are listed below.

During the workshop participants noted the following:

Social/Community

- It was recognised that more effective research and planning is required in order to identify best areas of expenditure and most efficient use of funding.
- There is desire to improve the levels of collaboration.
- There is a need to address population transience.
- There is a desire to see a collaborative approach in tackling community safety concerns such as anti-social behaviour and drug and alcohol misuse.

Economy

- It was recognised that the town is “nationally significant” because of the economic activity generated by the resources sector and the fact it is home to the largest bulk-tonnage port in the world.
- There is a desire to better ‘future proof’ the local economy against the ‘boom-bust’ cycle of the industry sector.
- There is a desire to see greater investment in growing local business, especially in the areas of tourism (consider opportunities such as cultural tourism, industrial tourism etc), agriculture and live export.
- There is a desire to establish an innovation and technology hub.

Natural and Built Environment

- There is a desire to ensure industry growth is balanced against the sustainability of the natural environment.
- There is an opportunity to improve local building and planning guidelines so buildings reflect the character and spirit of the town, achieve green-star ratings and meet cyclone-proof specifications.

Leadership

- There is a desire to work effectively together in engaging and leading the community.
- There is a desire to improve communication with the Administration and broader community.
- It was recognised that it would be beneficial to educate the community about local government role and responsibilities to manage community expectations.

For additional detail see Appendix C.

9.2.3 Identifying priorities

Elected Members were asked to play the “Investing in Hedland” individually. Each Elected Member was provided \$1,000 to invest and asked to decide on how this \$1,000 was to be invested, taking into account opportunities, trade-offs and the social/economic/environmental benefits and consequences. Elected Members were also able to add anything they felt was missing.

The top five priority areas identified through the “Investing in Hedland” game in descending order were as follows:

- Community safety initiatives
- Youth activities
- Foreshore and boating facilities
- Roads and footpaths
- Sport and recreation facilities

During the discussion regarding how to invest the game money, Elected Members noted the following:

- Increasing youth activities would potentially lead to improved community safety.
- The foreshore is a key attraction in the community and therefore it is important to maintain access and the amenity of this area, including improving boating facilities.
- Waste management is a key asset that generates income for the Town of Port Hedland.
- Quality roads and footpaths means a safer community and will potentially support the growth of tourism.
- Continuing to provide grants and funding for community groups helps to support and grow grass roots organisations.
- Libraries are important and if incorporated into a cultural and resource centre hub, could create a central place that brings together culture, history, education and enterprise.

For additional detail, please see Appendix C.

10. TOWN OF PORT HEDLAND MANAGERS WORKSHOP

1 workshop	13 November	A total of 15 participants
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10.1 Overview

10.1.1 Role of the Town of Port Hedland Managers Workshop

Town of Port Hedland Managers representing all the different operational areas were provided a standalone workshop that sought to gain internal feedback on the development of the Strategic Community Plan 2018-2028.

The Town of Port Hedland Managers workshop focused on gaining feedback on:

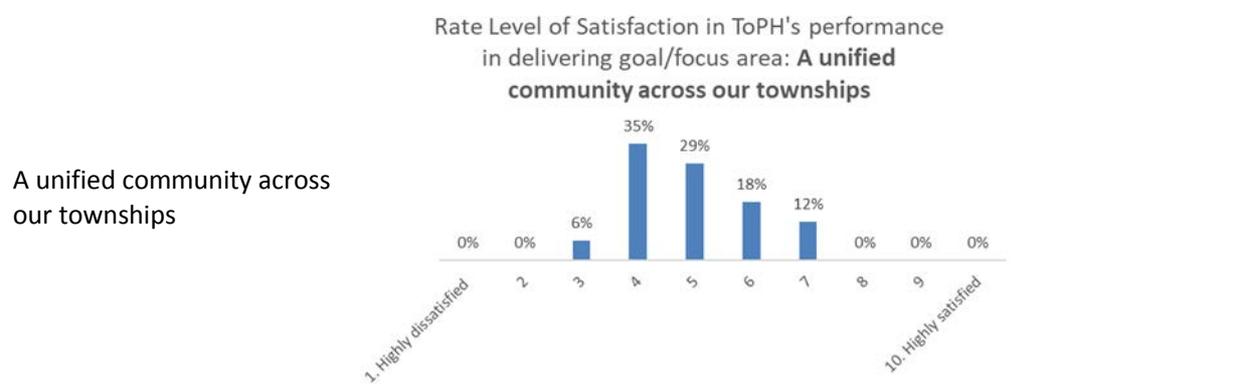
- Rating the Town of Port Hedland’s performance in delivering the Strategic Community Plan 2014-2024 goal areas
- The vision for the future of the community and town
- How this vision will be achieved
- What’s been achieved and new approaches/opportunities across the core areas of social/community, economy, natural and built environment and leadership
- Key strategies and measures of success

10.2 Summary of findings

10.2.1 Rating the Town of Port Hedland’s performance

Managers were asked to rate the Town of Port Hedland’s performance against the goal areas in the current Strategic Community Plan 2014-2024. The rating scale was from 1 (highly dissatisfied) to 10 (being highly satisfied). The results are summarised in the table below.

GOAL AREA	RESULTS
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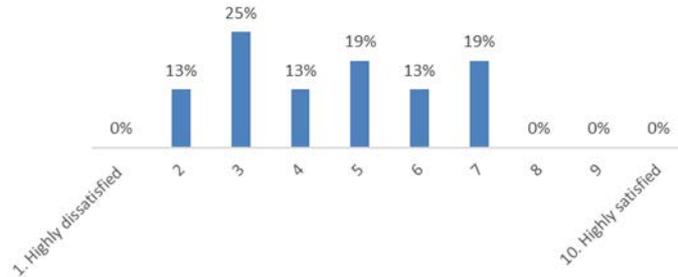


A unified community across our townships

GOAL AREA	RESULTS
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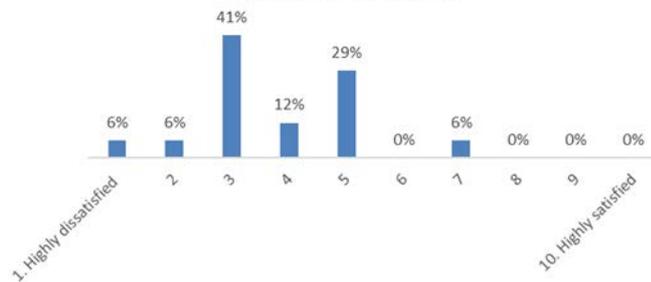
A vibrant community rich in diverse cultures

Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **A vibrant community rich in diverse cultures**



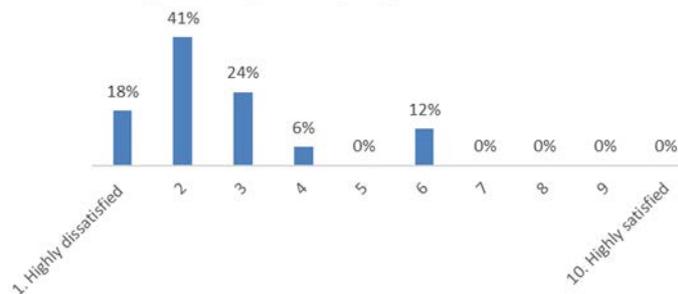
A thriving, resilient and diverse economy

Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **A thriving, resilient and diverse economy**



A nationally significant gateway city and destination

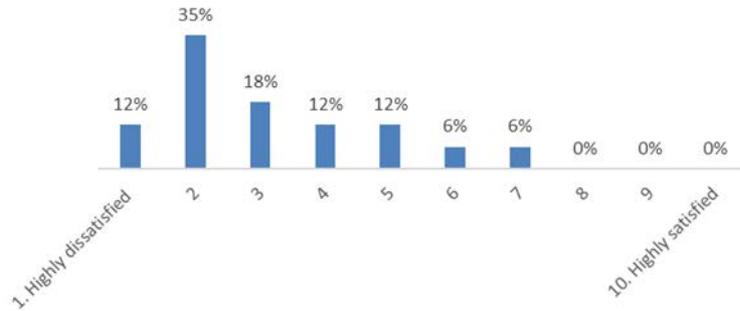
Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **A nationally significant gateway city and destination**



GOAL AREA	RESULTS
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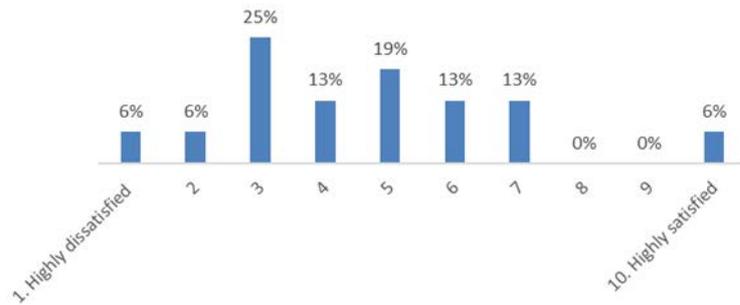
Sustainable Services and Infrastructure

Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Sustainable Services and Infrastructure**



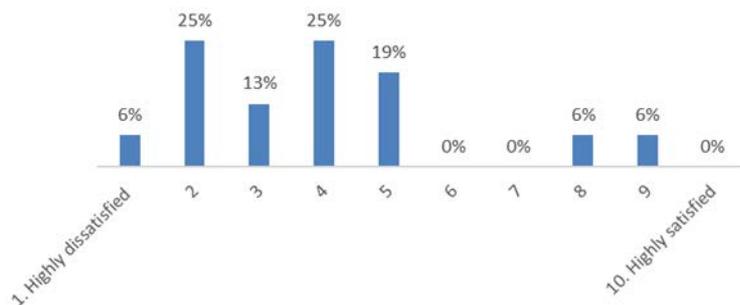
Protect our Natural Environment

Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Protect our Natural Environment**



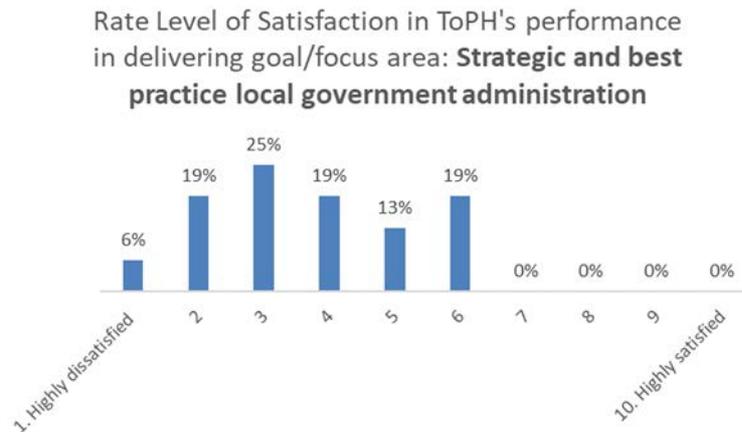
Safe, attractive and accessible environment

Rate Level of Satisfaction in ToPH's performance in delivering goal/focus area: **Safe, attractive and accessible environment**



GOAL AREA	RESULTS
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Strategic and best practice local government administration



Engage our Community and Stakeholders



10.2.2 What's been achieved

The Town of Port Hedland Managers noted that there had been some great achievements delivered by the Town in recent times, including the following:

- Excellent sport, youth and arts and culture facilities
- Recent establishment of an interagency community safety group
- Ongoing investment in the town by industry and State government
- Participation in the WA Regional Cities Alliance
- Support for the Aboriginal Strong Leaders Forum
- Significant increase in the number of registered local hospitality businesses
- Well maintained and popular foreshore amenities
- Community involvement in rehabilitation of coastline and turtle conservation
- Quality roads and road networks
- Implementation of more environmentally sustainable measures including efficient water re-use and higher use of endemic plant species

10.2.3 Identifying new approaches

The key new approaches and opportunities identified by the Managers were similar to those identified by stakeholders and community during the Conversation Cafes and Elected Members workshop. However, some additional new approaches noted by the Managers included:

- Advocate for regional economic plan in close partnerships with key agencies/industry and ensure planning also considers links to Asia
- Advocate for a review of the current funding cycle approach by State and Federal government
- Improve integration between transient workers accommodation/FIFO workforce with broader community

See Appendix D for more detail.

11. YOUTH UPRISING WORKSHOP



11.1 Overview

11.1.1 Role of the YouthUprising Workshop

To ensure youth were able to effectively contribute to the planning for the Strategic Community Plan 2018-2028, a workshop specifically targeting young people between the ages of 11 to 17 years old was delivered as part of the Live It Tell It engagement campaign.

The Youth Uprising focused on gaining feedback on:

- Understanding what is important to the young people now
- Planning for the future, including identifying priorities and what is needed to achieve these priority areas

11.1.2 Methodology

30 young people between the ages of 13-18 years were nominated by Hedland Senior High School (HSHS), the Youth Involvement Council (YIC) and Wirraka Maya Transition to Adulthood program to participate in the Youth UpRising.

The Youth UpRising consisted of a series of individual and group activities including:

1. Understanding what is important to young people now
2. Hedland Today
3. Hedland Over the Next 10 Years: 2018 - 2028
4. Investing in Hedland Game

Youth participants were also invited to participate in both Priority Token Games: Town of Port Hedland Facilities and Town of Port Hedland Focus Areas.

11.2 Summary of findings

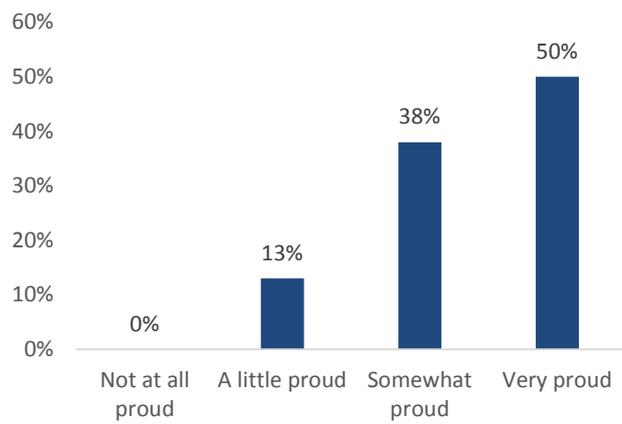
11.2.1 Snapshot of how young people feel about their community and town

Participants were asked to provide a rated response to a series of questions relating to themselves, the community and town. The results are as follows:

How proud are you of being a member of the Hedland community?

Response options:

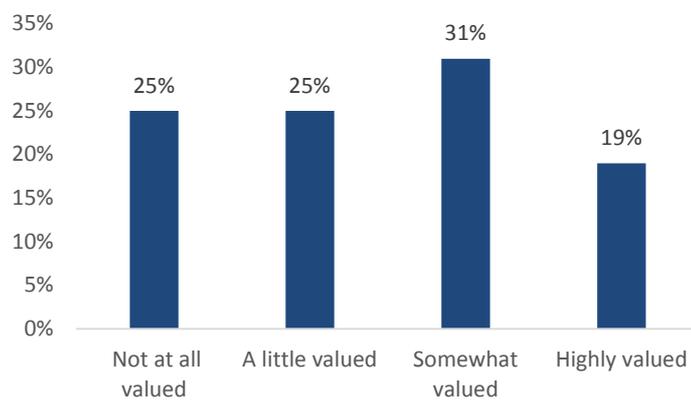
- 1. Not at all proud
- 2. A little proud
- 3. Somewhat proud
- 4. Very proud



How valued do you feel as a member of the Hedland community?

Response options:

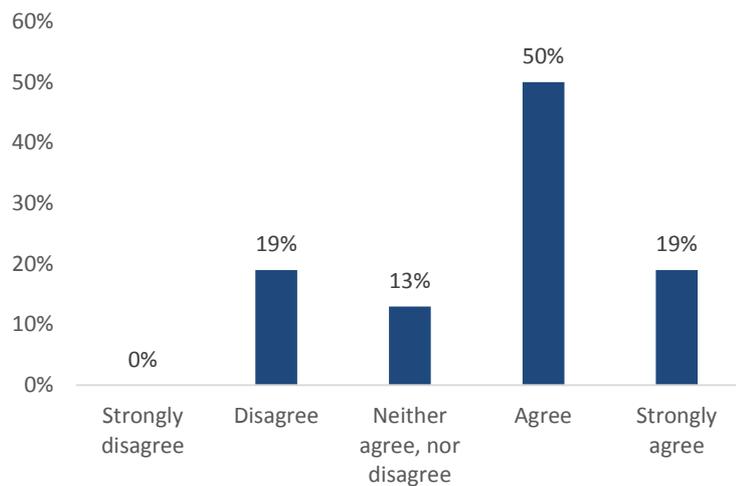
- 1. Not at all valued
- 2. A little valued
- 3. Somewhat valued
- 4. Highly valued



I find it easy to use the facilities in Hedland

Response options:

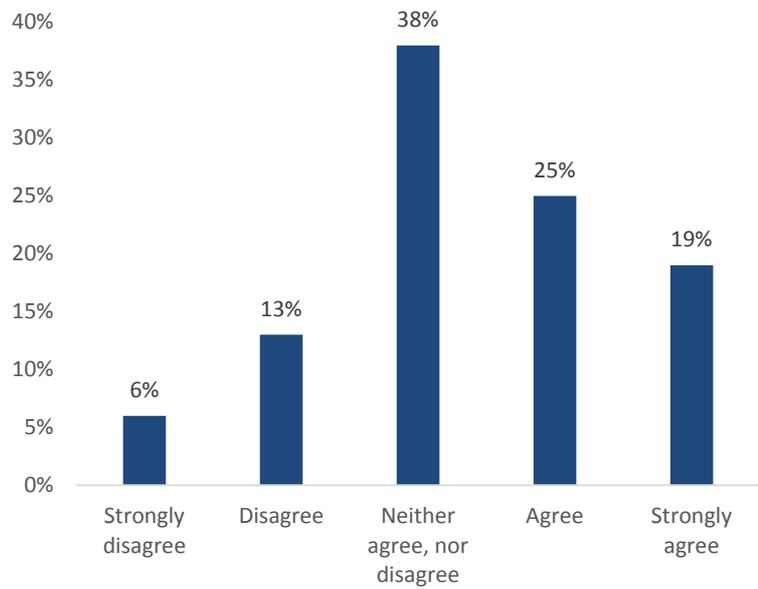
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I feel safe living in Hedland

Response options:

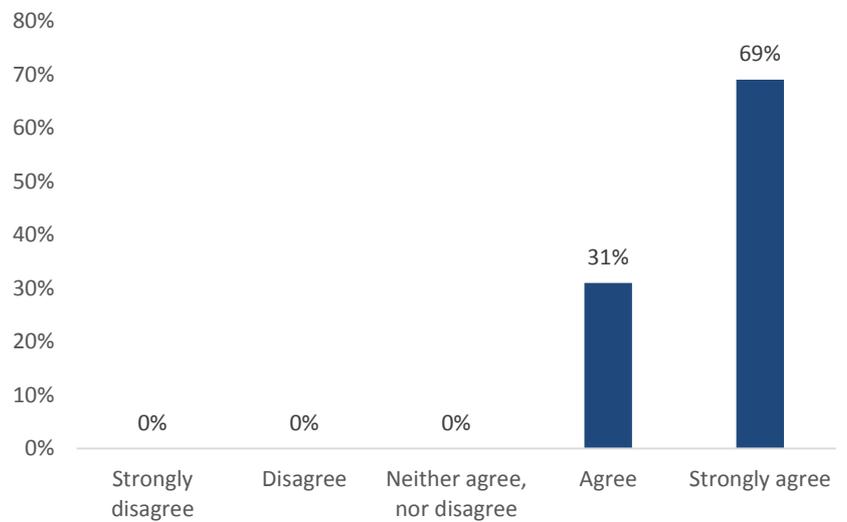
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I like living in Hedland because we have a great community with lots of different cultures

Response options:

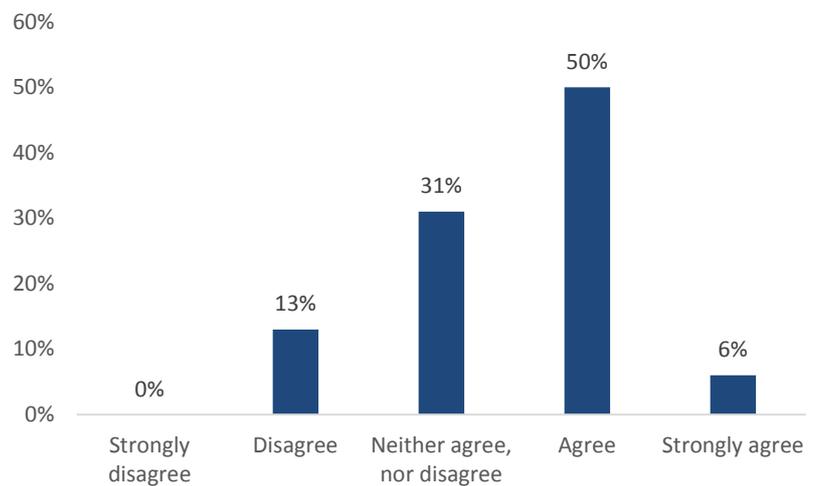
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I feel confident about finding future training and employment in Hedland

Response options:

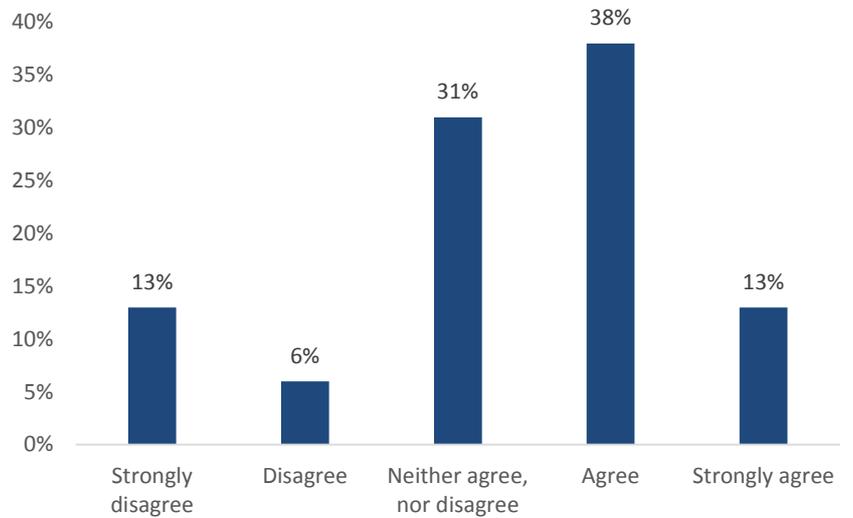
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I like the parks and gardens in Hedland

Response options:

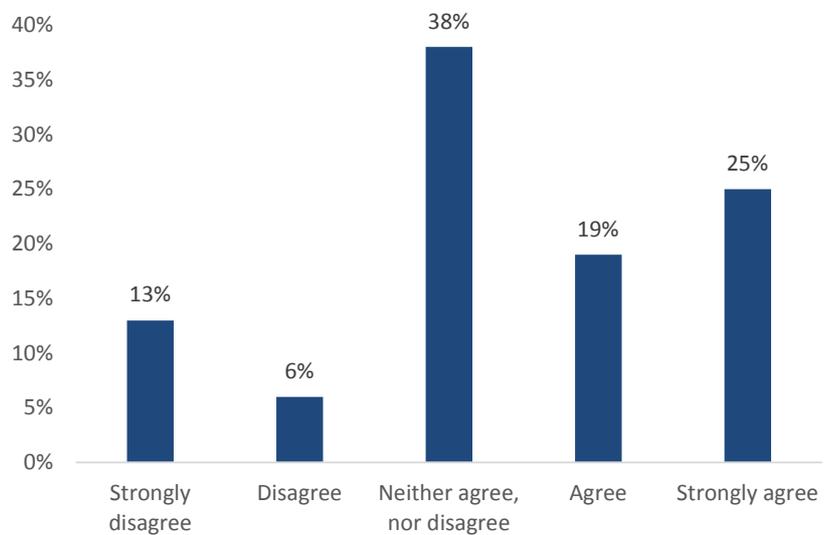
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I find it easy to walk and cycle around my community

Response options:

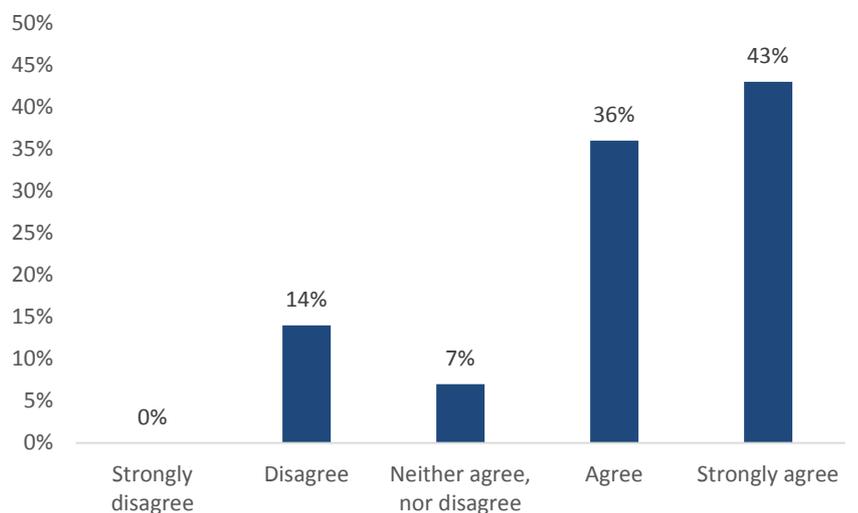
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I often travel from South Hedland to Port Hedland to use the facilities and attend events

Response options:

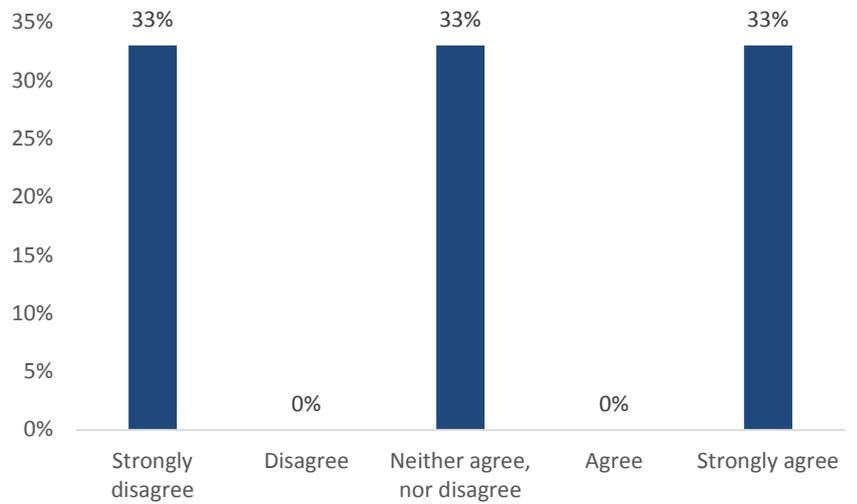
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I often travel from Port Hedland to South Hedland to use the facilities and attend events

Response options:

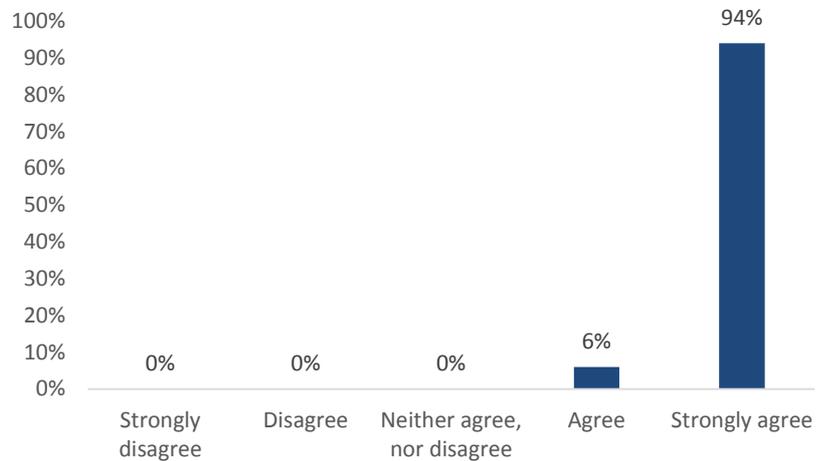
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree



I believe it is important to look after our natural environment

Response options:

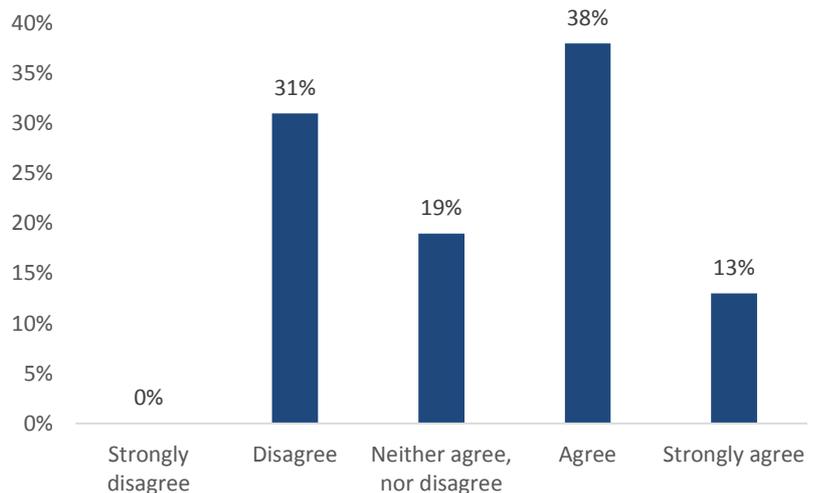
- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree

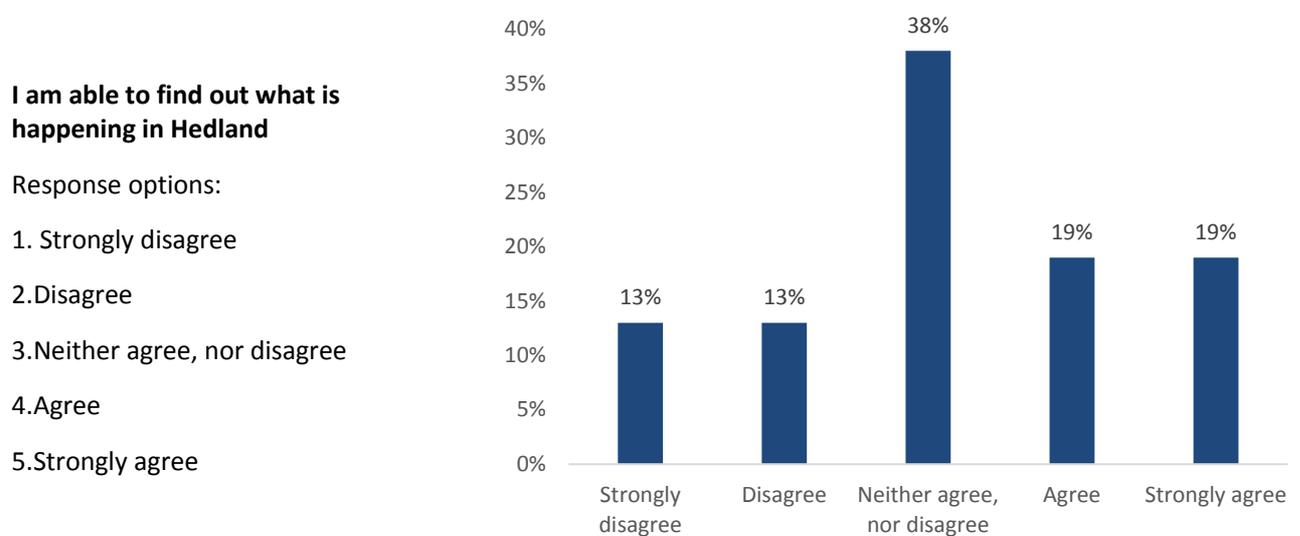


I feel young people's opinions are listen to and respected

Response options:

- 1. Strongly disagree
- 2. Disagree
- 3. Neither agree, nor disagree
- 4. Agree
- 5. Strongly agree





11.2.2 What's important for young people

The emerging themes from the Youth UpRising workshop are listed below.

During the workshop participants noted the following:

Social/Community

- The young people who attended the Youth UpRising are proud members of the Hedland community and expressed pride in living in such a culturally diverse community.
- The group raised some current concerns regarding community safety – including substance abuse, crime and anti-social behaviour.
- There is a desire to create a positive narrative around the Hedland community – participants are keen to be involved in promoting positive stories about young people in Hedland to reinforce the good things they are doing.
- It was recognised the range of youth activities, events and programs in Hedland but the group noted that there is not a coordinated approach to program delivery.
- The group raised some practical issues which could be addressed – i.e. there is a desire for shade to be installed over the skate park in South and the courts at the JD Hardie Youth Zone.
- The young people are advocates for creating a more safe, supportive and inclusive community in Hedland, include access to safe places.

Economy

- There is a desire for better transport between Port and South.
- There is a desire for the roads and footpaths to be fixed and better maintained.
- There is a desire for increased retail options for young people.
- There was a general agreement that there is a need for greater quality education. And a desire for greater training; pathways to work and employment options for young people ages 15+.

Natural and Built Environment

- The young people’s connection with the natural environment was evident, there is an opportunity for the Town to leverage this connection and passion.
- There is a desire for Hedland to become more aware and better maintain the natural environment. Recycling as an option was raised in a number of different activities.

Leadership

- There is a desire to ensure young people opinions are listed to and respected.
- The role of the Town of Port Hedland and the Elected Members was understood by the group. The young people commended the Elected Members for making decisions for the community as they experienced the complexities of working in a group on the “Investing in Hedland” game.
- There is a desire for young leaders to be more involved with ongoing youth development, planning and implementation in the community. It is important to provide opportunities for Hedland’s young people to be supported and equipped to become future community leaders.

See Appendix E for more detail.

11.2.3 Identifying priorities

Young leaders were asked to play the “Investing in Hedland” game in a group of 4-6 people. The group was provided \$1,000 to invest and as a group asked to decide on how this \$1,000 was to be invested, taking into account opportunities, trade-offs and the social/economic/environmental benefits and consequences. Groups were also able to add anything they felt was missing.

The top five priority areas identified through the “Investing in Hedland” game in descending order were as follows:

- Youth activities
- Community safety initiatives
- Arts, culture and events
- Sport and recreation facilities
- Waste Management

During the discussion regarding how to invest the game money, young leaders noted the following:

- It is important to continue a range of youth activities in both Port and South.
- Increasing the focus on arts, culture and events would potentially lead to improved community safety.
- Continuing to provide grants and funding for community groups could also potentially lead to improved community safety.
- There is a need for Hedland to work towards a better waste management process – i.e. introduce recycling.

See Appendix E for more detail.

12. POP-UP ENGAGEMENT

55 Pop-Ups	Polls 799 face-to-face responses	Token Priority Game – Focus Areas 1,356 responses	Token Priority Game – Facilities 715 responses
------------	--------------------------------------------	-------------------------------------------------------------	----------------------------------------------------------

12.1 Overview

12.1.1 Role of the Pop-Ups

The aim of the Pop-Ups was to encourage a broad demographic from the community to participate in the Live It Tell It engagement campaign. The Pop-Ups offered a range of innovative engagement tools that were designed to allow participants to provide feedback quickly and played a key role in helping to promote the campaign.

12.1.2 Methodology

Pop-Ups were delivered at shopping centres, community events and sport and recreation centres from 9 to 30 November. The opportunity for community to participate in the Pop-Ups was promoted via the Town of Port Hedland website, “Live It Tell It” flyer, social media updates and media releases.

The key activities at Pop-Ups included:

- **Face-to-face polls using tablets** - there were 12 poll themes with a different number of questions associated with each theme. Individuals were encouraged to answer as many of the questions as possible.
- **Token priority games** – one game asked participants to pick their top five facilities and the second game asked participants to pick their top focus area. Participants were given tokens and asked to place these tokens into the corresponding jar.
- **Interactive posters** – one poster asked participants to mark on a map their favourite place in Hedland and the second poster asked participants to write or draw what they thought was special about Hedland.
- **Online survey** - of individuals had more time available, they were also encouraged to use one of the tablets to complete the online survey.
- **Recording anecdotal feedback** – i.e. capturing general feedback from individuals
- **Distribution of Live It Tell It flyers and merchandise**

Pop-Up engagement facilitators would strongly encourage each individual to complete as many of the activities as possible but not all individuals completed all the activities.

The Pop-Ups were visually eye-catching through the use of a unique 3D cube frame and branded banners and flags.

For more detail see Appendix F.

12.2 Summary of findings

12.2.1 Polls

The polls focused on gaining feedback from the community about a range of current local “hot topics” that were receiving a high level of attention through formal and informal engagement and communications channels. The following summarises the results from the polls. (Note: these results include the data from the Facebook polls).

FIGURE 7: WHAT COMMUNITY MEMBERS THINK ABOUT BOATING FACILITIES/MARINA

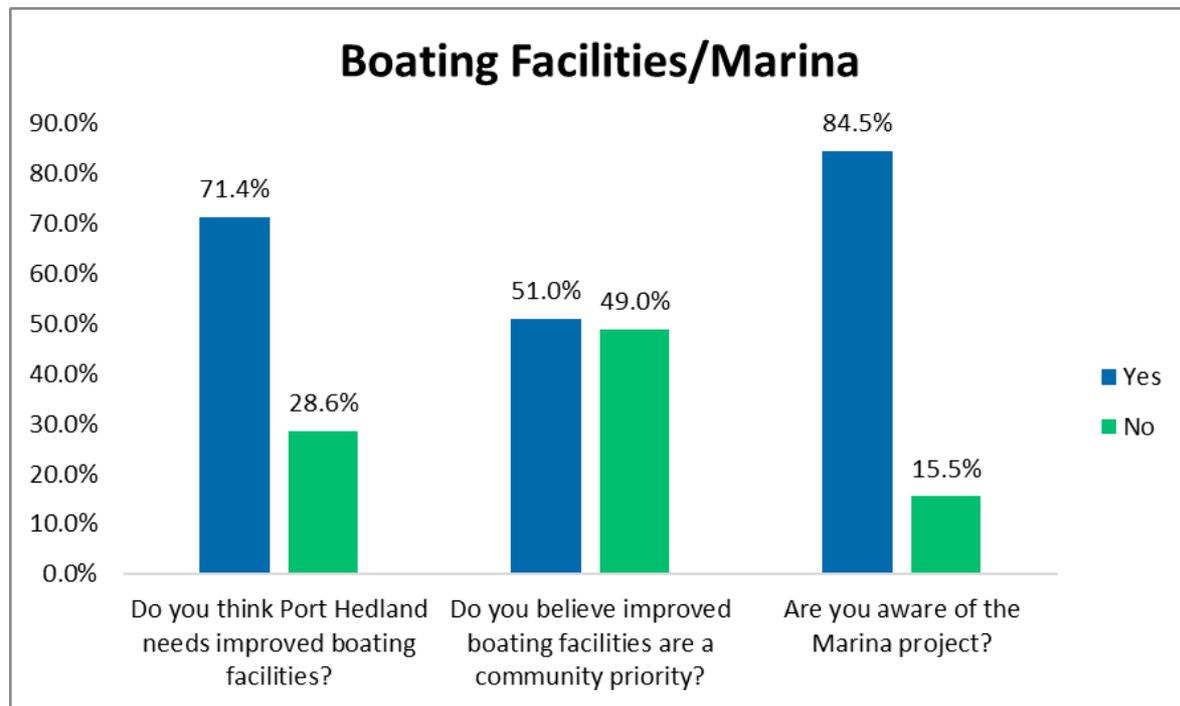


FIGURE 8: WHY COMMUNITY MEMBERS TRAVEL BETWEEN SOUTH AND PORT

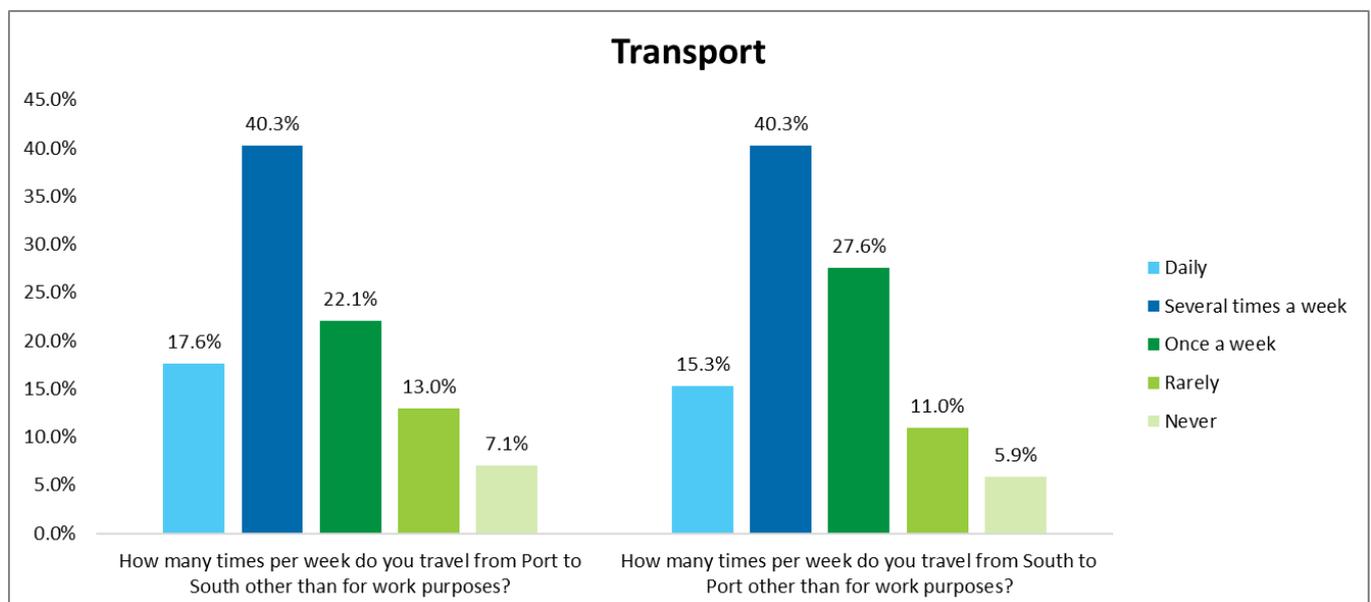


FIGURE 9: THE MAIN REASONS COMMUNITY MEMBERS TRAVEL BETWEEN SOUTH AND PORT

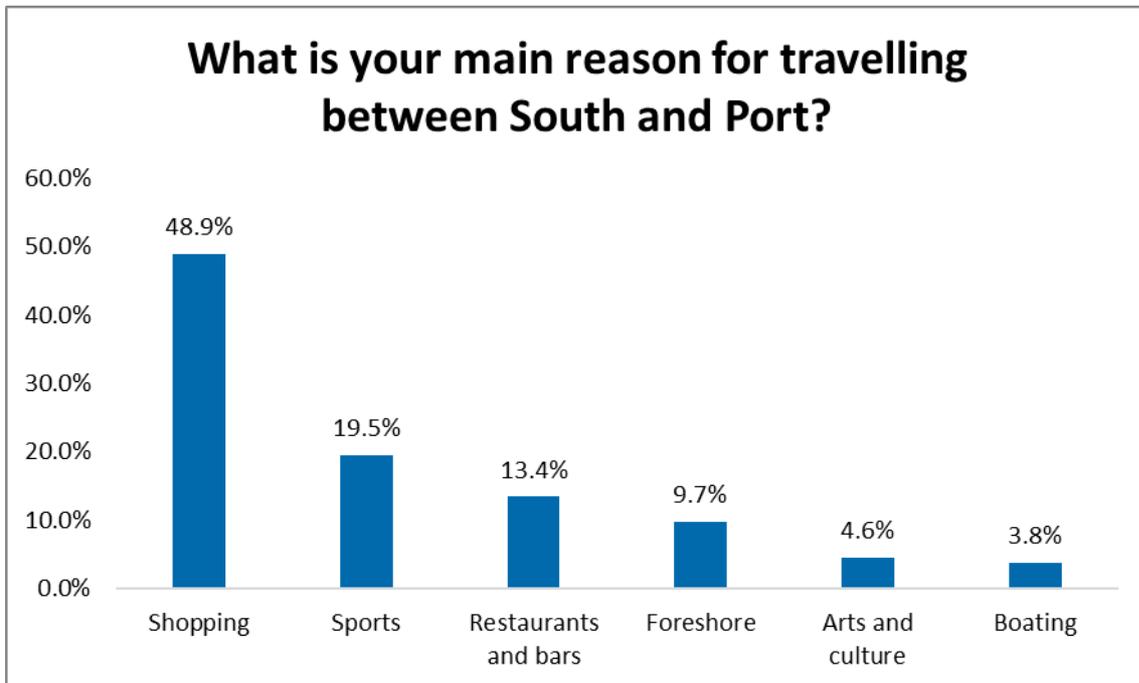


FIGURE 10: HOW COMMUNITY MEMBERS IDENTIFY THEMSELVES

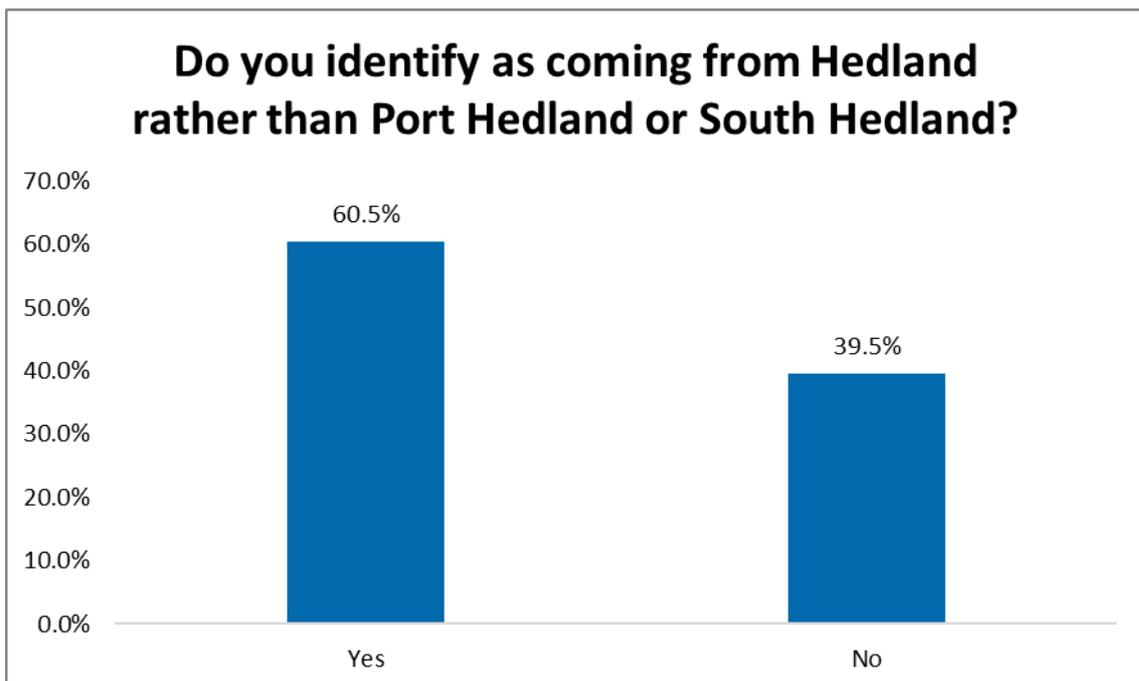


FIGURE 11: HOW COMMUNITY MEMBERS FEEL ABOUT COMMUNITY SAFETY

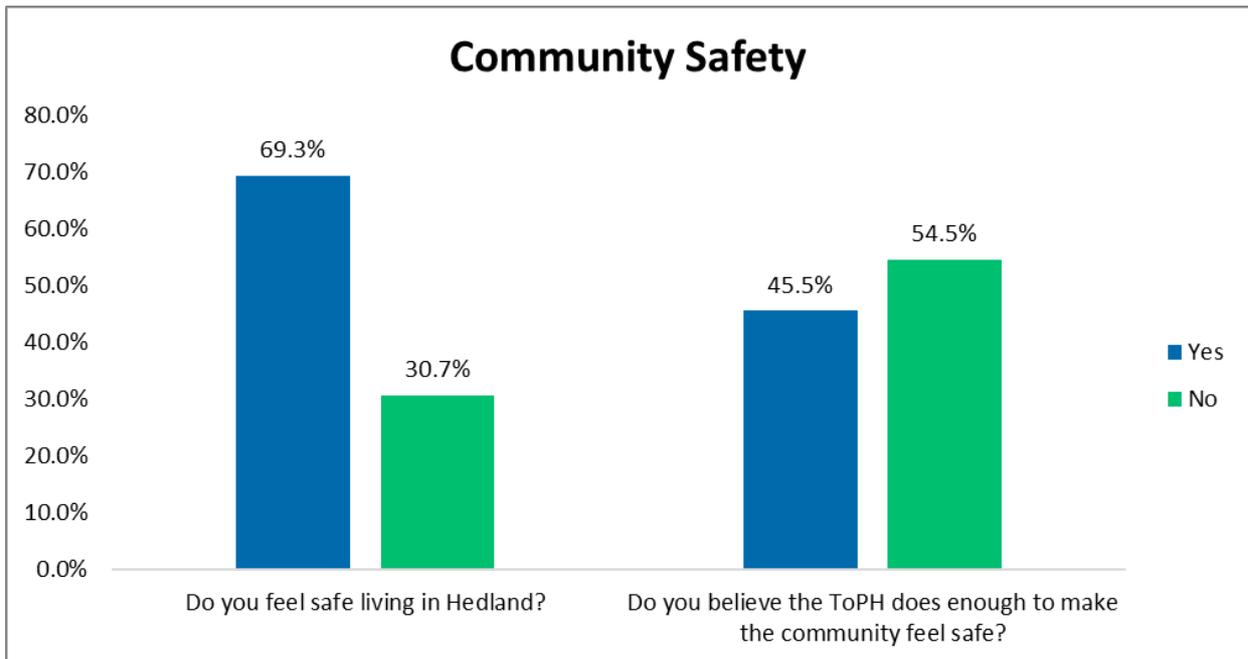


FIGURE 12: HOW MUCH COMMUNITY MEMBERS USE THE FACILITIES AND TRAVEL FOR EVENTS

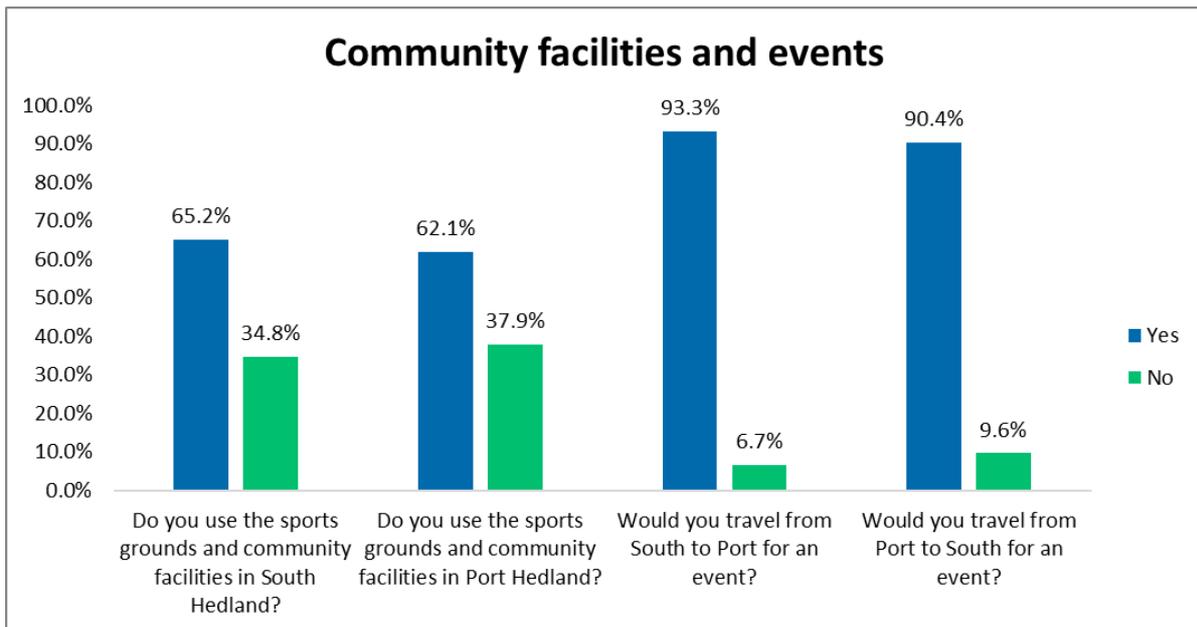


FIGURE 13: WHAT COMMUNITY MEMBERS THINK ABOUT RATES, SERVICES AND FACILITIES

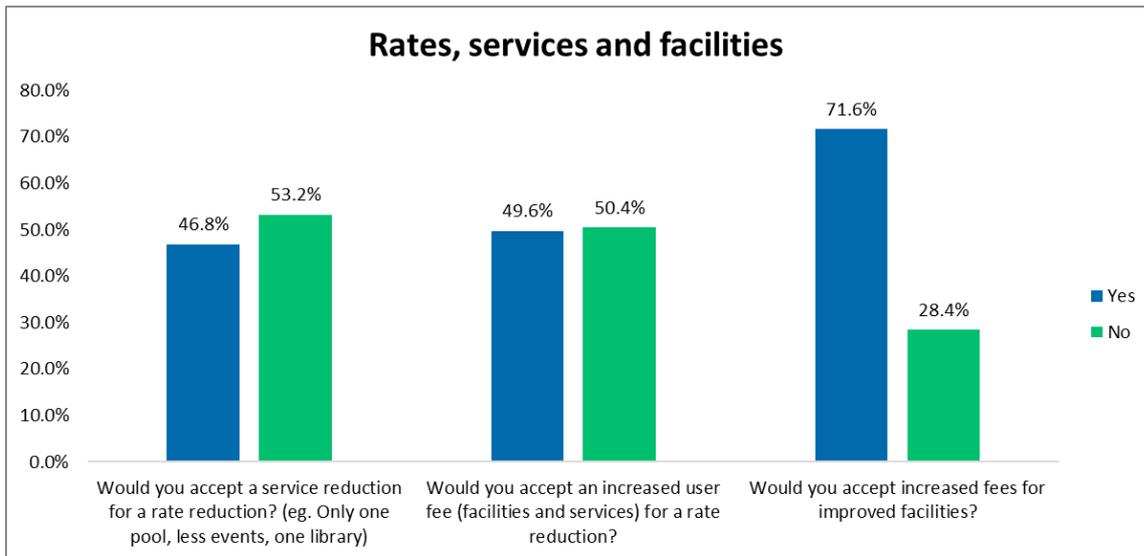


FIGURE 14: WHAT COMMUNITY MEMBERS THINK ABOUT RECYCLING

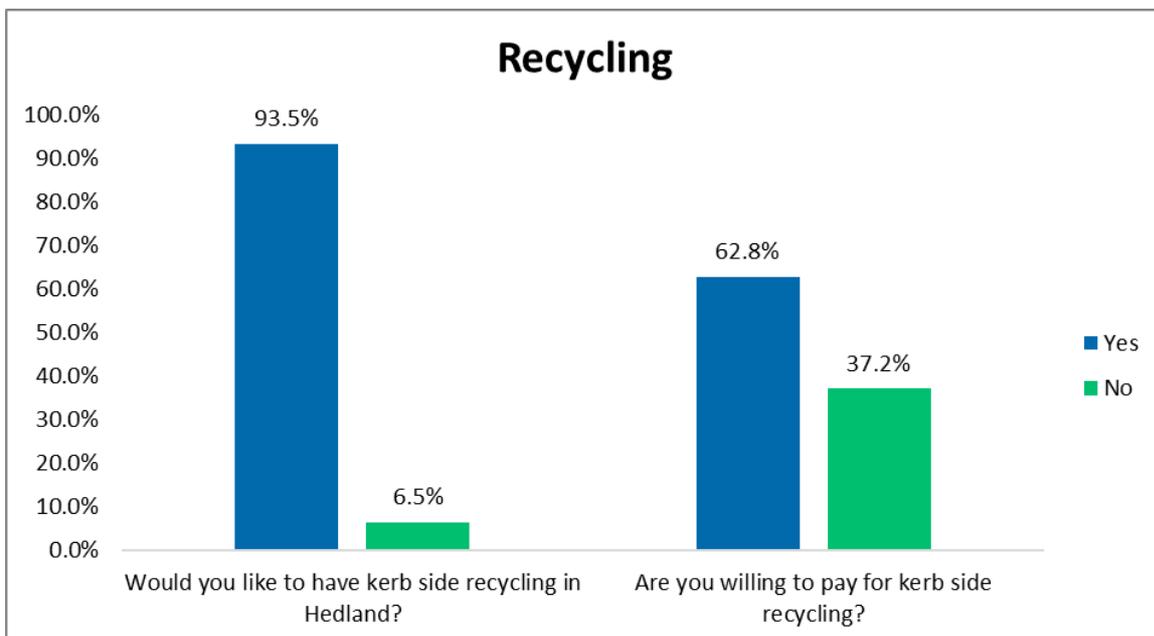


FIGURE 15: WHAT COMMUNITY MEMBERS THINK ABOUT THE TOWN OF PORT HEDLAND ADMINISTRATION OFFICE

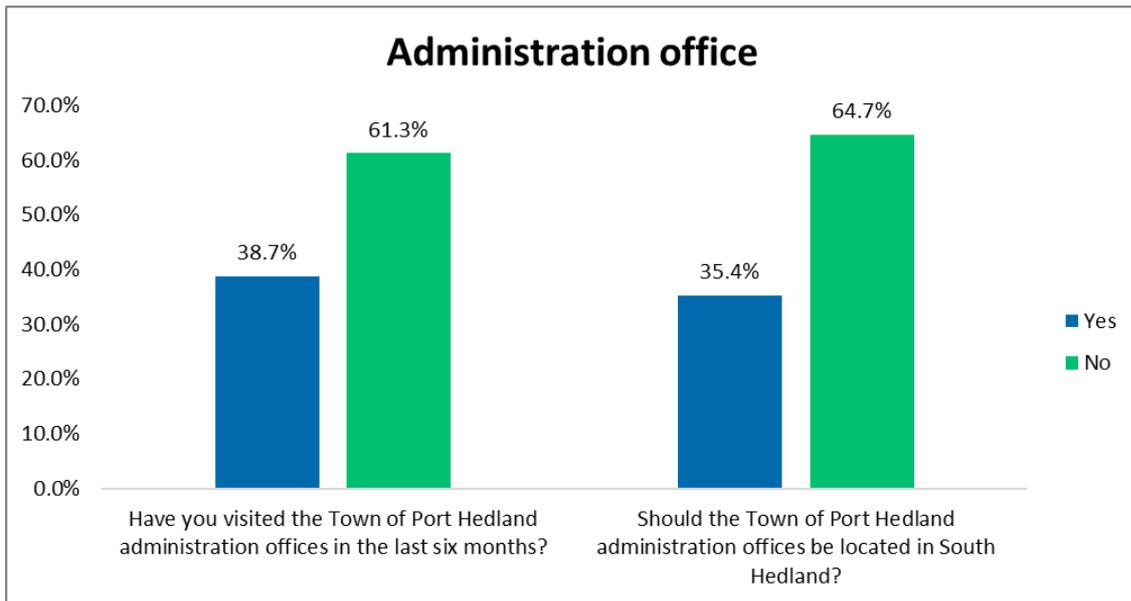


FIGURE 16: WHAT COMMUNITY MEMBERS THINK ABOUT THE PARKS AND GARDENS

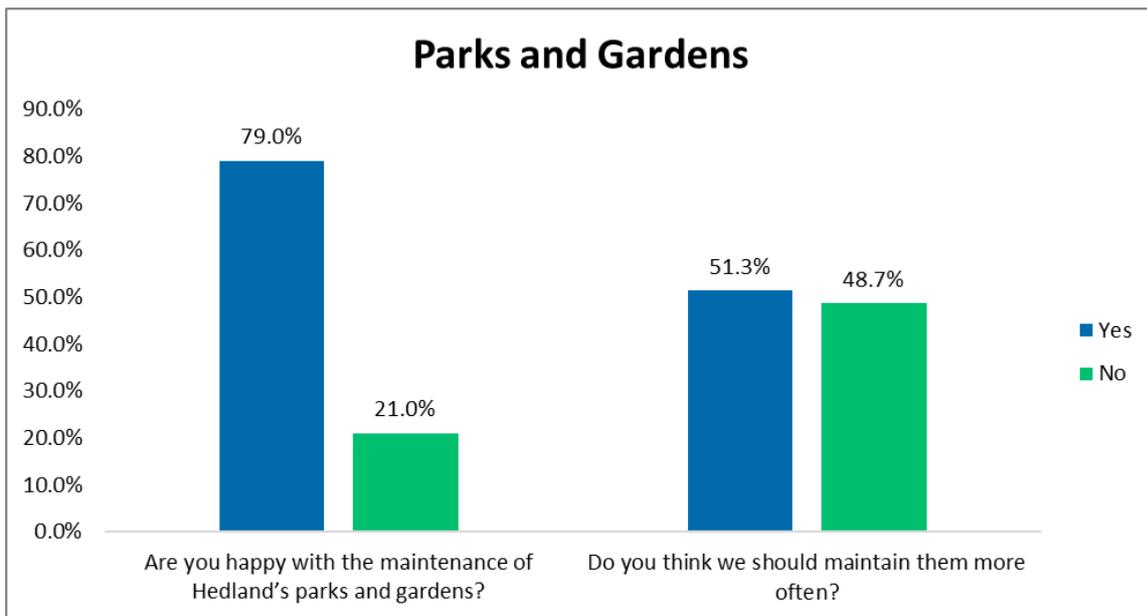


FIGURE 17: WHAT COMMUNITY MEMBERS THINK ABOUT THE PLAYGROUNDS

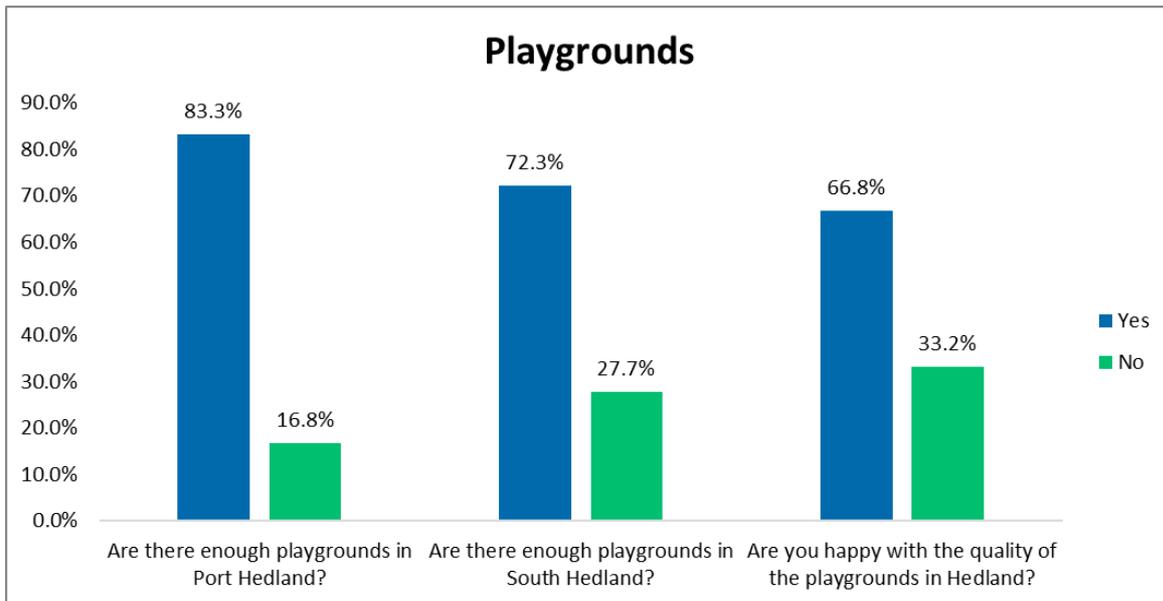
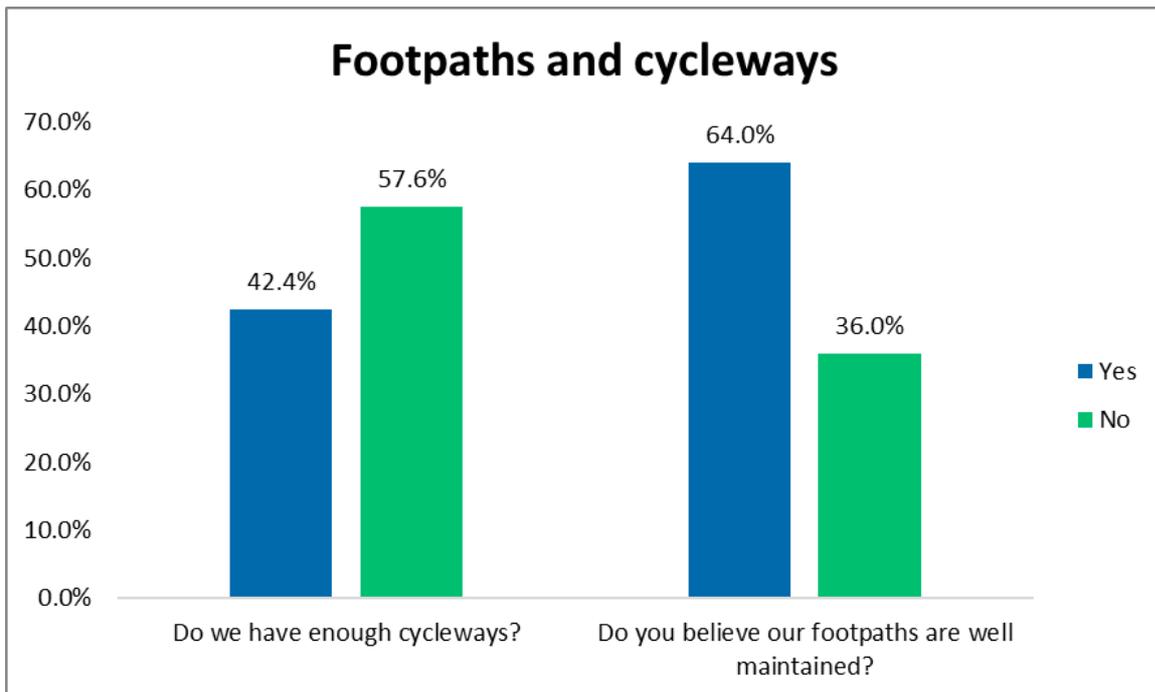


FIGURE 18: WHAT COMMUNITY MEMBERS THINK ABOUT FOOTPATHS AND CYCLEWAYS



12.2.2 Token Priority Games

The token priority games focused on gaining feedback from the community on two topics:

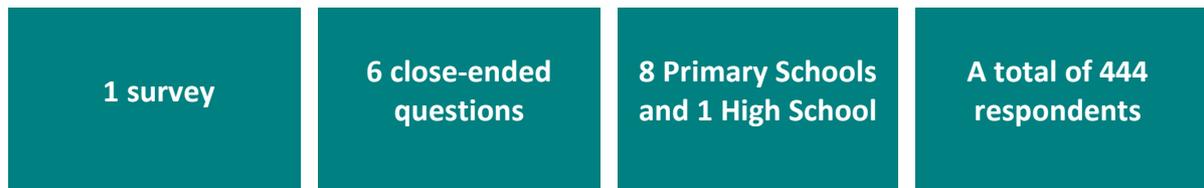
- 1) Top five favourite facilities
- 2) Most important focus area

The following table summarises the results from the token priority games in descending order, the number in brackets indicates the number of times it was identified as a favourite facility / important focus area:

TABLE 1: RESULTS FROM THE TOKEN PRIORITY GAMES

FAVOURITE FACILITIES		MOST IMPORTANT FOCUS AREA	
1)	Matt Dann Theatre & Cinema (497)	1)	Community safety (307)
2)	Gratwick Aquatic Centre (489)	2)	Education and training (242)
3)	JD Hardie Youth Zone (486)	3)	Facilities and services (178)
4)	Wanangkura Stadium (456)	4)	Youth (179)
5)	South Hedland Aquatic Centre (449)	5)	Employment (143)
6)	South Hedland Library (328)	6)	Lifestyle (109)
7)	Courthouse Gallery (247)	7)	Waste management (68)
8)	Marquee Park (238)	8)	Arts and culture (46)
9)	Port Hedland Library (205)	9)	Inclusion and diversity (43)
10)	Visitors Centre (179)	10)	Roads (25)
		11)	Governance (16)

13. YOUTH COMMUNITY SURVEY



13.1 Overview

13.1.1 Role of the survey

The aim of the Youth Community Survey was to gain feedback from a broad range of young people on:

- Identifying their favourite places in Hedland
- Identifying their favourite Town of Port Hedland events
- Understanding whether young people use the sports grounds and community facilities in Port Hedland or South Hedland or both

13.1.2 Methodology

The Town of Port Hedland's Community Engagement Team worked with the Principals of eight primary schools and one high school in Hedland to develop the Youth Community Survey. All Principals encouraged their students (from Year Five onwards) to complete the Youth Community Survey.

The following schools and Principals were engaged, the number in brackets indicates the number of students at each school.

- Port Hedland Primary School – Yvonne Denham
- School of the Air - Michael Jennings
- South Hedland Primary School – Daryl Mansfield
- Cassia Primary School – Narelle Ward
- Cassia Education Support Centre – Deepmala Pillay
- St. Cecilia's Catholic Primary School – Perter Alle
- Baler Primary School – Karen Burges
- Hedland High School – Kelly Summers
- Yandeyarra Aboriginal Community School – Graham Boyd

Note: At Yandeyarra the Town did not provide the Youth Community Survey. Instead, the Community Engagement Team facilitated an interactive activity with young people from Yandeyarra that was more suited to their needs.

13.2 Summary of findings

Overall there was a relatively good mix of respondents in relation to age, cultural background and language other than English spoken at home.

Key findings included the following:

- The proportion of Aboriginal and Torres Strait Islander respondents was 26.4 percent, which is reflective of the proportion of the Aboriginal and Torres Strait Islander population in the Town of Port Hedland (16.7 percent).
- Respondents identified Pretty Pool as their favourite place in Hedland (55.2 percent). This was followed by South Hedland Square (49.8 percent), Gratwick Aquatic Centre (47.5 percent) and then the Matt Dann Theatre and Cinema (44.8 percent).
- Respondents nominated the Spinifex Spree as their favourite Town of Port Hedland event (79.5 percent). The next most popular event by respondents was the Colour Dash (39.6 percent).
- Other favourite events included Australia Day (36.8 percent), markets (West End, Cooke Point, South Hedland) (31.5 percent), the North West Festival (29.8 percent) and outdoor movies (24.3 percent).
- Interestingly, Youth Week events ranked very low with only 7.6 percent of respondents noting this as their favourite event in Hedland.
- Over half (52 percent) of young people use sports grounds and community facilities in both Port and South Hedland.
- 33 percent of respondents only use sports grounds and community facilities in South Hedland, while 14.2 percent use sports grounds and community facilities in Port Hedland.

The following summarises the results from the Youth Community Survey.

FIGURE 19: AGE OF RESPONDENTS

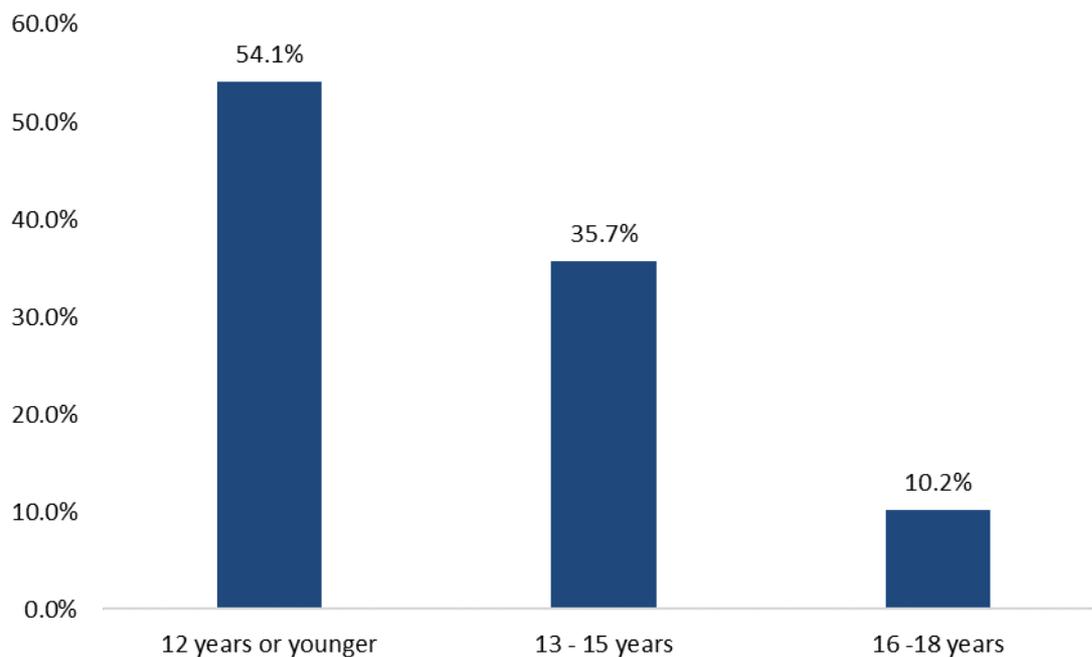


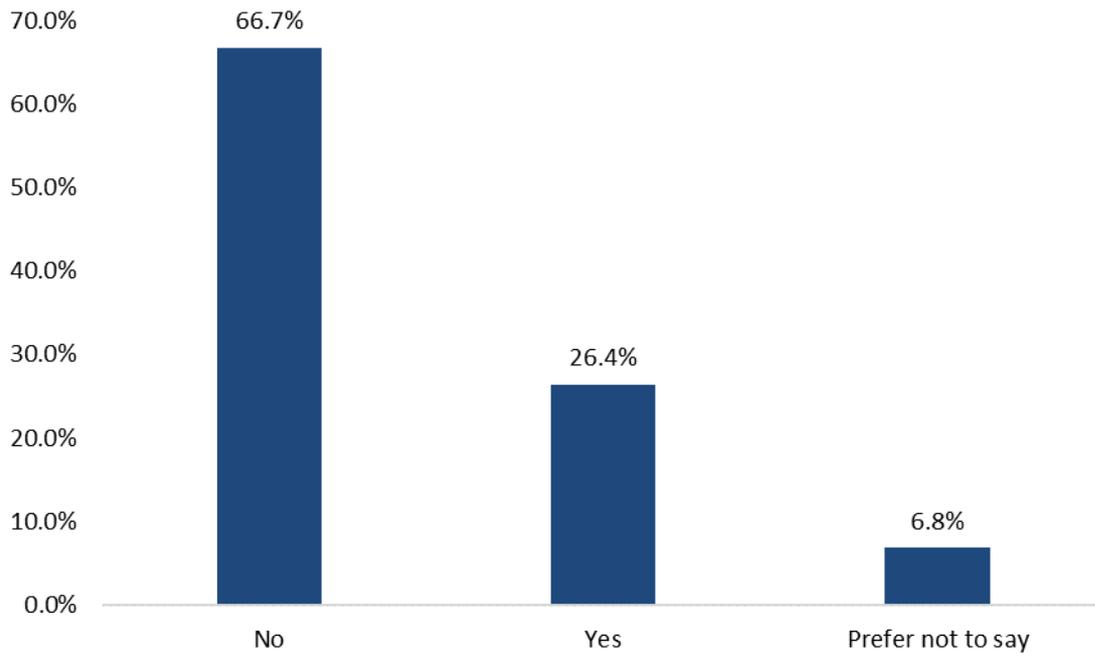
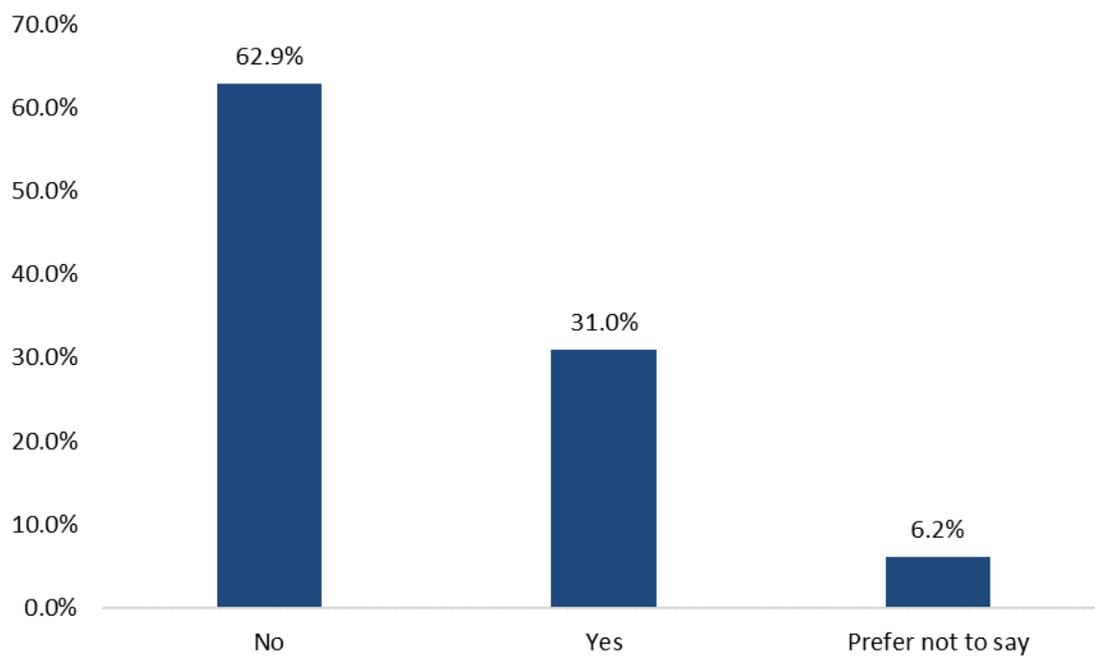
FIGURE 20: PROPORTION OF RESPONDENTS WHO IDENTIFY AS AN ABORIGINAL AND TORRES STRAIT ISLANDER**FIGURE 21: PROPORTION OF RESPONDENTS WHO SPEAK A LANGUAGE OTHER THAN ENGLISH OR AN ABORIGINAL OR TORRES STRAIT ISLANDER LANGUAGE AT HOME**

FIGURE 22: RESPONDENTS' FAVOURITE PLACES IN HEDLAND

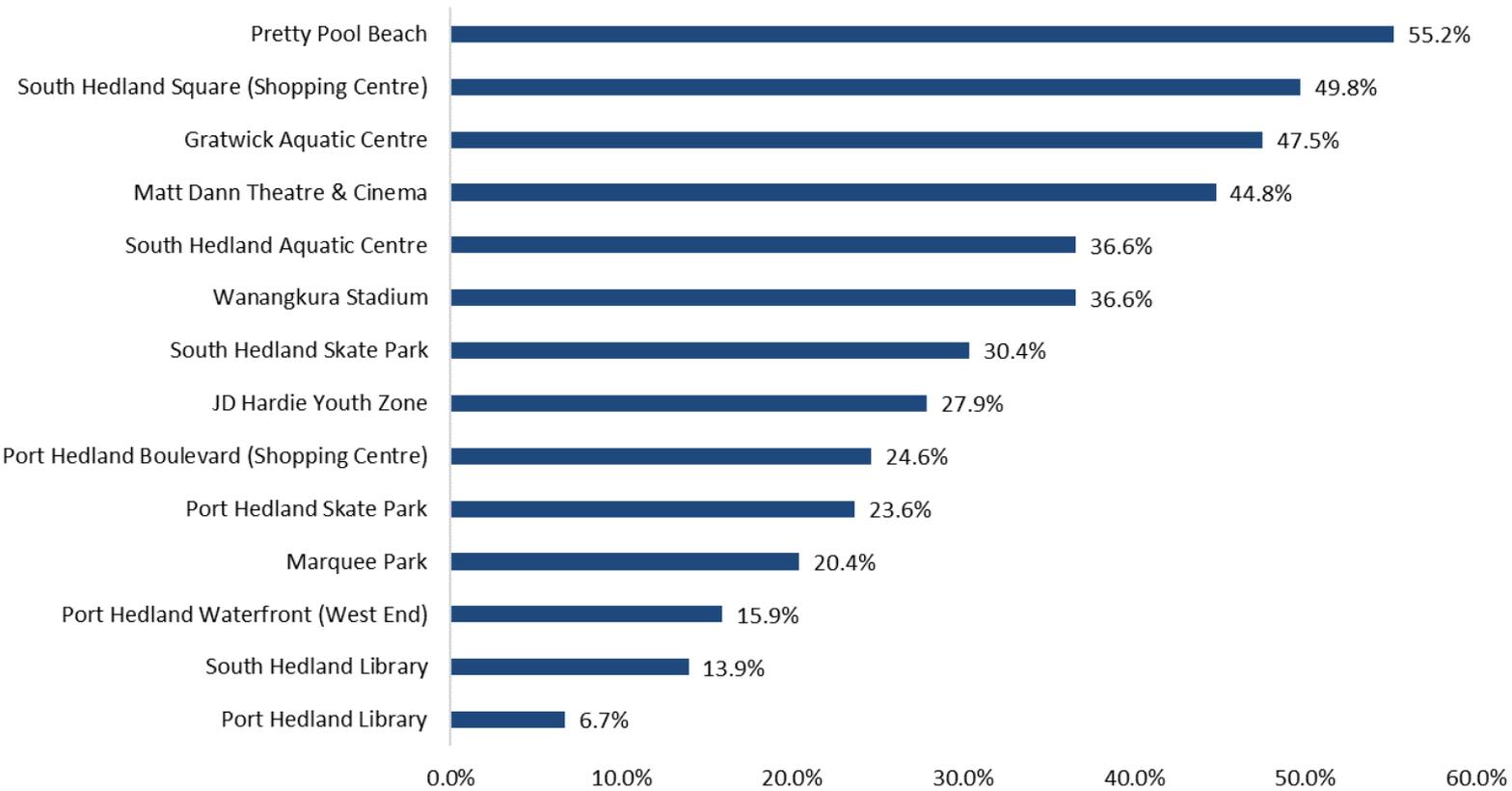
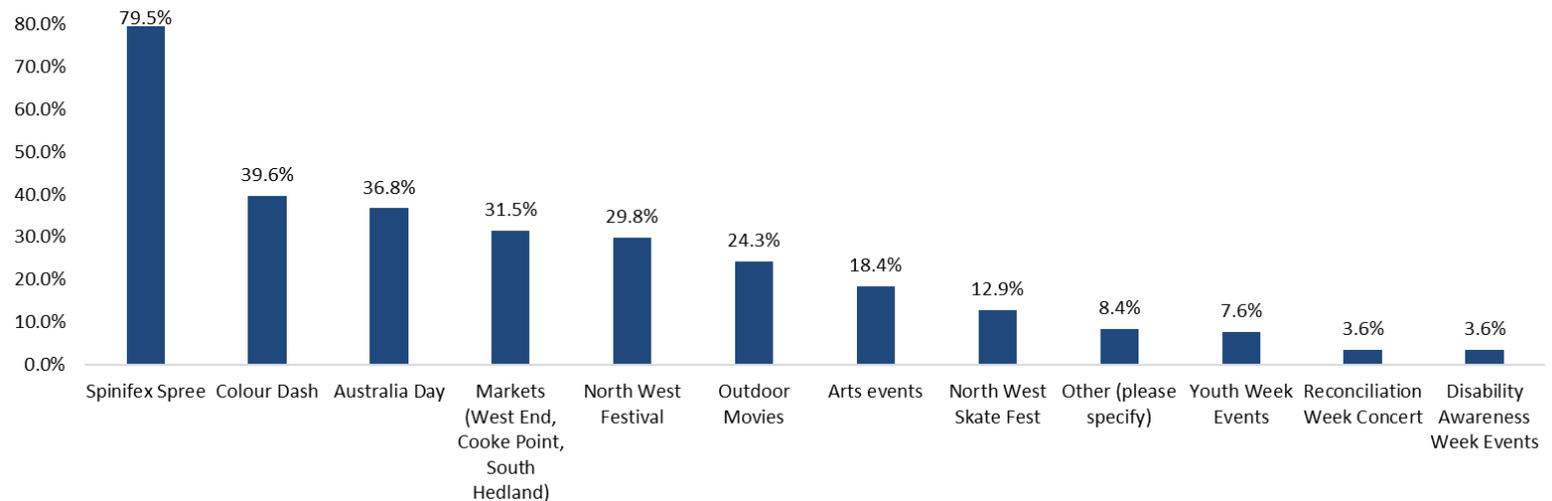


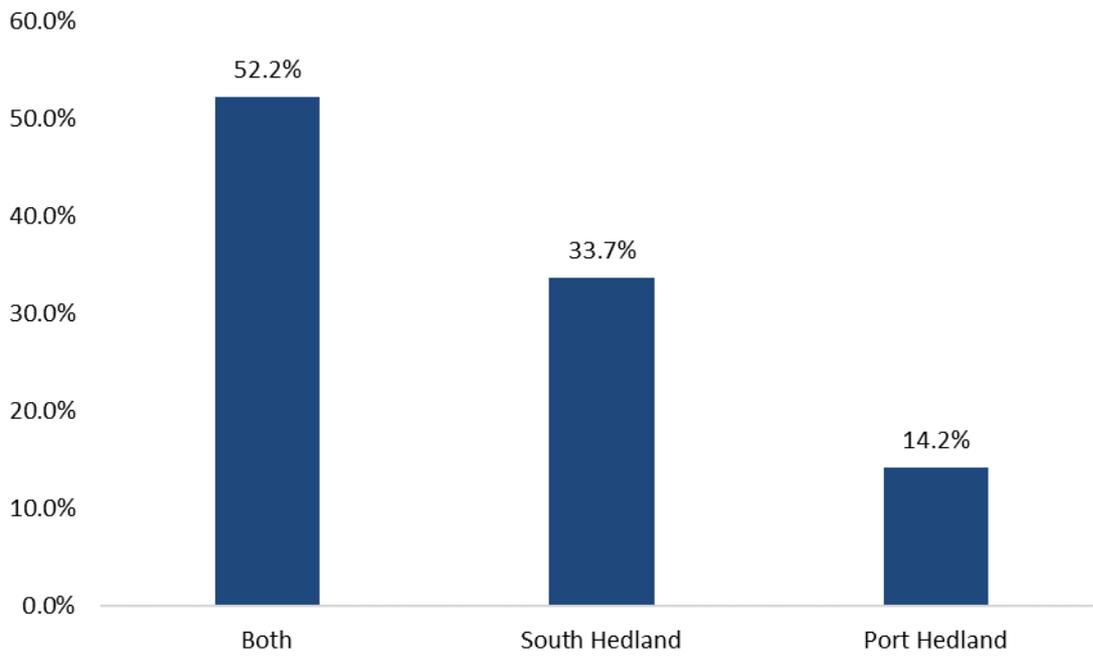
FIGURE 23: THE TOWN OF PORT HEDLAND EVENTS MOST LIKED BY RESPONDENTS



Where “other” was identified, the top six events other than those listed in the list above included:

- Fishing and fishing comps
- YIC events
- Justice Crew
- Water events
- BHP Christmas Party

FIGURE 24: PROPORTION OF WHO USE THE SPORTS GROUNDS AND COMMUNITY FACILITIES IN PORT HEDLAND, SOUTH HEDLAND AND BOTH



14. APPENDIX A – SURVEY DETAILED FINDINGS

14.1.1 Section 1: About You

Respondents were asked to provide some demographic information about themselves.

The following summarises the results.

FIGURE 1: AGE OF RESPONDENTS

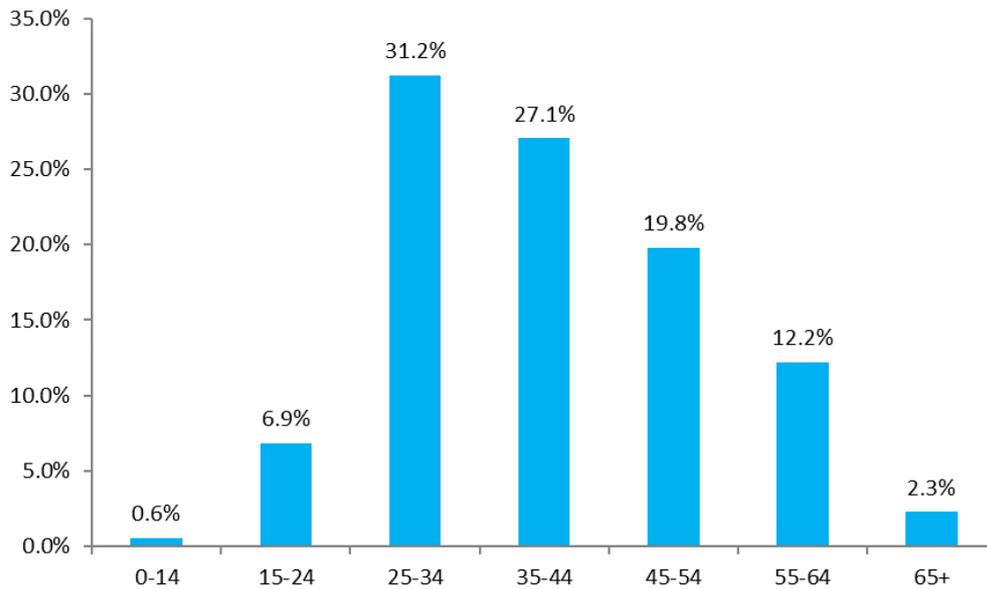


FIGURE 2: GENDER OF RESPONDENTS

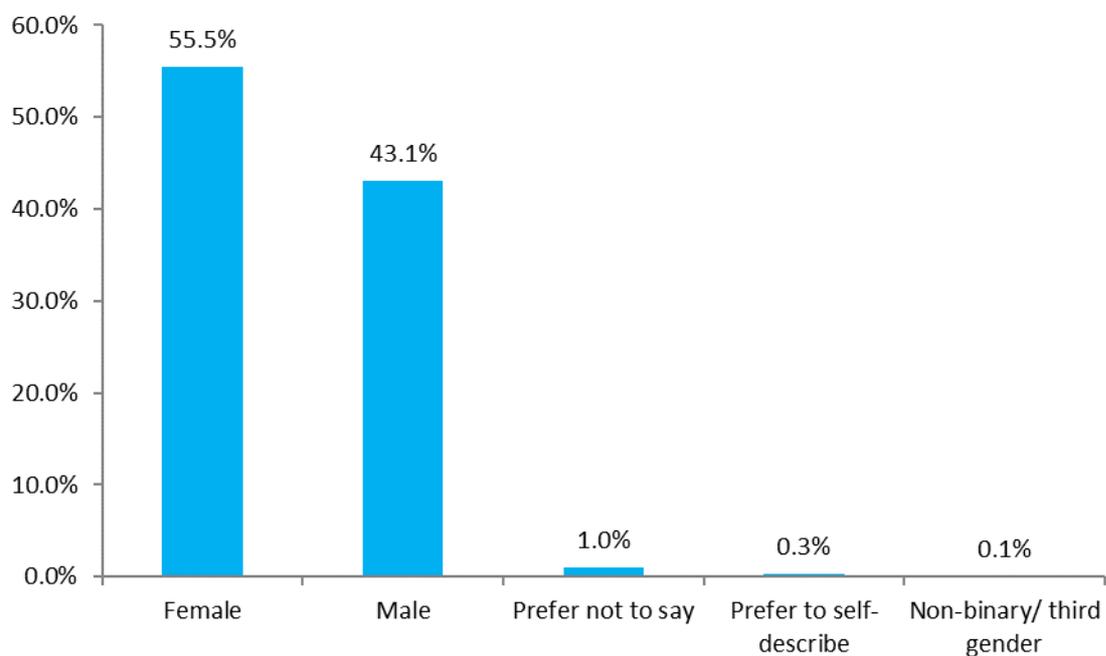
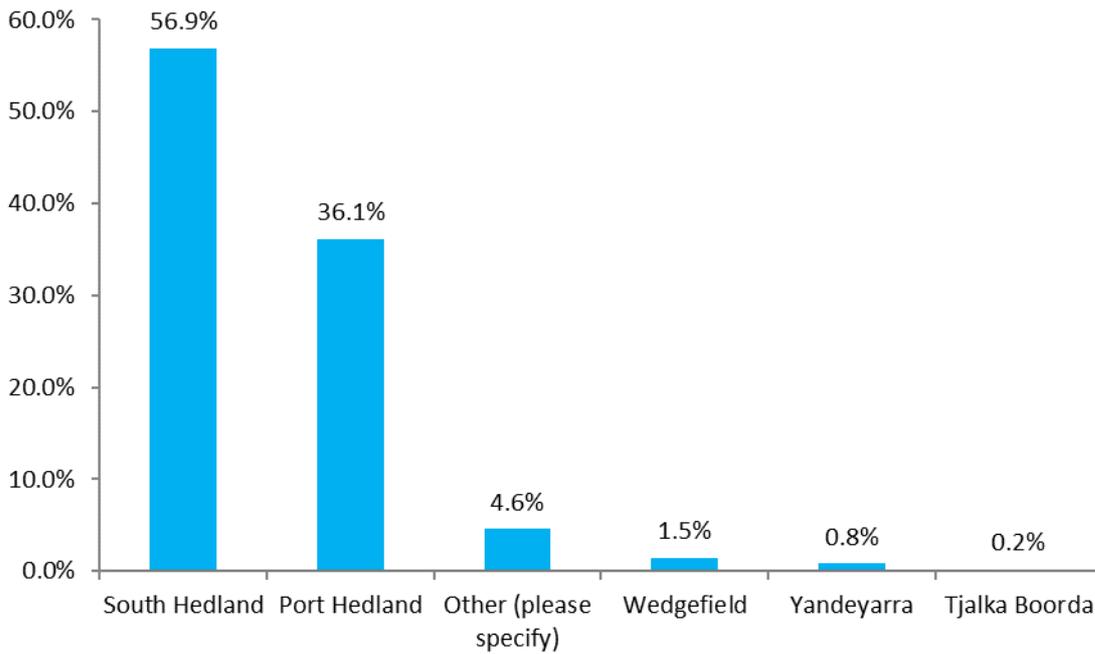


FIGURE 3: WHERE RESPONDENTS LIVE IN THE TOWN OF PORT HEDLAND



Where “other” was identified, the top four locations in descending order were:

- Port Haven
- Fly-in Fly-out
- Boodarie
- Bosna

FIGURE 4: PROPORTION OF RESPONDENTS WHO WERE RATEPAYERS AND THOSE WHO WERE NON-RATEPAYERS

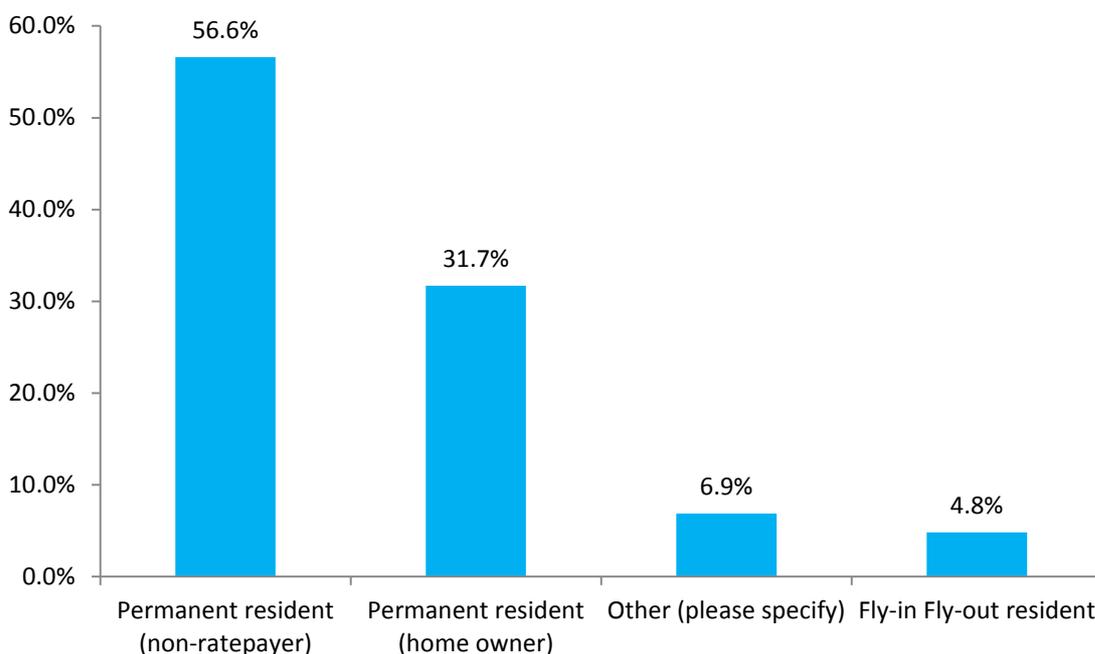


FIGURE 5: LENGTH OF TIME A RESPONDENT HAS LIVED IN THE TOWN OF PORT HEDLAND

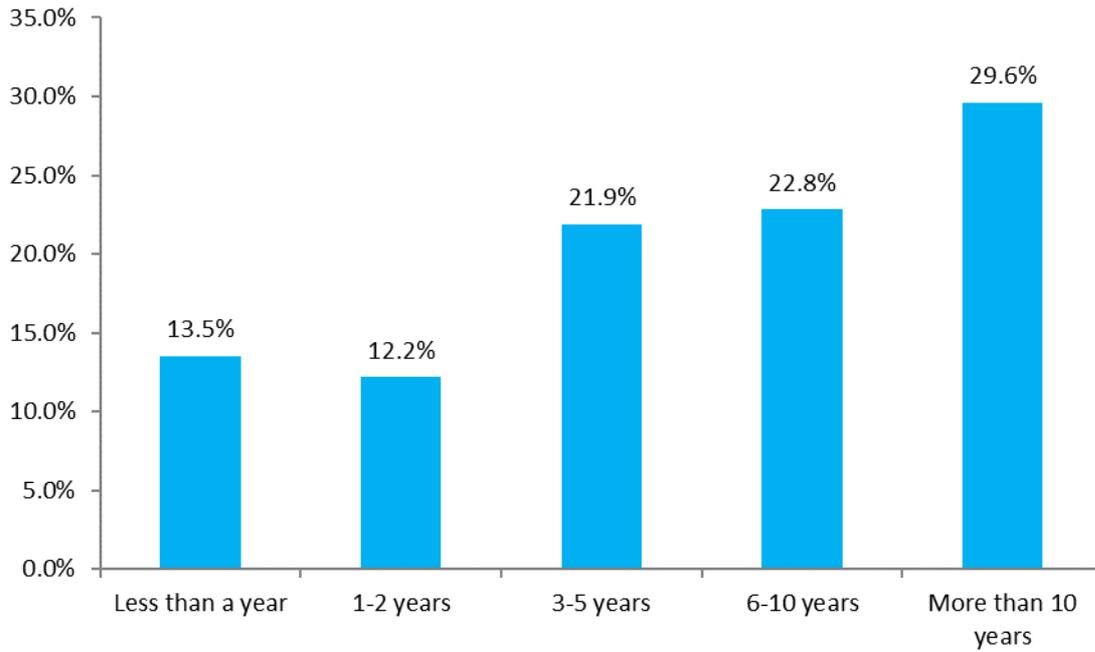


FIGURE 6: PROPORTION OF RESPONDENTS WHO IDENTIFY AS AN ABORIGINAL AND TORRES STRAIT ISLANDER

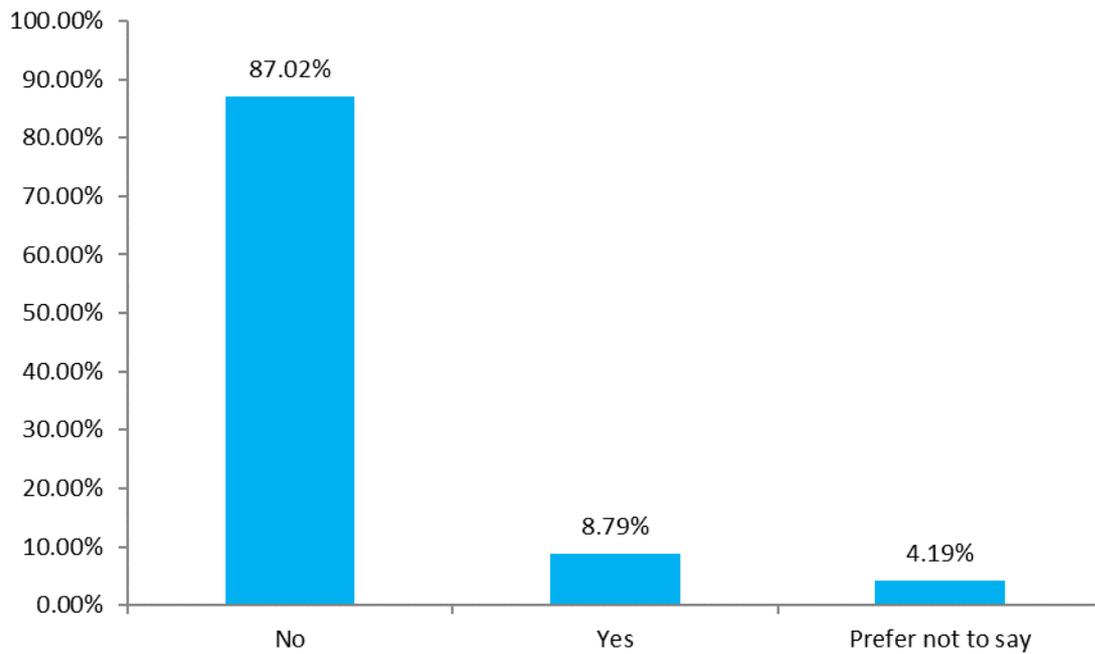
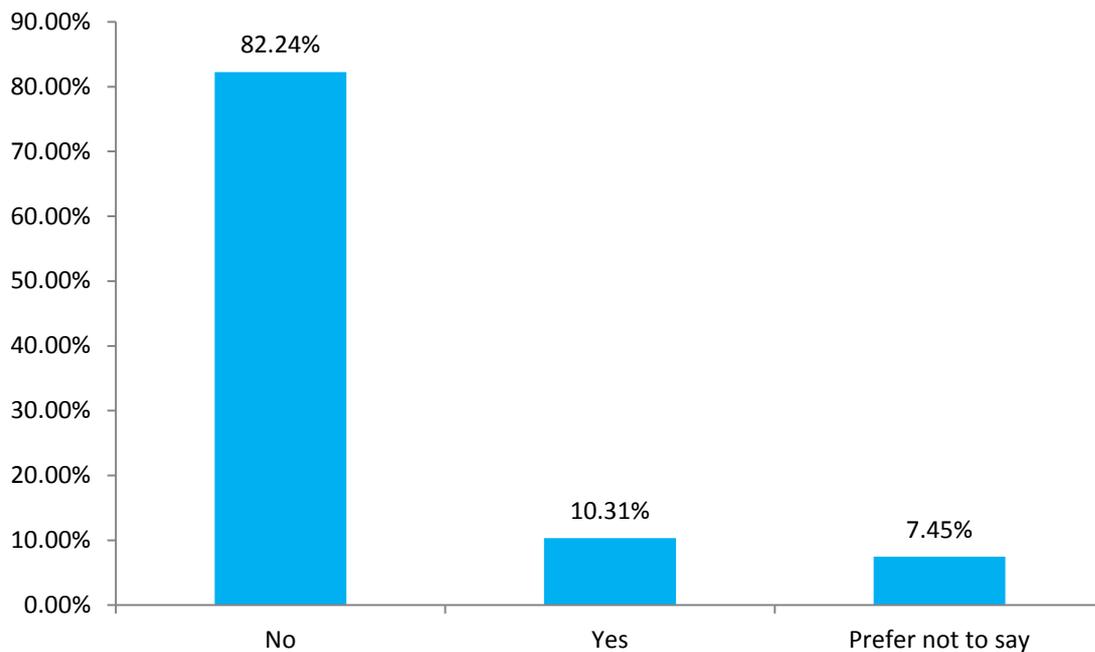


FIGURE 7: PROPORTION OF RESPONDENTS WHO IDENTIFY AS BEING PART OF THE CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITY



14.1.2 Section 2: Your Community

Respondents were asked to describe what they believe is special about Hedland. The most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Vibrant community and great people / family (390)
- Great climate / beautiful and unique location ("gateway" to the desert/rest of Pilbara) / easy lifestyle (240)
- Natural environment / coast (80)
- Outdoor recreation - e.g. local parks, fishing, camping (50)
- Employment opportunities / can earn good money (40)
- Cultural diversity / heritage (40)
- Mining / industry / the port (30)
- Retail / shops (10)

Respondents were asked to describe what they perceived needed to be improved in Hedland. The most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of ten:

- Community safety - i.e. address antisocial behaviour, drugs and alcohol, homelessness, crime, more police, more lighting etc. (310)
- More retail / hospitality / entertainment options (90)
- Improve general appearance and cleanliness of public open spaces and amenities / level of greenery (85)
- Better maintained and more facilities (80)
- More community events and activities, especially for children and youth (40)
- Invest in education / improve or new high school (40)

- Address cost of living pressures - e.g. lower airfares, cost of accommodation etc. (30)
- Better management of dust issues (20)
- Improve foreshore / coastal access and amenities (20)
- Quality Town leadership (15)
- Improve community cohesion (15)
- Better / more services (15)
- Improved boating facilities (15)
- More indoor activities (10)
- Reopen South Hedland Aquatic Centre / maintain quality aquatic facilities (10)
- Greater investment in health (10)
- Improve shade over outdoors amenities (10)
- Support small businesses (10)
- Improve road conditions and ongoing maintenance (10)
- Encourage residential workforce (i.e. reduce FIFO) (10)
- A marina (10)

14.1.3 Section 3: Feedback on the Town of Port Hedland’s Strategic Community Plan

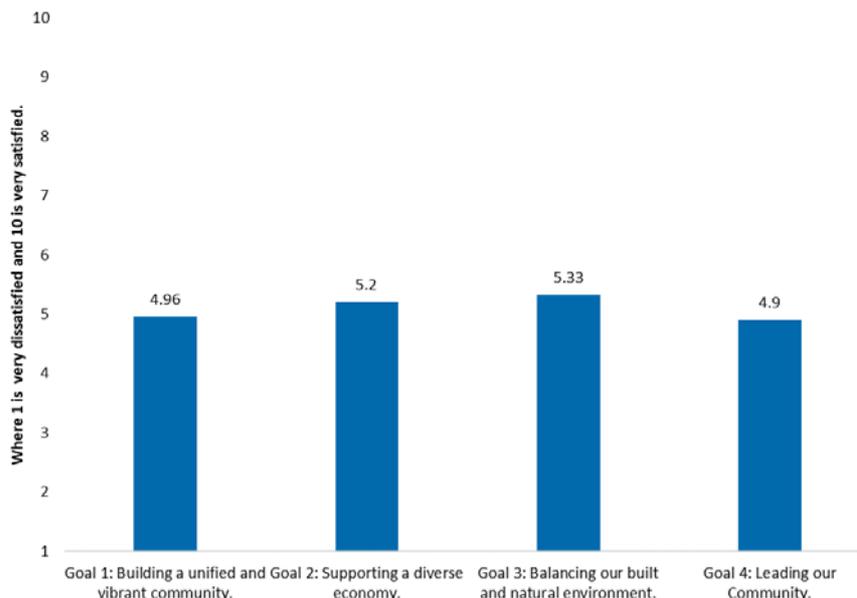
Respondents were asked to rate on the Town of Port Hedland’s performance in delivering the Strategic Community Plan 2014-2024 goals:

- Goal 1: Building a unified and vibrant community
- Goal 2: Supporting a diverse economy
- Goal 3: Balancing our built and natural environment
- Goal 4: Leading our community

Respondents used a rating scale of 1 (being very dissatisfied) to 10 (being very satisfied) – where ratings of 1-3 were dissatisfied; 4-5 were neither satisfied nor dissatisfied; and ratings of 7-10 were satisfied.

As the graph below indicates, respondents gave the Town of Port Hedland’s performance in delivering the four goals an average rating overall.

FIGURE 8: RESPONDENTS’ LEVEL OF SATISFACTION IN THE TOWN’S PERFORMANCE IN DELIVERING THE STRATEGIC COMMUNITY PLAN 2014-2024 GOALS



The following graphs provide more detail on the Town of Port Hedland’s performance in delivering these goals.

FIGURE 9: RESPONDENTS’ LEVEL OF SATISFACTION IN THE TOWN’S ACHIEVEMENT OF BUILDING A UNIFIED AND VIBRANT COMMUNITY

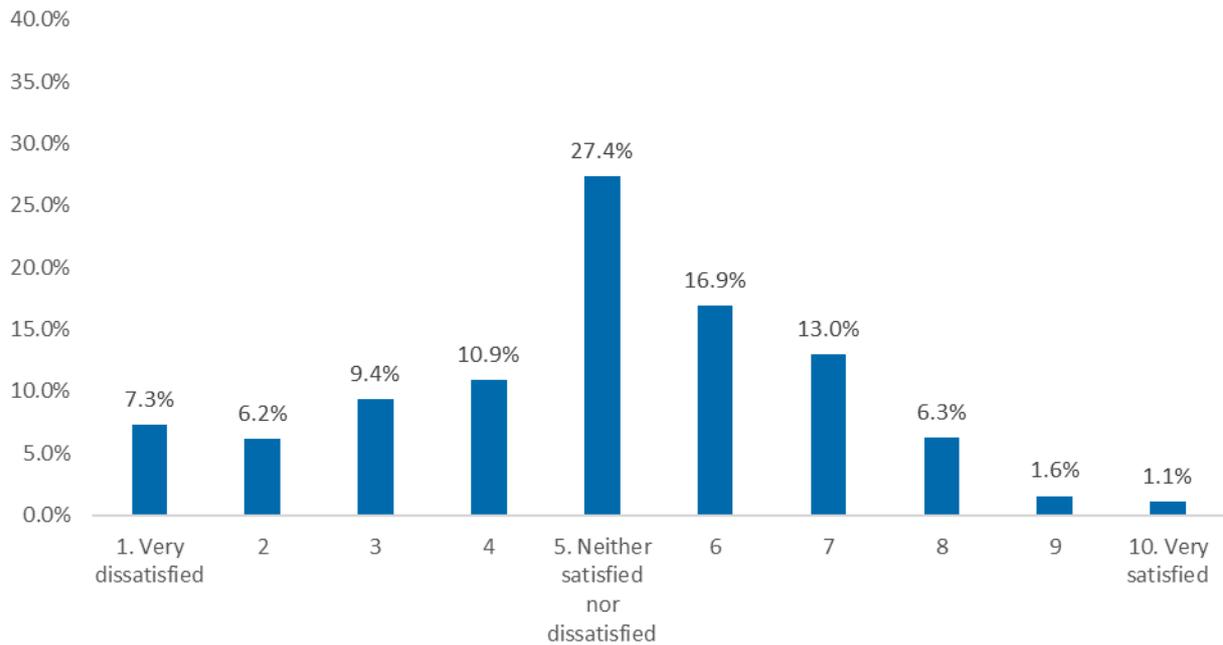
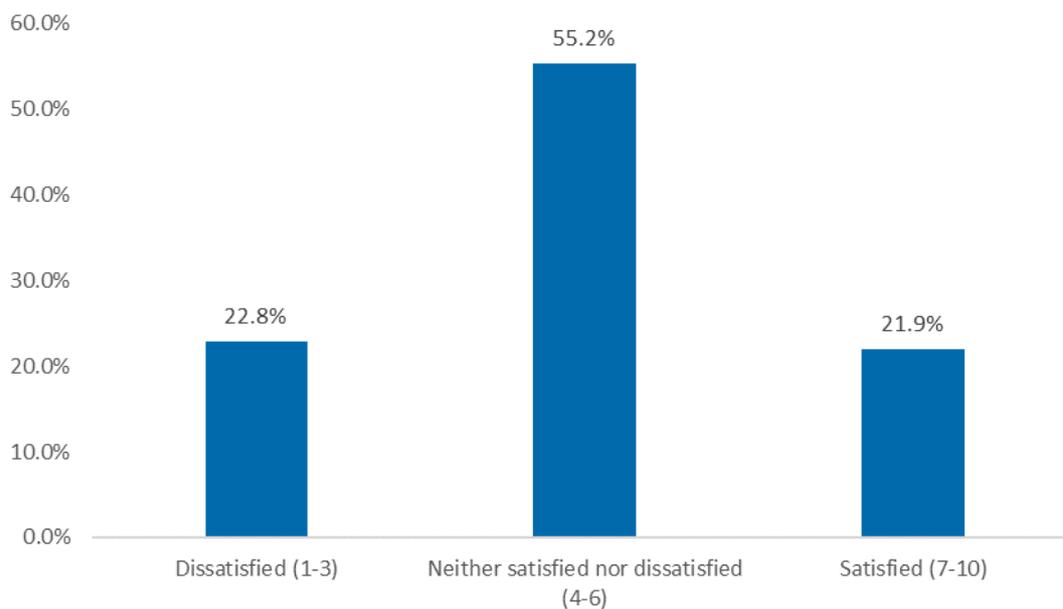


FIGURE 10: COMBINED SUMMARY OF RESPONDENTS’ LEVEL OF SATISFACTION IN THE TOWN’S ACHIEVEMENT OF BUILDING A UNIFIED AND VIBRANT COMMUNITY (DISSATISFIED; NEITHER SATISFIED NOR DISSATISFIED; OR SATISFIED)



Of those respondents who provided a comment for why they gave this rating, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

Dissatisfied (1-3)

- Safety concerns, drug and alcohol abuse and anti-social behaviour (40)
- Split between Port and South (divided opinions on which had greater focus) (20)
- Racial discrimination and inequality (20)
- Nothing has changed (15)
- Socioeconomic inequality (10)
- FIFO employment rather than local employment (10)
- "Us against them" mentality between Town and community (10)
- Little for families to do (5)
- Needs modernising to be "vibrant" (5)
- Need to support the local high school rather than complaining (5)
- No communal unity (5)
- No opportunities for young people (5)
- Perception of welfare "handouts" (5)
- South Hedland Aquatic Centre needs refurbishment (5)

Neither satisfied nor dissatisfied (4-6)

- Improving but still a long way to go (25)
- Not sure (20)
- Safety concerns, drug and alcohol abuse and anti-social behaviour (20)
- Racial discrimination and inequality (15)
- No evidence of unity or vibrancy (10)
- Facilities need to be maintained if vibrancy is to be achieved (10)
- Socioeconomic inequality (5)
- Split between Port and South (divided opinions on which had greater focus) (5)
- Not enough community initiatives (5)
- Need to get kids out to events and facilities (5)
- Spending in excess and not on necessities (5)
- Community should be more involved in Town's events (5)
- Negative media attention (5)
- Perception that members of the Council/Town exacerbate inequality (5)

Satisfied (7-10)

- Improving/trying, but there is always more that can be done / always room for improvement (lots of positive steps have been made and the Town is moving in the right direction) (50)
- Community events, programs and initiatives (40)
- Friendly, supportive, vibrant, strong and inclusive community (30)
- Great community groups and sporting clubs (10)
- Facilities and infrastructure - ongoing investment and maintenance (10)
- Quality of the Town and it's leadership (10)
- Additional infrastructure is required, beautify areas, address crime and anti-social behaviour (10)
- Communication - i.e. Everything Hedland Facebook page is great (5)
- Concerns over ongoing financial requirements and maintenance of facilities (5)
- Lack of appropriate planning (5)
- Revamped South Hedland (5)

FIGURE 11: RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S ACHIEVEMENT OF SUPPORTING A DIVERSIFIED ECONOMY

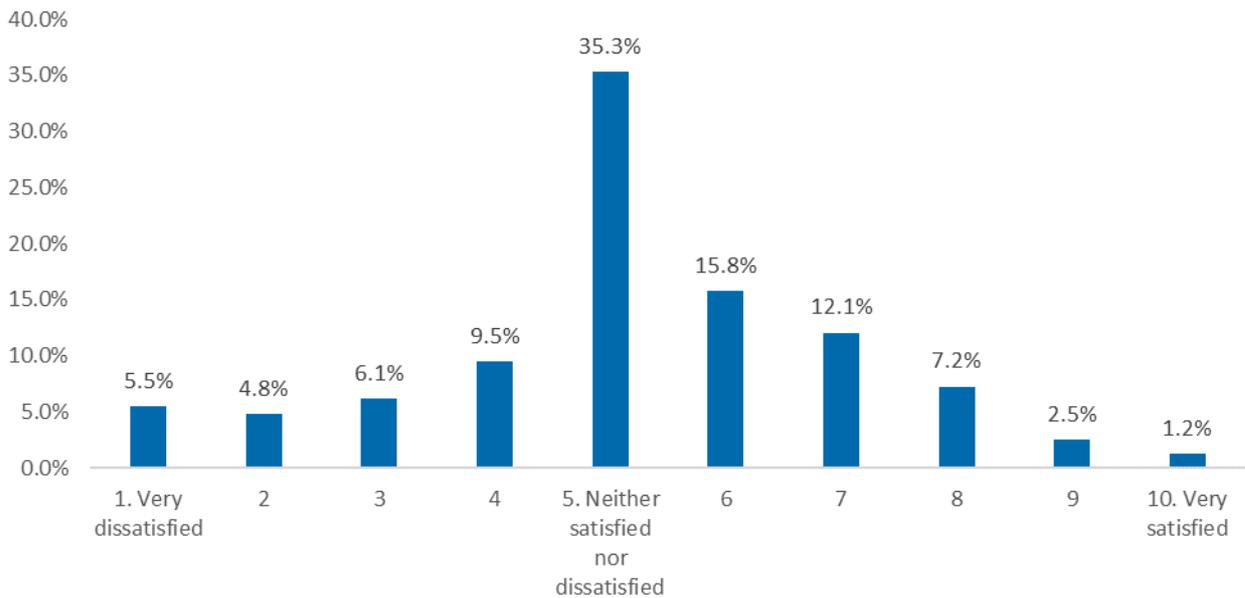
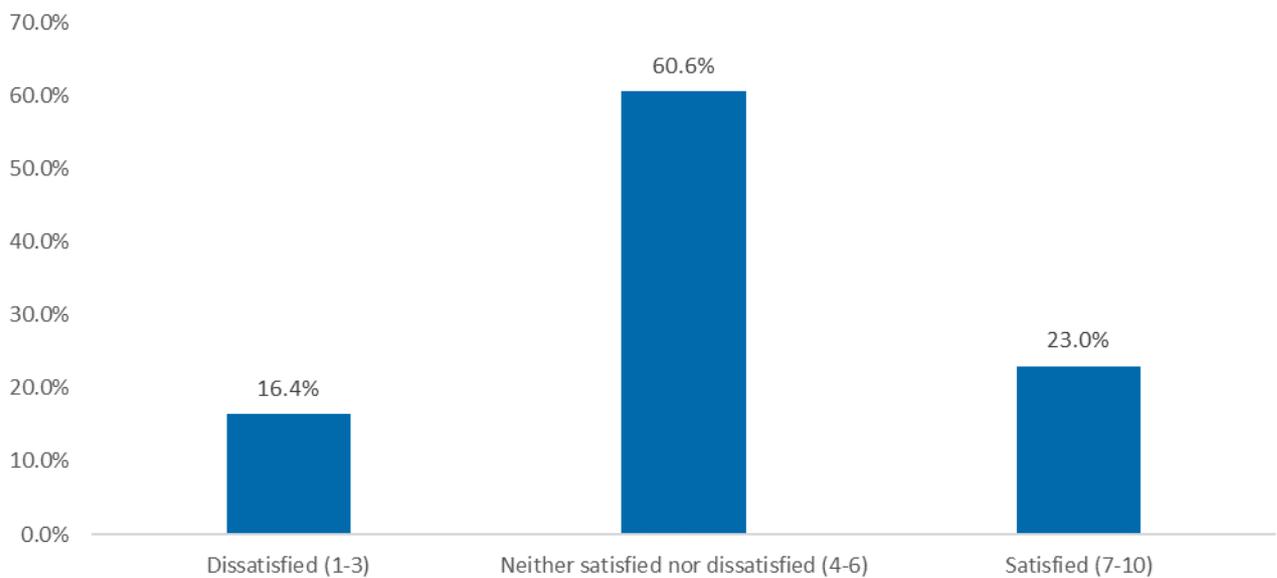


FIGURE 12: COMBINED SUMMARY OF RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S ACHIEVEMENT OF SUPPORTING A DIVERSIFIED ECONOMY (DISSATISFIED; NEITHER SATISFIED NOR DISSATISFIED; OR SATISFIED)



Of those respondents who provided a comment for why they gave this rating, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

Dissatisfied (1-3)

- Economy is solely based on mining - not diverse at all (35)
- Low variety of fishing, tourism, retail etc. (10)
- Only a few major players in the town (5)
- Too much FIFO work (5)

- In-town services are too expensive (5)
- Perception of Aboriginal residents being paid "handouts" by mining companies (5)

Neither satisfied nor dissatisfied (4-6)

- Don't know / unsure (30)
- Mining is still the major industry (20)
- Not diverse / don't see any evidence of diversity (15)
- Not diverse enough yet but going in a good direction (10)
- No support for small business (e.g. rates and rents are limiting) (10)
- Too much FIFO work (10)
- Divided community and economy (5)
- Everything is expensive (5)
- Tourism industry could be greatly improved (5)

Satisfied (7-10)

- Welcoming and diverse community (15)
- Increase in goods, services and activities available (10)
- Town offering free and low-cost events and services (5)
- Economic diversity is done well (incl. entertainment, retail, teaching, mining etc.) (5)
- Mining needs to be maintained whilst other opportunities are explored (5)

FIGURE 13: RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S ACHIEVEMENT OF BALANCING OUR NATURAL AND BUILT ENVIRONMENT

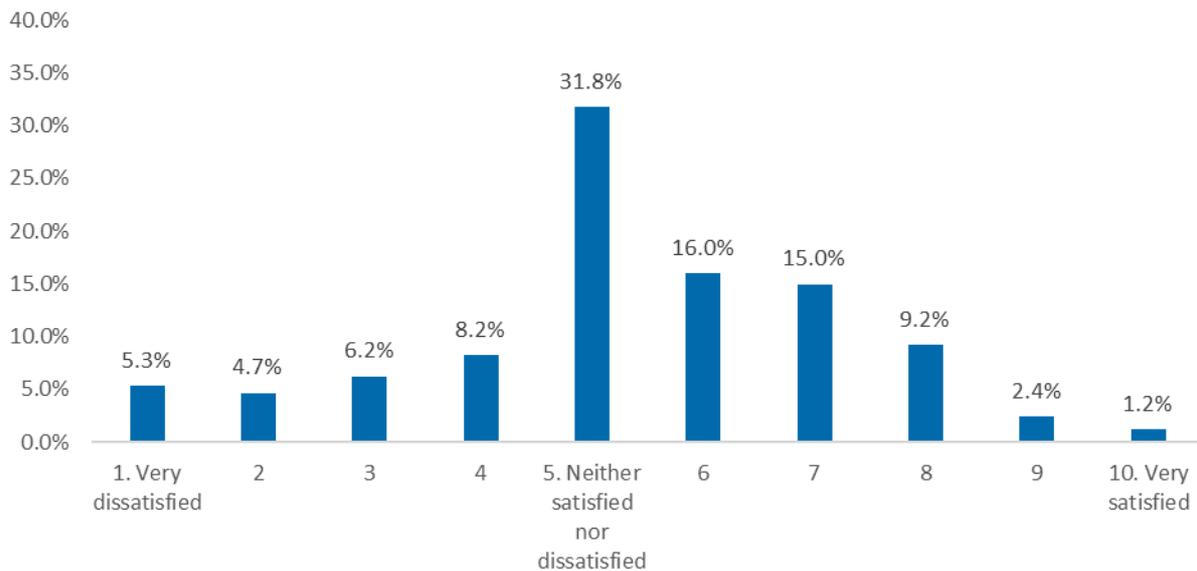
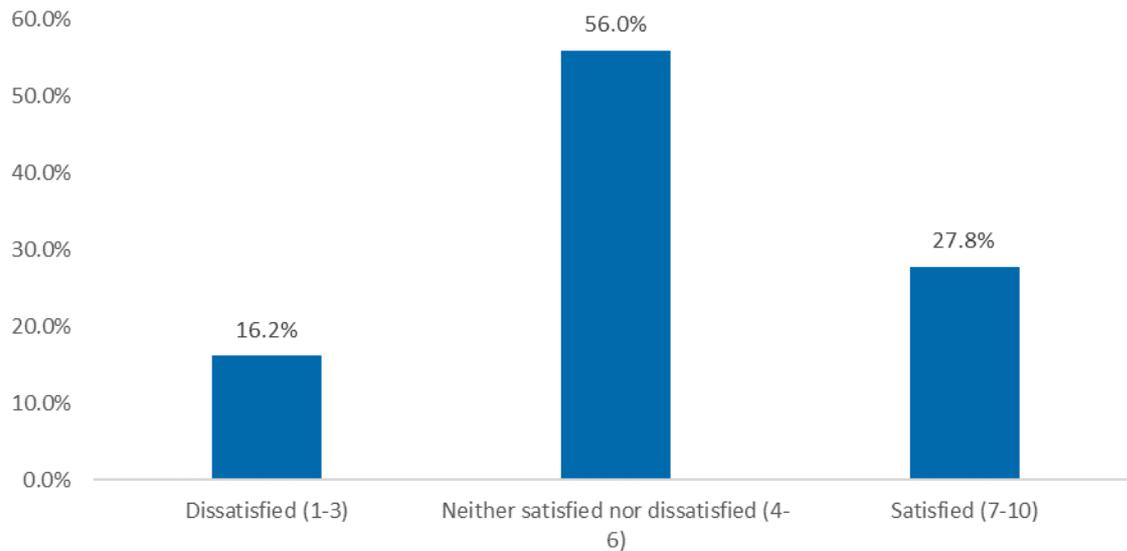


FIGURE 14: COMBINED SUMMARY OF RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S ACHIEVEMENT OF BALANCING OUR NATURAL AND BUILT ENVIRONMENT (DISSATISFIED; NEITHER SATISFIED NOR DISSATISFIED; OR SATISFIED)



Of those respondents who provided a comment for why they gave this rating, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

Dissatisfied (1-3)

- Dust (20)
- Rubbish (20)
- Limited recreational facilities and infrastructure - including closure of South Hedland pool (10)
- Mining projects and FIFO destroying natural environment (10)
- Insufficient grassed areas, not maintained - including parks (10)
- Positive initiatives protecting, turtles - but no other evidence of protecting natural environment (5)
- Over-development during the Boom - including building apartments - destroyed natural environment (5)
- Roads, footpaths and poor landscaping (5)
- No progress - i.e. no visual improvements (5)

Neither satisfied nor dissatisfied (4-6)

- More to be done to protect / promote the natural environment and enhance its beauty (15)
- Rubbish (15)
- Dust (15)
- Maintenance and quantity of parks and gardens - including a desire for more greenery (10)
- Care for Hedland working hard in this area - including turtle protection programs plus great other environmental associations (10)
- No progress - i.e. no visual improvements/no changes (10)
- Natural environment destroyed by Industry (10)
- Potential to do more along the waterfront - infrastructure and management, sports and recreation (5)

- Have seen improvements to South Hedland Shopping Centre (5)
- South Hedland Square is disgusting, dirty and ugly - need a central town centre that is appealing (5)
- Recycling (5)
- Tourism (5)
- Apartments and new development - designs do not fit in the community and the developments are not practical (5)
- Not a focus area for Town/unsure what is the Town's responsibility vs. others (5)

Satisfied (7-10)

- Improving and doing well (15)
- Parks and outdoor spaces around Town - well maintained/look good (15)
- Good balance between built and natural environment (10)
- Achievements with turtle protection (10)
- More can be done (10)
- Dust (10)
- Care for Hedland (5)
- Redevelopment of South Hedland Square (5)
- Events and initiatives - i.e. Tidy town and clean-up days (5)
- Lights during turtle nesting time (5)

FIGURE 15: RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S ACHIEVEMENT OF CIVIC LEADERSHIP

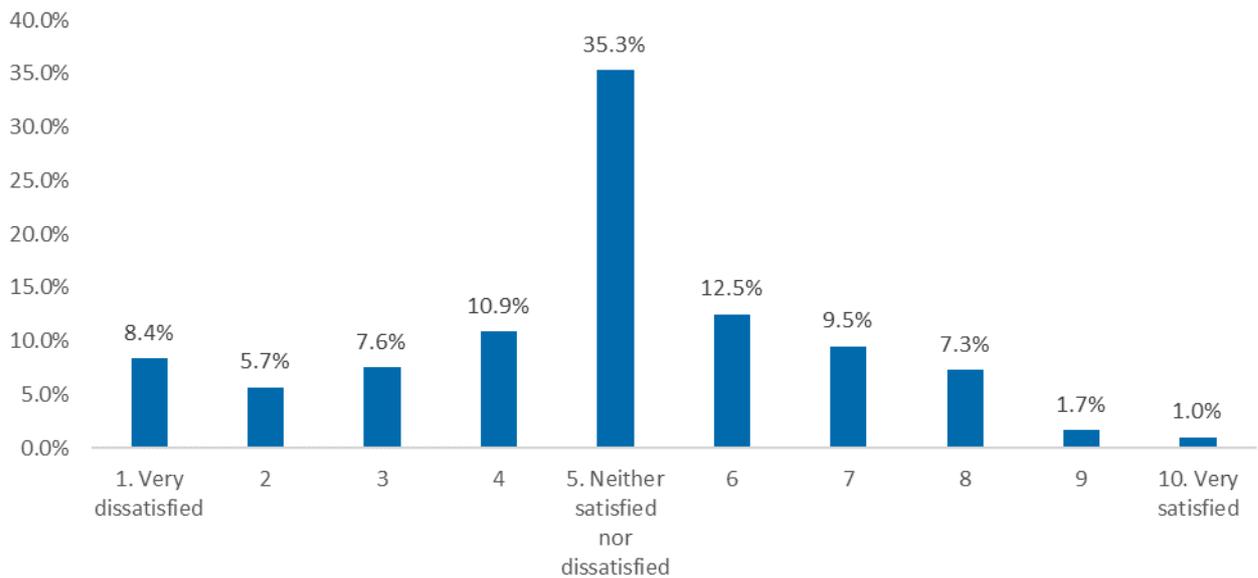
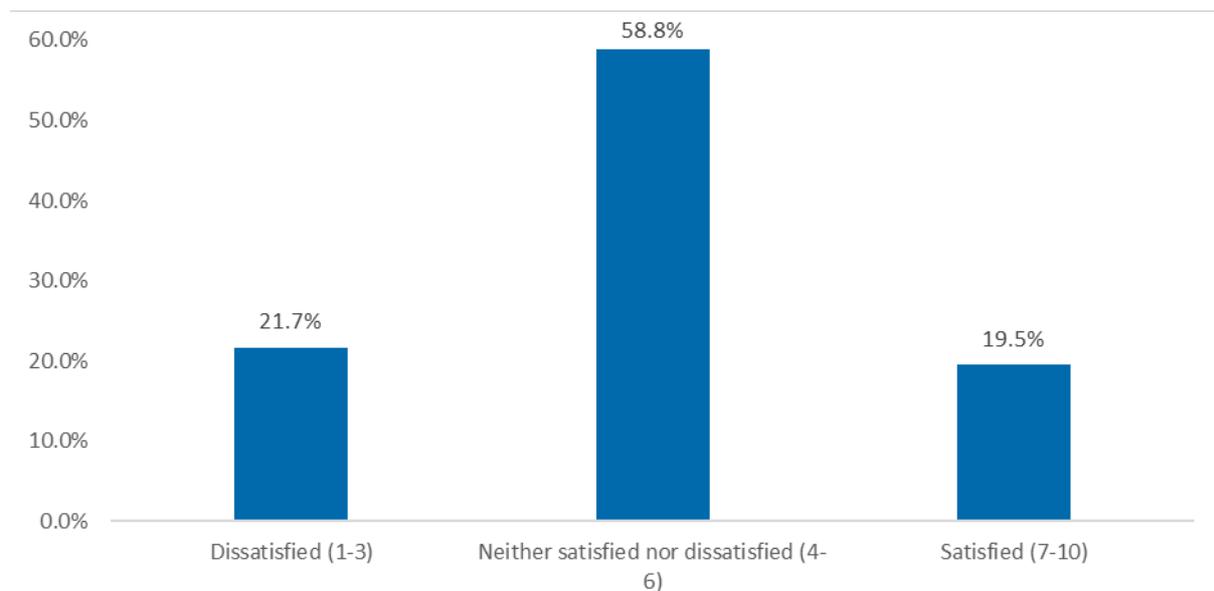


FIGURE 16: COMBINED SUMMARY OF RESPONDENTS' LEVEL OF SATISFACTION IN THE TOWN'S ACHIEVEMENT OF BALANCING OUR CIVIC LEADERSHIP (DISSATISFIED; NEITHER SATISFIED NOR DISSATISFIED; OR SATISFIED)



Of those respondents who provided a comment for why they gave this rating, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

Dissatisfied (1-3)

- Lack of Leadership in Council - i.e. dysfunctional, no trust in the elected members, internal conflicts and fighting, councillors pushing own agendas (94)
- Lack of effective and integrated planning - i.e. not achieving KPI's from previous Strategic Plans, spending rate-payers' money on a new plan (15)
- Crime and anti-social behaviour - i.e. drugs and alcohol (10)
- Lack of facilities and concerns for the future of facilities (10)
- The Town criticising rather than offering support - i.e. reporting on alcohol and drug abuse in South Hedland and issues with Hedland Senior High School (10)
- High rates (5)

Neither satisfied nor dissatisfied (4-6)

- Lack of Leadership in Council - i.e. dysfunctional, disconnection between the community and the Elected Members, internal conflicts and fighting - there is a need to unify. (Note: many comments noted slight improvements, but still a long way to go) (78)
- Need greater community engagement and to listen to the community (10)
- Community safety: crime and anti-social behaviour - including alcohol and drug abuse (10)
- Facilities and sporting grounds -i.e. always room for improvement but have seen the investment made to South Hedland pool (10)
- Diverse Community - not represented by Council (5)
- Appears the Town does not support Hedland Senior High School - this needs to be a focus (5)

Satisfied (7-10)

- Quality Town leadership - i.e. clear and direct agenda, great leadership team - including Mayor and elected members, improvements (60)
- High quality and increased community engagement (25)
- Community events, forums, programs and initiatives (10)

14.1.4 Section 4: Planning for the future

Respondents were asked to pick their top three from a list provided regarding what the Town of Port Hedland should focus on to:

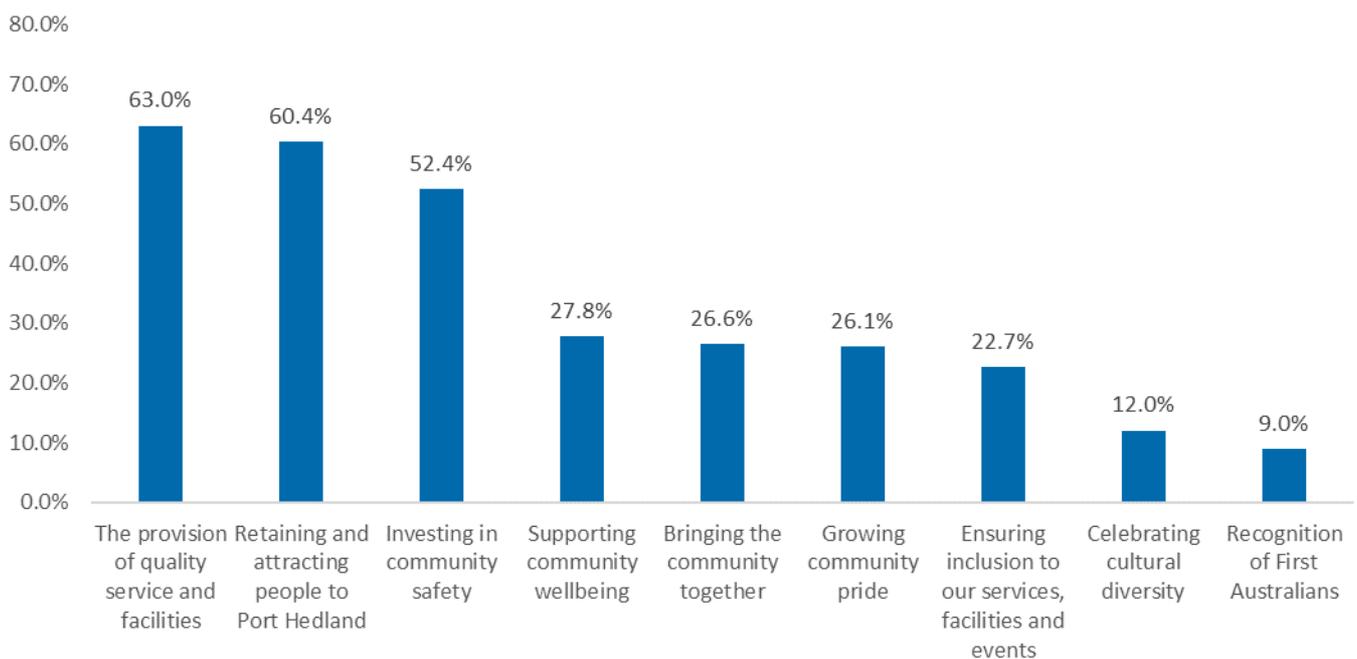
- Make our community better
- Improve the economy
- Improve the built and natural environment
- Improve how the Town of Port Hedland leads the community

Each time after selecting their top three from the list, respondents were also asked to provide any other ideas they would like to add (Note: not all respondents provided ideas/comments).

Respondents were also asked to provide comments on what the Town of Port Hedland should be doing more of or less of/stop (Note: not all respondents provided ideas/comments).

The following summarises the data results.

FIGURE 17: WHAT THE TOWN SHOULD BE FOCUSING ON TO MAKE OUR COMMUNITY BETTER

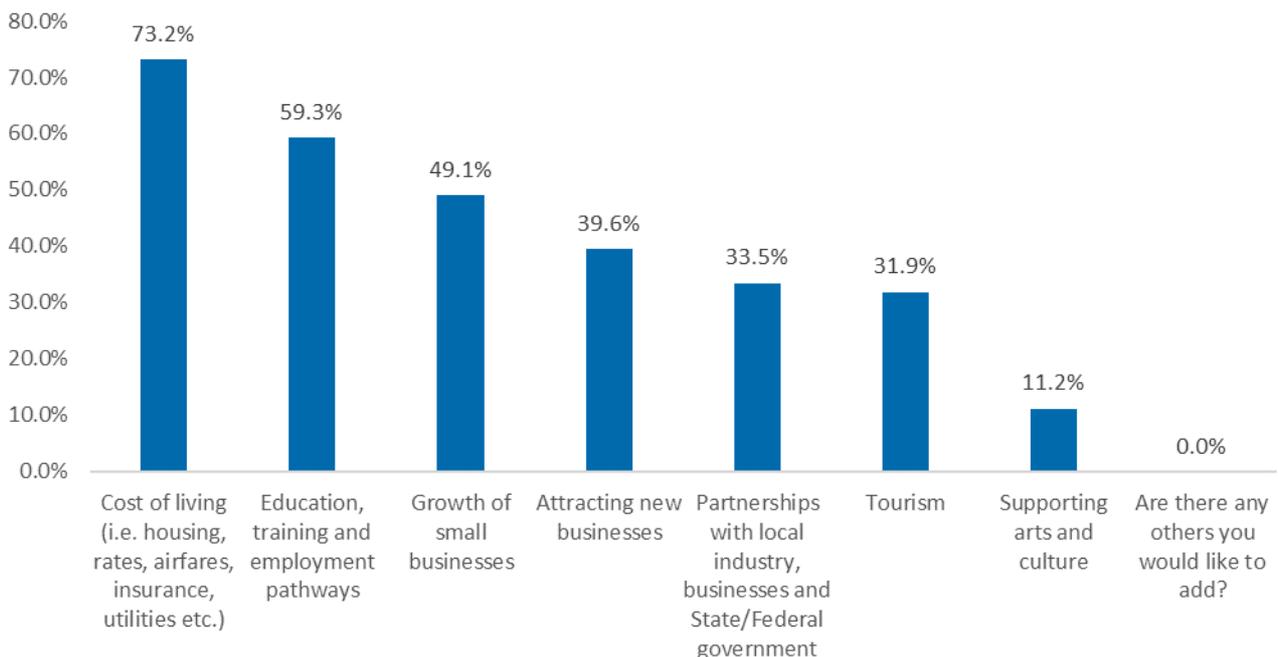


Of those respondents who provided additional ideas/comments for how to make our community better, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Improve community safety - i.e. address antisocial behaviour, drugs and alcohol, homelessness, crime, more police, more lighting etc (70)
- Invest in education / improve or new high school (25)

- Ensure quality civic leadership (25)
- Improve waste management service, including recycling (25)
- Improve general appearance and cleanliness of public open spaces and amenities / level of greenery (20)
- Encourage residential workforce (i.e. reduce FIFO and more local jobs) (15)
- Address cost of living pressures - e.g. lower airfares, cost of accommodation etc. (10)
- Support local tourism - e.g. fishing charter (10)
- Better maintained / more facilities (10)
- Build community pride / celebrate community successes (10)
- Support small business (10)
- Invest in health, including mental health (10)
- Invest in community wellbeing (5)
- A marina (5)
- More events (5)
- More youth activities/programs and opportunities (5)
- More integration with FIFO (5)
- Better support arts, culture and music (5)
- Promote equality (5)
- Manage dust issues better (5)
- Reopen South Hedland Aquatic Centre / maintain quality aquatic facilities (5)
- More retail / hospitality / entertainment options (5)

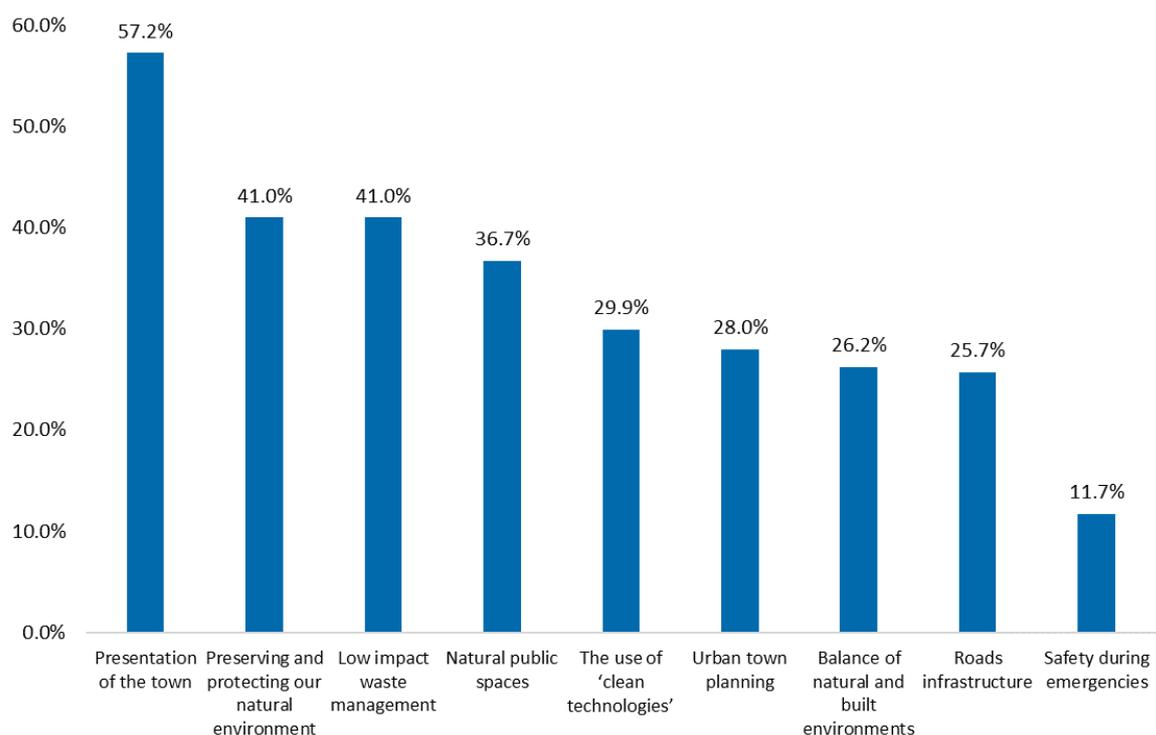
FIGURE 18: WHAT THE TOWN SHOULD BE FOCUSING ON TO IMPROVE THE ECONOMY



Of those respondents who provided additional ideas/comments for how to improve the economy, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Address cost of living pressures - e.g. lower airfares, property market downturn, cost of accommodation etc. (30)
- Support/grow local tourism (15)
- Encourage residential workforce (i.e. reduce FIFO and more local jobs) (10)
- Ensure quality civic leadership (10)
- Support small business (10)
- Invest in education (10)
- Diversify local economy, including attracting other big business (e.g. Bunnings) (10)
- Community safety - i.e. address antisocial behaviour, drugs and alcohol, homelessness, crime, more police, more lighting etc. (10)
- More retail / hospitality / entertainment options (10)
- Invest in training to employment pathways for local jobs (10)
- Improve general appearance and cleanliness of public open spaces and amenities / level of greenery (5)
- Better maintained / more facilities (5)
- A marina (5)
- Reopen South Hedland Aquatic Centre / maintain quality aquatic facilities (5)
- Identify renewable energy solutions (5)

FIGURE 19: WHAT THE TOWN SHOULD BE FOCUSING ON TO IMPROVE THE BUILT AND NATURAL ENVIRONMENT



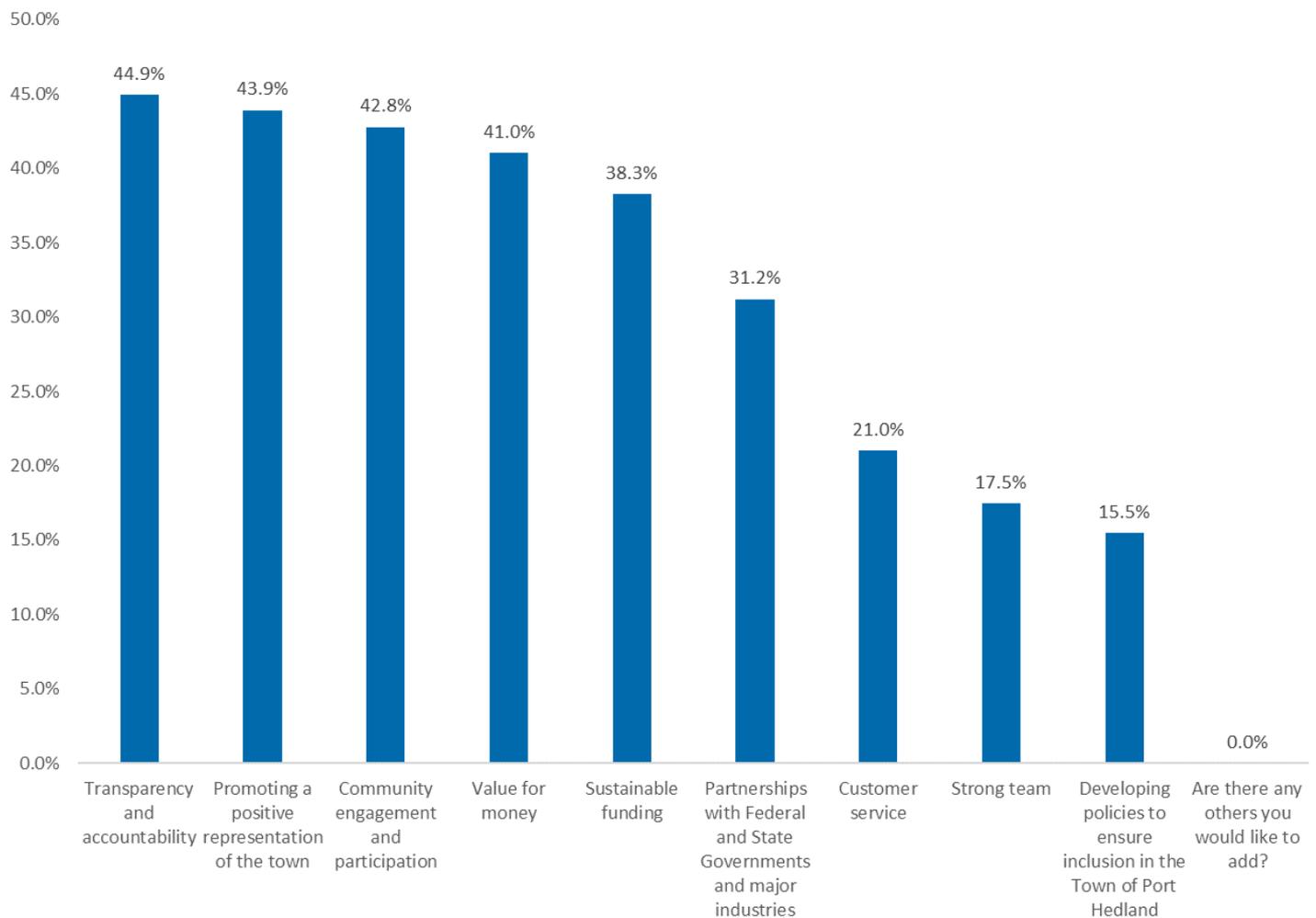
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Of those respondents who provided additional ideas/comments for how to improve the built and natural environment, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Improve waste management service, including recycling (55)

- Improve general appearance and cleanliness of public open spaces and amenities / level of greenery (25)
- Improve foreshore coastal access and amenities (10)
- Provide more natural public spaces (10)
- Increase use of native species / more trees (5)
- Reduce anti-social behaviour (10)
- Manage dust issues better (5)
- Improve street lighting (5)
- A marina (5)
- Dog parks (5)
- Better support local sports and recreation (5)

FIGURE 20: WHAT THE TOWN SHOULD BE FOCUSING ON TO ENSURE QUALITY CIVIC LEADERSHIP



Of those respondents who provided additional ideas/comments for how the Town can ensure it provides quality civic leadership, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Improve community safety - i.e. address antisocial behaviour, drugs and alcohol, homelessness (15)
- Ensure everyone is working together within the Council (10)

- Ensure the Town maintain overall transparency and accountability (10)
- Retain quality staff and nurture positive work culture at the Town (5)
- Improve general appearance and cleanliness of public open spaces and amenities / level of greenery (5)
- Encourage residential workforce (i.e. reduce FIFO and more local jobs) (5)
- Foster pride in the Town (5)
- Engage, listen and respond to the community (5)
- Improve foreshore / coastal access and amenities (5)
- Leadership training (5)
- Efficiently maintain facilities (5)
- Reduce rates (5)
- Strengthen/maintain relationships between Town and community/organisations (5)
- Minimise self-interest (5)
- Effective and sustainable spending (5)
- Address cost of living pressures - e.g. lower airfares etc. (5)
- Support local tourism (5)
- A marina (5)
- Recycling (5)

Of those respondents who provided additional ideas/comments for what the Town should be doing more of, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Increase the number of community events (55)
- Improve community safety - i.e. address antisocial behaviour, drugs and alcohol (40)
- Improve general appearance and cleanliness of public open spaces and amenities (35)
- Continue to engage the community (15)
- Improve waste management service, including recycling (15)
- Invest in education / improve the high school (10)
- Upgrade sporting facilities and support sporting groups (10)
- Facilitate family-specific events and venues (5)
- Promote and invest in hospitality and tourism (5)
- Address air fare affordability (5)
- Focus on youth (engagement, development, facilities and events) (5)
- Attract business investment (5)
- More green areas / spaces (5)
- Open the pools more often / fix the pools (5)
- Improve community with residents/community (5)
- Promote positive stories (5)
- Address crime rates in Hedland (5)
- Listen to the needs of the community (5)
- Address homelessness (5)
- Support local arts, culture and music (5)
- Maintenance of facilities (5)
- Working together within the elected members (5)
- Improve education (5)

- Reduce FIFO employment (5)
- Increase local employment (5)
- Investment to stay in the town (5)
- Accountability and communication of the Town's expenditure (5)
- More small business (5)
- More vegetation (5)
- Improve landscaping (5)
- Improve dust management issues (5)
- Strengthen/maintain relationships between Town and community/organisations (5)
- Town staff to be known by the community (5)

Of those respondents who provided additional ideas/comments for what the Town should be doing less of/stop, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Minimise perceived 'waste of funds' spent on unnecessary facilities and infrastructure (85)
- Address perception that the Town is not doing enough to improve community safety - i.e. address antisocial behaviour, drugs and alcohol (55)
- Not sure / nothing (30)
- Minimise perceived "infighting" at the Town/in Council (15)
- Address the perception that there needs to be "less talk, more action" (15)
- Do not increase rates (15)
- Ensure all groups are treated equally and there is no perceived segregation between different groups (10)
- Respondents suggested the Town should minimise welfare and homelessness in Hedland (10)
- Broadcasting negative perceptions of Hedland in the media / social media (10)
- Address perceptions that FIFO workers and backpackers are being employed rather than locals (10)
- Address dust management issues (10)
- The perceived perception that the Town caters to a vocal minority and is guided by hidden agendas and self-promotion (5)
- The perceived perception that the Town panders to mining companies (5)
- Councillors using ratepayer funds for personal/exorbitant use
- The marina project (maintenance costs a concern)
- Charging high fees to sporting, recreation and community clubs and facilities (5)
- Rubbish
- Red-tape in the way of development
- Restrictive local government policies

14.1.5 Section 5: Facilities and events

Respondents were asked to rank the top five facilities they used the most and subsequently provide comments on what they liked about these facilities and what could be improved. Not all respondents provided comments.

Respondents were then asked to rank the top three sport and recreation areas they used the most.

Respondents were also asked to pick their top three events from a list provided.

The following summarises the data results.

FIGURE 21: THE TOWN OF PORT HEDLAND FACILITIES MOST USED BY RESPONDENTS (%)

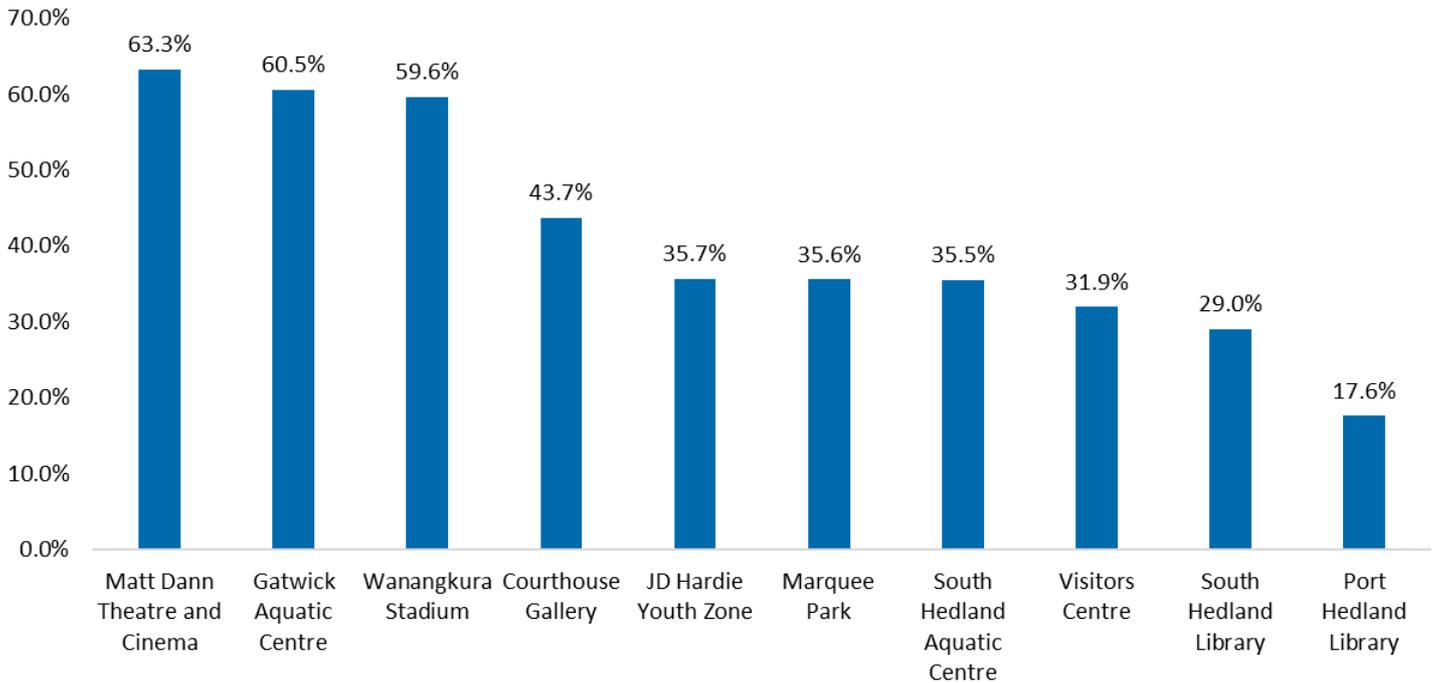
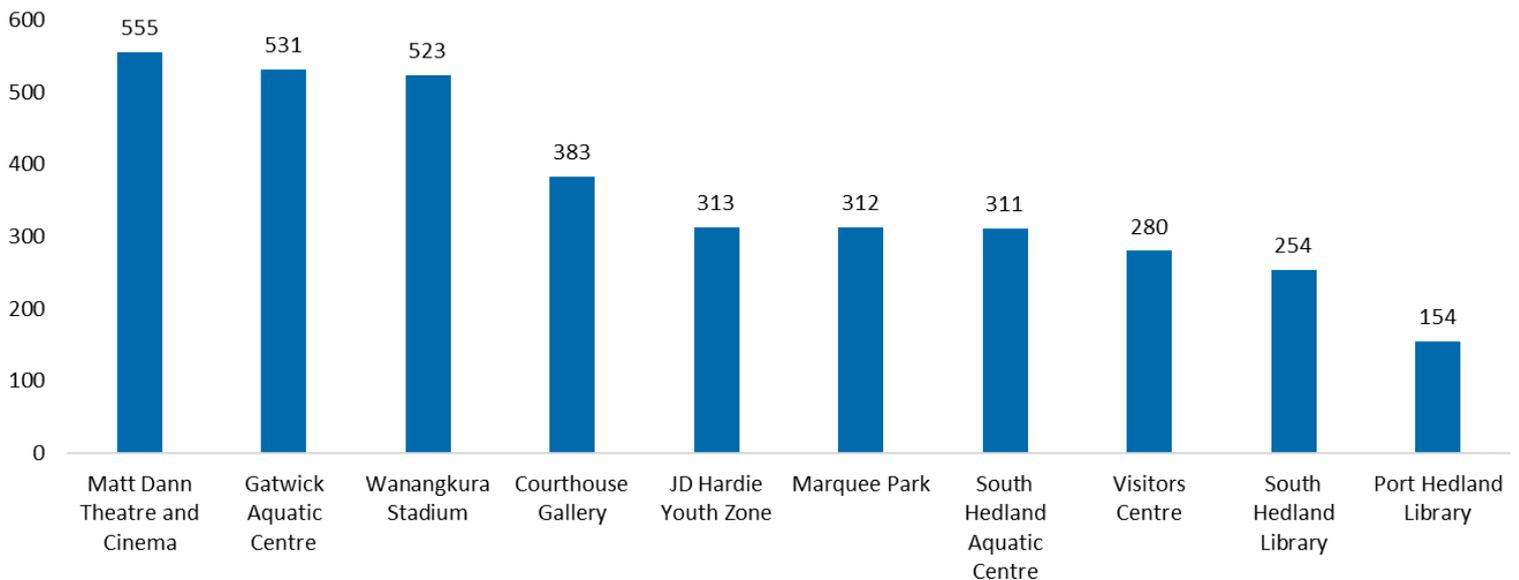


FIGURE 21A: THE TOWN OF PORT HEDLAND FACILITIES MOST USED BY RESPONDENTS



Of those respondents who provided additional ideas/comments regarding what they like about the facilities, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Good accessibility / availability / location (55)
- Child and family friendly (40)
- Well-maintained / clean (35)
- Good staff / customer service (30)
- Do not use the facilities (20)

- Not much / nothing (20)
- Good activities and events (15)
- Aesthetics / ambience, including modern feel (15)
- The Courthouse Art Gallery is great (15)
- Gratwick Aquatic Centre is great (15)
- Promote health and fitness (15)
- Aesthetics/ambience (including modern feel) (15)
- The only one/s we have (10)
- Air-conditioning / using to cool off (10)
- Community participation (10)
- Good when they are open (10)
- Wanangkura Stadium is great (10)
- That we have these facilities at all (10)
- Sport (10)
- Great gym (5)
- JDHYC is great (5)
- Movies (5)
- Variety of facilities (5)
- Books (5)
- Safe (5)
- User-friendly / practical (5)

Of those respondents who provided additional ideas/comments regarding what needs to be improved at the current facilities, the most frequently mentioned themes are listed below in descending order. The number in the bracket represents the number of mentions rounded to the nearest multiple of five:

- Fix/re-open the South Hedland Aquatic Centre (90)
- Maintain/upgrade facilities to keep them working and up to date (55)
- Keep them open / improve opening hours (40)
- Lower fees (20)
- More frequent movies and mix of movies at Matt Dann (20)
- Cleanliness (20)
- Already quite good / nothing (15)
- Stadium improved and more open to the community (15)
- Address safety and security (10)
- Larger size of facilities in general (10)
- Better promotion of facilities and programs (10)
- Greater diversity of activities and events (10)
- Bigger gym (10)
- Wi-Fi availability and speed (10)
- Improve sporting grounds/courts (5)
- Shade over outdoor parks and skate park (5)
- Improve cleanliness of Matt Dann cinema (5)
- More facilities (5)
- Outdoor cinema (5)

FIGURE 22: THE TOWN OF PORT HEDLAND SPORT AND RECREATION AREAS MOST USED BY RESPONDENTS (%)

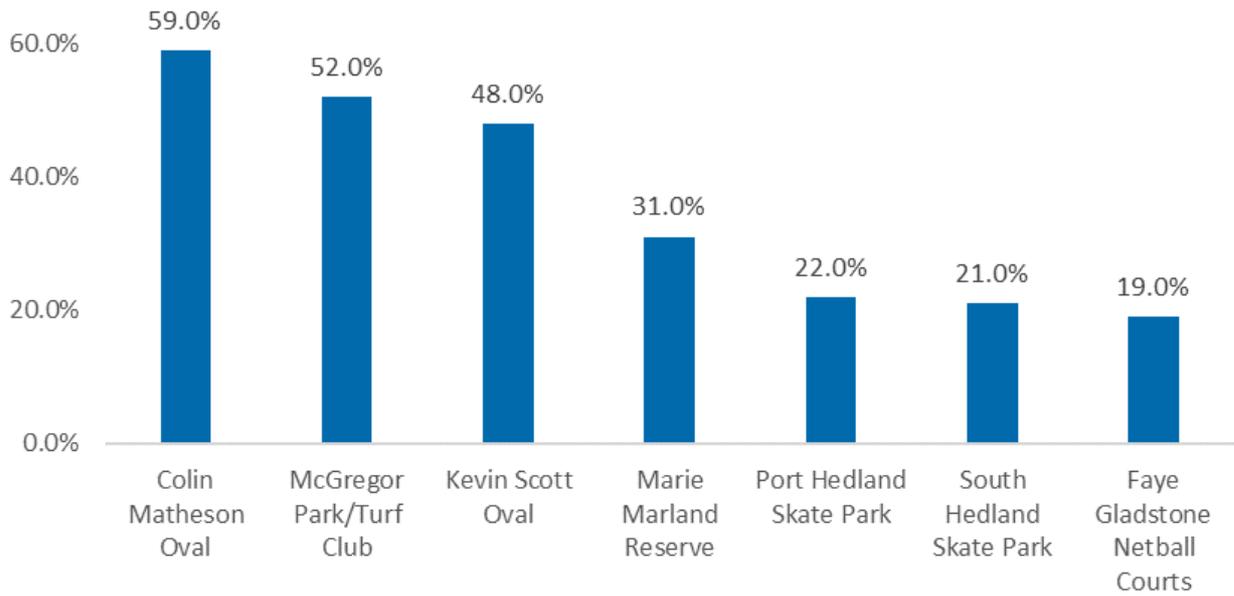


FIGURE 22A: THE TOWN OF PORT HEDLAND SPORT AND RECREATION AREAS MOST USED BY RESPONDENTS

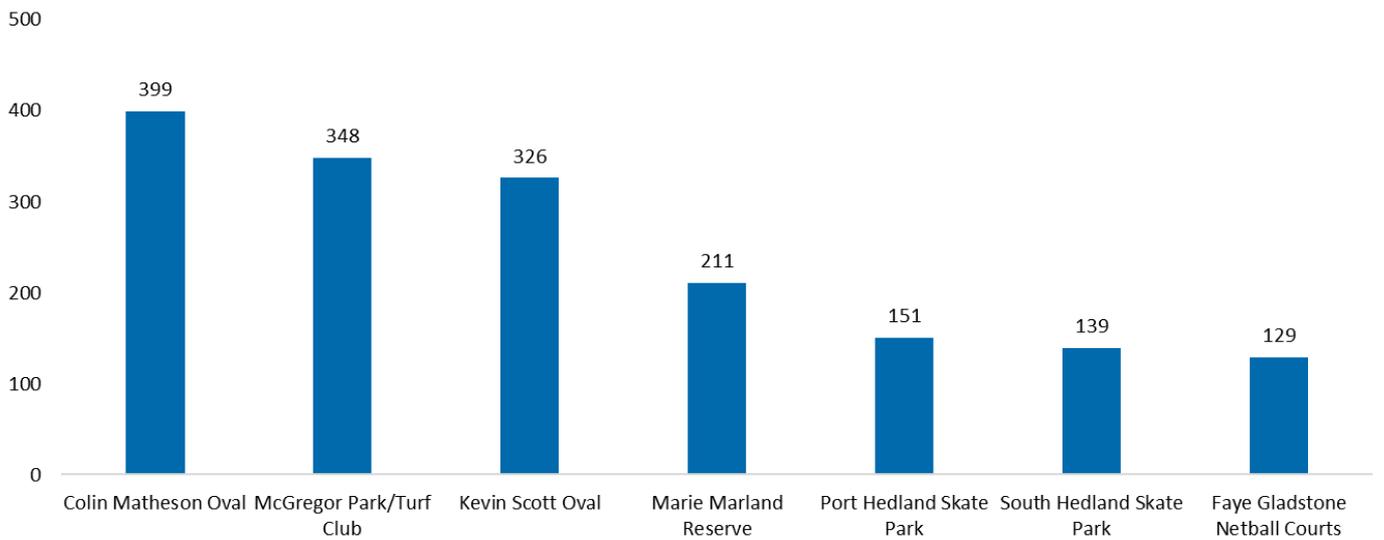
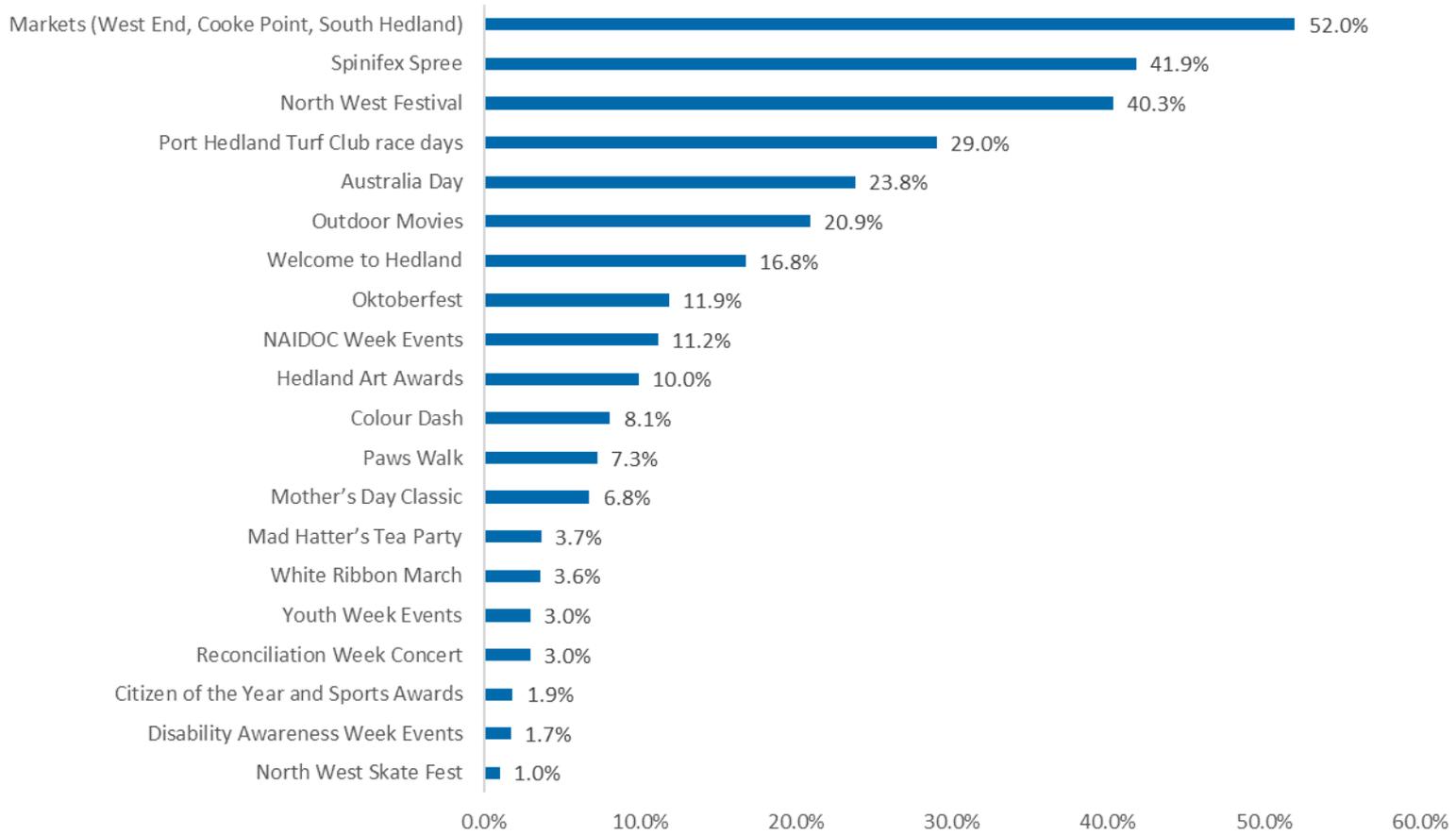


FIGURE 23: THE TOWN OF PORT HEDLAND EVENTS MOST LIKED BY RESPONDENTS

15. APPENDIX B – CONVERSATION CAFES DETAILED FINDINGS

15.1.1 What's important

The following table provides the raw feedback data obtained from Conversation Café participants regarding what is important across the four core areas of social/community, economy, environment and leadership. The number in the bracket represents how many frequently this item was mentioned.

SOCIAL		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> The community largely have high involvement in the sport opportunities & recreational facilities (7) Generally, an accepting and welcoming community The community largely have high involvement in sport and culture and the town Many regional services have a head office in Hedland Big business is becoming more invested in the community Diverse cultures / people (5) Supportive community (The Pilbara family) (2) Young people represent the future / upcoming community leaders Aboriginal and Torres Strait Islander young leaders Existing youth activities and services – i.e. JD Hardie Centre, Youth Involvement Council etc. Fathers able to participate more in community life when off roster Community grants (2) Aboriginal Elders leading their community Volunteers 	<ul style="list-style-type: none"> Disparity between 'haves' and 'have nots' Town is not suitable for an ageing population Port and South divide (4) Lack of cultural awareness Retaining families Transient workforce who don't participate in the community (2) Negative narrative (2) Large gaps in income and living standard Difficulties engaging older and younger people Mental health Drugs and alcohol (3) Antisocial behaviour (2) Homelessness Poor community safety in public open spaces Isolation Lack of specialised care High cost and demand for childcare Lack of education-training-employment pathways Isolation (2) Difficult senior school environment (2) Lack of health services (2) Attracting and retaining staff in the health sector (2) Those who are chronically ill need to leave to seek medical attention Lack of choice/options (3) Have to leave to Perth for further education (2) Decreased volunteerism No access to youth facilities at night Transient population at Tjalka Boorda Duplication of some built facilities 	<ul style="list-style-type: none"> Rewrite the Hedland Youth Plan Invest in youth (2) Town to evaluate current youth services Promote positive youth stories/successes (2) Improve communications/information about children/youth activities Establish Youth Council Support traineeships and VTEC centres Provide sporting programs to support and nurture local talent Create more programs, services, activities, places for young adults Teach students about local Aboriginal culture, heritage, language (2) Support, and provide opportunities for, aboriginal leadership (3) Maintain and update facilities if necessary to ensure accessibility for all (2) Tie industry, community, local government (2) Age-friendly planning to ensure participation by older people (2) Culture and arts to provide a platform for people to tell their story (2) Advocate for local industry to employ residential workforce Mother support groups Transport (bus) services to connect Port and South Create an attractive community so people will want to stay Volunteer register that's used as part of a new resident induction process (2) Town to be advocates for State to invest in community safety Life skills programs in schools targeting Aboriginal and Torres Strait Islander students Provide tertiary opportunities Another school (private) More inclusive sporting clubs Youth hostel Swimming lagoon around spoil bank Improve lighting Review existing facilities to ensure they're still relevant and well maintained (2) Reopen the pool in South Collaboration between organisations, businesses and NGOs to improve services Advertise what services the town does have Shared procurement approach for NFPs Advocate for specialists to stay for longer periods of time (instead of just 3 days) Regional health reform which is constantly reviewed to create opportunity for collaboration, early intervention and ensure accountability on all levels Promote matched-giving programs for industry employees

ECONOMIC		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> National significance (4) Industry / port (4) Supports local economy Opportunities to work and live the lifestyle of the Pilbara The town is used by surrounding communities as a service centre Industry provides opportunity for training and employment Industrial tourism National parks surrounding Hedland Pastoral industry International airport 	<ul style="list-style-type: none"> Lack of economic diversity (5) High cost of living (4) Remote and isolated Everything focussed around industry (2) Issues with Gov. procurement: problems with contracts and maintenance; decisions made by outsiders who don't understand local economy (3) Limited services mean residents have to rely on other centres (online shopping) Need to invest/grow/support in local business Lack of retail diversity / high rental rates for commercial floor space (2) Attracting and retaining staff (6) High cost of rent e.g. the shopping centre Isolated and remote community which makes it harder to attract a population with a diverse skill set (3) Engaging traditional owners to grow cultural tourism Impact of automation Aboriginal heritage sites not always been preserved 	<ul style="list-style-type: none"> Global significance Lumsden Point – i.e. the proposal to develop and operate a general cargo facility within the Port Hedland inner harbour. International airport (expand) Cultural economy - i.e. growing/supporting culture and the businesses that can emerge from this (3) Major developments need to be holistic and diverse to mitigate boom bust cycle Opportunity to expand agriculture Greater focus on small business Centralising facilities—The Town building, service all in liveable suburbs. Create a single town centre as a small business hub (prospective business hub) (3) Industry to partner with community and stakeholders to invest prudently in the community Advocate for lower rental spaces for pop-ups, food halls (2) Leverage natural beauty for more business (eco-tourism) Horticulture Advocate for training programs for employment (E.g. CDEP) Native garden Aboriginal culture/history tours (2) Aquaculture – i.e. fish farms, other research Agriculture Advocate for lower airfares Improving caravan access (2) Activate spoil bank marina – e.g. pop-ups, public spaces, parks, lagoons, shade (2) Improve boating facilities. Case study Hampton Harbour in Dampier Industrial tourism (2) Sustainability focus (accessing the research done by the conservation teams at the Port) (2) Friendly tourism (redevelop spaces to activate areas for visitors) (2) Integrating transient workers accommodation/FIFO workers and broader community

ENVIRONMENT		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> Industry / port (2) There is still lots of untouched natural environment Turtles, whales (2) Beautiful coast (5) Beauty of the Pilbara (4) Unique natural environment / history (5) National parks surrounding Hedland (3) Can still go out to country and teach kids about culture A place where non-Indigenous people can come to experience country and culture 	<ul style="list-style-type: none"> Balancing native species with people's needs Remote Harsh climate (heat, wind, cyclones) (3) Dust from Iron Ore (the jarring mix of industry with built and natural environment) Dredging Some natural areas are not accessible No recycling facilities Drainage problems which attract mosquitos Underutilised facilities Builders take short cuts with fire requirements Shade areas (2) Lack of lighting in the South Hedland (2) Balancing industry with needs of the town 	<ul style="list-style-type: none"> Recycling (2) Flora and fauna conservation projects (2) Leverage unique location to build tourism - e.g. fishing charters, walks along foreshore (4) Industry and conservation working together (3) Promote through media the beauty of the landscape Celebrate cultural heritage Move scrap metal heap out of Wedgefield Plant more trees on key roads for beautification and sound mitigation Regenerate natural environment Improved maintenance (water pipes) Spoilbank Marina (3) Address South Hedland Square (2) Collaborate with non-profit organisations Build bike path between North and South Celebrate uniqueness Strengthen certification/approval of buildings to ensure they're well maintained and cyclone-proof (3) Regenerate natural environment

- Town is failing to inspect buildings around town
- The diverse range of people and housing mix
- Damage to mangroves and foreshore areas, including Spoilbank (2)
- Damage to local reef
- More shade at Six Mile
- Salt water pool (taking into account tide)
- Purpose-built fish-filleting tables/picnic benches at all creeks
- Shade over South Hedland skate park and basketball/netball courts**

CIVIC LEADERSHIP		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> • Community-led Strong Leaders Forum • Elected members promoting awareness about community/ social challenges and opportunities • High level of interest in local government • Successful two-way governance (Wangka Maya) • Town strive to consult the community (2) • Town has a pretty good relationship with community stakeholders • Town's round table discussions which invite community members to provide feedback • The Town are now seeing importance of acknowledging and engaging cultural leaders and representatives 	<ul style="list-style-type: none"> • Leaders may only view Hedland as a stepping stone for further promotion and have not enough investment in the community • Transparency (2) • Town's lack of involvement in grassroots discussions • Struggle to promote the Town positively • Harsh environment (i.e. climate / cyclones) creates burden on insurance/maintenance (2) • Transient workforce (leaders come and go) (2) • Aboriginal people are not represented or consulted to a sufficient extent in local government • Leadership is not cohesive or collaborative • Leadership which doesn't reflect the community • Community have unrealistic expectations • Not a diverse council (lacks youth, Aboriginal representatives.) • Lack of cross-cultural awareness • Recruiting the right people into the 'right positions' - both administration and Elected Members • Attracting and retaining quality personnel due to remoteness • The press and social media which focuses on just the negative • Welfare card advocacy was not a good look (negative media and perception, lack of balanced argument.) • Create a shared vision and work cohesively to achieve it • Collaborate with other shires and communities in the Pilbara • Attract qualified personnel for specialised roles 	<ul style="list-style-type: none"> • Consult and collaborate with a diverse range of representatives so all voices in the community can be heard and have the opportunity to contribute (6) • Collaborative leadership (relationship building) (4) • Positive narrative (3) • Leaders attend grass roots initiatives and support small town events (4) • Create a shared vision and work cohesively to achieve it (2) • Create relationships with the community and key stakeholders (2) • Interagency collaboration (2) • Bridging the Port and South divide • Collaborate with other local governments and communities in the Pilbara (2) • Attract qualified personnel for specialised roles • Ensure vision reflects the aspirations of the community (4) • Capture audience at the right time - e.g. timing of surveys • Support youth leadership / establish a Youth Advisory Council (3) • Educate about two-way governance • Engage with remote communities beyond the Town's border (2) • Establish Aboriginal Advisory Committee / Elders to partner with Town of Port Hedland around how to achieve Aboriginal and Torres Strait Islander communities' aspirations • "Aboriginal seat on Council" • More of a public presence by Elected Members and role modelling, especially for younger people • Take Elected Members out to communities • Mentoring / training for Elected Members (2) • Educate community on the roles and responsibilities of local government • A more comprehensive induction process and education for elected members on their roles and responsibilities • Provide education, internally, to ensure quality management • Ensure greater fiscal responsibility (2)

15.1.2 What's needed to make it happen

The following table provides the raw feedback data obtained from Conversation Café participants regarding what is needed to achieve the vision and priorities for the community.

AREA	WHAT'S NEEDED	NUMBER OF MENTIONS
GOVERNANCE		
	Improve consultation/participation in decision-making by people who are being impacted by the decision - e.g. cashless card	6
	Be consistent and constantly strive for improvement	2
	Clear communication	2
	A more informed understanding of the community's needs	2
	Transparency and accountability	2
	Communicate and celebrate success to community to promote a positive narrative	2
	Encourage and support Aboriginal leadership	2
	Follow through with plans	2
	Consult in a culturally appropriate manner - i.e. use interpreters as required, go through Aboriginal organisations etc.	
	Develop a Town Planning Scheme	
	Cohesive council which work together to be a voice for the community	
	Elected members respect the skills and knowledge of the executive and administration team	
FUNDING		
	Partner in projects to invest funds in a shared vision	2
	Be transparent about where the investment/funding is coming from - e.g. distribute infographic to community	
	Communicate funding opportunities to the community	
	Research and target areas most in need	
	Advocate, lobby and leverage government investment	
MONITORING & EVALUATION		
	Better share/communicate back the successes/positive outcomes	3
	Observe the extent to which the place or service is being used	
	Ongoing communications with stakeholders	
	Actively reach out to the community and survey	

Continue annual perception survey

Continue Strategic Community Plan review process

15.1.3 Identifying priorities

The following is the collated data from the “Investing in Hedland” game and feedback recorded by participants during this activity.

TOTALS											
Libraries	Waste Management	Arts, culture & events	Sport & recreation facilities	Parks & gardens	Roads & footpaths	Foreshore & boating facilities	Planning & building services	Access & inclusion programs	Community safety initiatives	Youth activities	Grants & funding for community groups
\$900	\$1,600	\$2,000	\$2,150	\$1,450	\$1,250	\$1,250	\$1,450	\$1,700	\$1,850	\$1,850	\$1,450

Libraries

- Libraries to consolidate a community hub
- Consolidate two libraries
- Invest in libraries because it is an important resource centre for adults and children and it holds the stories of the community
- Libraries provide digital communication and access

Waste Management

- Town needs recycling and waste management facilities

Arts, culture and events

- Use arts, culture and events to preserve history and celebrate culture, as well as engaging the community and creating a vibrant hub
- Use arts, culture and events (markets) and sport and recreation facilities to activate areas and programs and engage at-risk residents and youth to achieve better social outcomes
- Culture and arts program to provide a holistic opportunity for education
- The success of the NW festival shows the importance of arts, culture and events to bring people together and celebrate the stories and talents of the community
- Provide more opportunities for homebased arts/creative businesses
- Provide more youth activities in the arts and theatre
- Create regionally significant events to create vibrancy – e.g. basketball, football, cultural events

Roads and footpaths

- McGregor St upgrade needs to be upgraded
- Drainage problems need to be fixed
- More roads and pathways to connect Port and South
- Connect pretty pool to Cooke Point with a pontoon or bridge
- Use foot and bike paths to connect and activate areas - connect Port and South

Planning and building services

- Review current planning to attract investment and development

Access and inclusion programs

- Need to focus on the integration of, as well as support services for, Aboriginal people
- Build an Indigenous cultural centre
- More collaborative and inclusive community events and festivals
- Wheel chair access to popular precincts

Community safety initiatives

- More CCTV and lighting
- Address the rife social problems (drug abuse, domestic violence, crime)
- Promote community safety initiatives – e.g. Neighbourhood Watch, Eyes on the Street etc

Sport and recreation facilities

- Maintenance and upgrades to sport and rec facilities is important of Hedland considering the popularity of sporting and lifestyle pursuits
- Create sporting and coaching clinics to provide opportunity for people to play at a higher level
- Access to all for facilities for all is paramount
- New sport and recreation opportunities – e.g. rock climbing, bowling alley, indoor playground, expansion of Matt Dann Theatre and Cinema, video arcade etc.
- Need more facilities – e.g. Karratha Leisureplex
- More inclusive sporting clubs and memberships

Foreshore and boating facilities

- Boating facilities is not a pressing issue
- There needs to be improved boat facilities but a harbour is not necessary given the small population who use it
- Boating facilities will activate the foreshore

Parks and gardens

- Invest in parks and gardens to improve mitigation of dust issues
- Parks and gardens to provide more shade
- Involve youth to activate and green areas – e.g. the kids take ownership of the area so there's less vandalism and less spend by the Town
- South Hedland needs better outdoor spaces (greening program to improve shade around the town centre)

Youth activities

- More grants and funding to support families which will invariably support youth
- Programs to keep youth off the streets and to help families stay together and support each other
- Youth centres, events and programs to engage troubled youth

Grants and funding for community groups

- Invest in grass roots organisations to create a sustainable community (Aboriginal led organisations are better at employing Aboriginal people)
- Grants and funding for community groups is important for building the capacity of grass roots organisations

Other

- Capture the good news and talent that exist in the region
- A public bus to connect Port and South and to people in remote communities
- Bus transport to assist those without a car
- Grow local tourism – e.g. whale watching charter, ecotourism, Aboriginal heritage tourism etc.
- Advocate for more educational opportunities and pathways
- Advocate for more State government provision in education, health and wellbeing, childcare, youth hostels
- Town needs to cater for an ageing population as well as youth by providing quality support programs
- Car access to cemetery to make it more accessible for elders for cultural purposes

16. APPENDIX C – ELECTED MEMBERS WORKSHOP DETAILED FINDINGS

16.1.1 What's important

The following table provides the raw feedback data obtained at the Elected Members Workshop identifying the key strengths, challenges and opportunities across the core areas of social/community, economy, natural and built environment and leadership.

SOCIAL		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
	<ul style="list-style-type: none"> • Transient nature of population • Mental health • Drugs and alcohol • Antisocial behaviour / crime 	<ul style="list-style-type: none"> • Invest in early education • Identify best areas of expenditure and most efficient allocation of State/Federal govt funding • Well planned and researched initiatives (including reviewing past planning) • Collaboration

ECONOMIC		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> • Industry / port 	<ul style="list-style-type: none"> • "Boom-bust" cycle • Vulnerable to external economic forces • "Lots of eggs in one basket" • Dust • Accessing State and Federal government funding 	<ul style="list-style-type: none"> • Diversification - especially tourism, agriculture, live cattle exports • Grow counter-cyclical businesses/industry - e.g. legal etc. • Effective leadership • Technology hub

ENVIRONMENT		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
	<ul style="list-style-type: none"> • Balancing industry with natural environment • Harsh climate - e.g. heat, wind, cyclones 	<ul style="list-style-type: none"> • Better local planning schemes and design guidelines (including guidance around green-star ratings / use of renewable technologies and sustainable building materials)

CIVIC LEADERSHIP		
STRENGTHS	CHALLENGES	NEW APPROACHES/OPPORTUNITIES
	<ul style="list-style-type: none"> • Working as a team • Transparency • Communication (both with Administration and community) • Elected Members are busy people 	<ul style="list-style-type: none"> • Improve cohesion/stability of Council • More ideas from Elected Members and community • Informed decision-making - i.e. listen/respond/implement what is heard from the community (through the Live It Tell It engagement) • Better educate community about Town's (i.e. local government) role/responsibilities

16.1.2 Identifying priorities

Elected Members were asked to each individually play the “Investing in Hedland” game. Each Elected Member was provided \$1,000 to invest and asked to decide on how this \$1,000 was to be invested, taking into account opportunities, trade-offs and the social/economic/environmental benefits and consequences. Elected Members were also able to add anything they felt was missing. The results are outlined below.

#	FOCUS AREA													
	Libraries	Waste Management	Arts, culture & events	Sport & recreation facilities	Parks & gardens	Roads & footpaths	Foreshore & boating facilities	Planning & building services	Access & inclusion programs	Community safety initiatives	Youth activities	Grants & funding for community groups	Other: Education	Other: Asset renewal
1	\$50	\$150	\$50	\$100	\$100	\$100	\$100	-	\$100	\$100	\$100	\$50	-	-
2	\$50	\$150	\$50	\$50	\$50	\$50	\$150	\$50	\$50	\$100	\$150	\$50	\$50	-
3	\$50	\$100	\$100	\$100	\$100	\$50	\$150	\$50	\$50	\$100	\$100	\$50	-	-
4	\$50	\$50	\$50	\$150	\$50	\$150	\$100	\$100	\$50	\$150	\$100	-	-	-
5	-	\$50	\$100	\$100	\$100	\$150	\$50	\$150	\$50	\$50	\$100	\$100	-	-
6	\$50	\$50	\$50	\$50	\$50	\$100	\$100	\$100	\$100	\$150	\$100	\$100	-	-
7	\$50	\$100	\$100	\$50	\$50	\$50	\$50	\$100	\$100	\$150	\$100	\$50	-	\$50
TOTALS:	\$300	\$650	\$500	\$600	\$500	\$650	\$700	\$550	\$500	\$800	\$750	\$400	\$50	\$50

Key discussion points recorded by each group were as follows:

1	Roads and footpaths are essential for tourism / the foreshore is generally used by most of the people in Hedland / community safety includes working with the dispossessed people
2	Waste management is a key asset that generates income and facility needs more 'environmental' work done / we have amazing foreshore and beaches and many of the boating facilities are ageing and eroding / youth must be focused on due to anti-social behaviour / enhance the existing community safety initiatives
3	Arts, culture and events brings community together and builds our identity / Parks and gardens add liveability to communities / recycling will help address environmental issues / our greatest asset is the foreshore and this requires ease of access and building on this / increased youth activities would aid safety in the community / "all areas are important and need funding but some areas need MORE to grow our town"
4	Required by-laws in planning / quality planning means better development
5	Better roads are safer for community / quality planning and building services means infrastructure will be built in a way that is good for growing the town
6	Libraries can offer free internet and computers / community safety is a big issue at the moment in Hedland / keep youth continuously engaged through quality activity delivery / grants and funding for community groups help to deliver more services to the community
7	Libraries can offer training and job application resources and help to preserve local history / arts, culture and events help to build a vibrant and happy community / access and INTEGRATION programs / "our community is not safe"

17. APPENDIX D – TOWN OF PORT HEDLAND MANAGERS WORKSHOP DETAILED FINDINGS

17.1.1 What's important

The following table provides the raw feedback data obtained at the Town of Port Hedland Managers Workshop identifying what has been achieved, what needs to be improved and the key opportunities across the core areas of social/community, economy, natural and built environment and leadership.

SOCIAL		
WHAT'S BEEN ACHIEVED	WHAT NEEDS TO BE IMPROVED	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> • Best sport facilities • Matt Dann Theatre & Cinema • Lots of youth-specific facilities - e.g. skate park • Outdoor recreation • Art and galleries • Lots of serviced land available for development 	<ul style="list-style-type: none"> • Antisocial behaviour / crime • More youth support services • Drugs and alcohol • More apprenticeships • More healthy food options • Transport - linking Port to South • Transient nature of population 	<ul style="list-style-type: none"> • Antisocial behaviour / crime • More youth support services • Drugs and alcohol • More apprenticeships • More healthy food options • Transport - linking Port to South • Support increased home ownership • Advocate for increased flow of investment / resources into regions • Address current funding cycle approach by State/Federal government • Advocate for secondary and tertiary education - especially links to local trades/employment opportunities • Better integrate transient workers accommodation and FIFO workers with broader community • Collaboration
ECONOMIC		
WHAT'S BEEN ACHIEVED	WHAT NEEDS TO BE IMPROVED	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> • Roads / road transport network • Increased number of food outlets (currently 220 licensed food premises) • Resources sector • Small business incubator being developed by PHCCI (likely to be established in mid-2018) 	<ul style="list-style-type: none"> • Address high commercial rental rates • Become logistical hub for Pilbara • Provide more retail/commercial outlets at PH Airport • Pilbara Regional Council needs to focus more on economy/minerals • Technology infrastructure/options 	<ul style="list-style-type: none"> • Develop regional economic plan in close partnerships with key agencies/industry - also consider links to Asia • Encourage use of vacant commercial floor space - e.g. pop-ups etc. • Explore and grow alternative energy sources • Actively seek State/Federal government funding opportunities • Protect local economy from external competition
ENVIRONMENT		
WHAT'S BEEN ACHIEVED	WHAT NEEDS TO BE IMPROVED	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> • Some of the best coastal / foreshore parks that are well maintained • Community activation in foreshore management/rehabilitation • Water re-use • Turtle conservation • Town's nursery - higher use of natives/endemic species • Tree register • Heritage Management Plan / Inventory 	<ul style="list-style-type: none"> • Expand coastal protection - including physical barriers where necessary • Industry to review dust management 	<ul style="list-style-type: none"> • Regional approach • Expand protection of coastal areas through combination of physical barriers, better education and enforcing compliance • Advocate for port expansion to enable BHP to expand and increase bulk tonnage export (as this will in turn result in BHP increasing investment in dust/waste management etc.) • Advocate for regional subsidy for gas production • Implement household recycling however address the financial realities round this • Continue to promote environmental awareness/responsibility - i.e. schools, regional networks etc.

CIVIC LEADERSHIP		
WHAT'S BEEN ACHIEVED	WHAT NEEDS TO BE IMPROVED	NEW APPROACHES/OPPORTUNITIES
<ul style="list-style-type: none"> • Royalties for Regions • Better approach to managing spend • WA Regional Cities Alliance • Aboriginal Strong Leaders Forum • Establishment of interagency community safety group 	<ul style="list-style-type: none"> • Improve communicating the positive narrative/successes/people • Facilitate greater unity 	<ul style="list-style-type: none"> • Implement Ward system • Advocate for greater investment by industry in community

17.1.2 Planning for the future

Town of Port Hedland Managers were asked to identify potential strategies and what the measures of success for these strategies may be. These potential strategies have been summarised in the following table.

STRATEGY	MEASURES OF SUCCESS
INDUSTRY/HR	
Connectivity of things - e.g. Smart Cities	Installation of fibre to 100% of residences/businesses
Pilbara Regional Council to focus on economic development for exporters/minerals industry	PRC office in Jakarta, Singapore and Vietnam
PRC to partner with the Department of Mines, Industry Regulation & Safety to provide information and rapid permit approvals	Permit approvals times to reduce by 75%
Tourism focus - i.e. industrial, 'grey nomads', prospectors etc	Annual visitation to increase to double digits
Industry focus - i.e. solar, hydrogen, specialised chemicals, ammonia, high voltage direct transmission to Perth and/or Asia etc	# new industries setting up in the Pilbara
Elected Members to be better educated about governance/finance/other key local government procedures etc	Compulsory attendance by Elected Members to WALGA governance/financial training sessions
DEVELOPMENT SERVICES	
Encourage activation of vacant commercial tenancies	Reduction in # vacant commercial spaces
Ensure serviced land available for future growth and development	Endorsed strategic land use planning documents
Investigate alternative uses for residual land - i.e. pedestrian accessways, unused reserves etc	Endorsed public open space and pedestrian network strategies
Improve entry statements to town	Improved aesthetics Up-to-date information at information bays
Improve streetscape aesthetics - e.g. fencing policy, education on verge care etc.	Improved aesthetics / streetscapes
TOWN AND INFRASTRUCTURE SERVICES	
More funding to upgrade/maintain infrastructure and networks (especially aim for more funding from Main Roads WA, Royalties for Regions)	Infrastructure that meets public requirements
Develop an Asset Management Plan and implement it to ensure the level of services that provide 'safe facilities for the public'	Level of community satisfaction
Develop a Master Plan and have a clear direction for future development	
MARKETING, COMMUNICATIONS, ENGAGEMENT AND EVENTS	
Increase positive news stories and communication about Town's brand, people, leadership, activities and community to local/broader/national public in order to challenge and change the negative stereotype	A consistent approach to output of positive stories/communications: - online/website

STRATEGY	MEASURES OF SUCCESS
<p>Connecting community aesthetic and Port/South perceived division - e.g. introduction of solar/electric trays, free transport between Port & South,</p> <p>Establish an Ideas and Innovation Team - this team would embed the Live It Tell It into its operations and translate results from Live It Tell It consultation into action through a creative 'whole of community' approach.</p> <p>Establish a Global Stakeholder and Partnerships Sub-Committee for Change - this committee would work collaboratively with industry leaders, the Town and community and incorporate global thinking and expertise into local problem-solving for town</p>	<ul style="list-style-type: none"> - social media - traditional media Improved positive brand/community reputation index Improved community capacity Decreased Port/South divide Increased community attendance at key events/facilities Increased resonance with SCP results Increased community customer service Increased alignment with community expectations Decreased costs Increased efficacy
WASTE OPERATIONS	
<p>Best practice landfill operations</p> <p>Improved domestic user safety and access</p> <p>Reduce operational costs of Town's waste management services</p> <p>Introduce household recycling</p>	<p>Improved performance</p> <p>Elimination of domestic users from commercial areas of landfill</p> <p>Outsourcing operations of landfill and collections to a third party</p> <p>Recovery of recyclables</p>
ENVIRONMENTAL HEALTH & COMMUNITY SAFETY	
<p>Improved emergency services response capabilities through increased infrastructure (water stand pipes in priority areas) and equipment</p> <p>Improve community understanding of natural environment</p> <p>Coastal rehabilitation/revegetation to improve the ecosystem health and improve amenity (NB: secondary benefit = dust reduction)</p>	<p>Reduction in response times</p> <p>Reduction in areas burned</p> <p>Reduction in fuel loads in environment</p> <p>Education programs in schools, industry etc</p> <p>Increased area of rehabilitated/revegetated dunes</p> <p>Improved coastal barriers to prevent off-road vehicle access</p>
WORKSHOP & STORES	
<p>Better fleet management, including reduction of fleet and smarter purchases (e.g. electric cars, other environmentally sustainable measures)</p> <p>Review motor vehicle policies and IOPs</p> <p>RFQ for ongoing regular purchases - i.e. ensure proper procurement in line with internal policies</p>	<p>Completion of a Fleet Study to determine needs</p> <p>Less cars</p> <p>Higher utilisation of fit-for-purpose vehicles</p> <p>Value for money</p> <p>Implementation of new process and better tracking to ensure Town's assets are looked after</p> <p>Implemented for one year</p> <p>High levels of trust with local suppliers</p>

STRATEGY	MEASURES OF SUCCESS
Offer more apprenticeships to support job opportunities for young people and maintain local employment	# new apprenticeships
Improve environmentally sustainable operations around depot - e.g. recycle waste, water re-use for nursery, solar etc.	Fully self-sufficient
HUMAN RESOURCES / WHS	
Unified and constructive Elected Member that work to the SCP	Improved 'big' decision-making around town successes rather than personal interests
Harnessing opportunities - e.g. regional uniqueness, need to attract other industries (such as ocean research, Centre for Excellence etc.)	Outposts for research / research centre
Diversify economic opportunities - e.g. alternative resources, youth employment opportunities	Education to training pathways
Professional development	Increased number of type of training to employment opportunities
Early intervention into primary school engagement and information sessions	Higher standards of professional development training
PARKS & GARDENS	
Reduction of water use and maintain for new public open space - i.e. more day plantings for all new developments	Reduction in water usage (both fresh and re-use)
Reduction in service levels for parks and other areas	Increased open space maintenance equates to less overall costs
Increased engagement with/input by Ops Staff - as per innovation strategy	Allows greater flexibility to expand areas of responsibility and increase production/productivity
	Higher productivity
	Greater ownership
	Increase job satisfaction
	Greater retention of staff due to the above
Build skill levels within Ops staff - i.e. tech, machinery, academic	Greater usage of staff across organisation
	Increased job satisfaction
Vocational education training at high schools / TAFE (ties-in with above strategy)	Community engagement
Use of digital media to capture real time data - i.e. timesheets, services rosters etc.	Roster out courses for local people of community
	Remove cumbersome system
	Reduction of overall costs
	Increased productivity
	Cost savings
ITS (DEPOT OPERATIONS)	
Five Year Road Reseal Program for Sealed Roads in Port/South	Success in grant funding for annual program and current spend 1 million per annum
Improvements to town should include lighting infrastructure in parks and gardens, streets - consider use of LEDs to aid in reduced costs	Reduced annual spend

STRATEGY	MEASURES OF SUCCESS
Maintenance upgrades to the Town's 17 playground sites to ensure the park/playground equipment is acceptable for all users Public Open Space strategy to determine the level of service required for individual parks and gardens Building Smarter Cities technology - e.g. LED lighting, electric cars, solar, CCTV etc.	Compliant playground equipment that can be accessed by the whole community and pass inspection Completed POS strategy and relevant level of service implemented Design, access, apply for grant funding and construct
FACILITIES	
Develop a Sport & Recreation Plan	Plan developed and implemented
Develop an Asset Management Plan	Plan developed and implemented
Cap the Town's costs to existing levels	
Increase use of facilities (i.e. JD Hardie Centre, libraries)	Level of usage
Renewal Plan - i.e. renewals, maintenance components	Plan developed and implemented
Complete a Facilities Master Plan	Plan developed and implemented

18. APPENDIX E – YOUTH UPRISING DETAILED FINDINGS

18.1.1 What's important

Participants were asked to work in small groups to answer the following questions:

- What are the best things about Hedland?
- What is not so great about Hedland?
- What are the main issues affecting young people in Hedland?

The top responses to each question have been themed and are summarised below. The number in the bracket indicates the number of times a particular response was mentioned if it was mentioned more than once.

Best things about Hedland

- Town of Port Hedland Facilities - skate park (3), JD (3), Rec Centre (1), pools (2) (9 responses)
- The community, the people and knowing everyone (4)
- Outdoor lifestyle and recreational activities - i.e. fishing, camping (4)
- Activities for youth including on the weekends (3)
- Coastal environment and climate - i.e. sunset, beach (3)
- No traffic (3)
- The opportunities (2)
- Sports (2)
- The fact that Hedland got people from Perth to come down and watch kids playing their sports and then taking them to Perth for international competitions
- YIC
- Recreation
- Easy to get around
- Good youth workers

What's not so great about Hedland

- Alcohol and drug abuse (6)
- Crime and anti-social behaviour - including graffiti (6)
- Rubbish and no recycling - including glass at the skate park (6)
- Issues with HSHS - i.e. not great Principal or teachers, no aircon in some classrooms (3)
- Fighting and bullying (3)
- Limited shopping (2)
- Transport and Taxis (2)
- South Hedland pool (2)
- No shade over the skate park, basketball courts and netball courts (2)
- Not many rec centres (limited choices)
- Dust
- Mining feeling
- No higher education (Uni)
- The negativity on Social Media about Hedland
- The unsupervised kids hanging around at night
- Age limited at the JD
- Restrictions at the Matt Dann
- Stereotypes
- Homelessness
- Not taken seriously - age
- Only one high school
- General - i.e. underage
- Conflicts between programs

What are the key issues affecting young people?

- Substance abuse - including drugs and alcohol (9)
- Limited sporting opportunities - including facilities and keeping young people engaged in sports (4)
- Stealing and anti-social behaviour - including fighting and bullying (no anti-bullying programs or campaigns available for young people) (3)
- Not enough effective youth programs, poor organisation and not right youth workers (3)
- Not having anything to do - i.e. boredom (2)
- Domestic abuse and family issues (2)
- Transport from Port to South and South to Port (2)
- Info on Social Media (2)
- Mental health (2)
- Poverty and homelessness (2)
- Distribution of facilities
- Limited arts services and facilities
- Having to leave home to go to Uni

18.1.2 Planning for the future

Participants were asked to work individually and then as a group to identifying how they would like to see Hedland grow or change over the next years.

Guiding questions included:

- **Community and Sport/Recreation Facilities** – What do we already have? What do we need?
- **Places and Spaces** – What places would be great in our community? Or what places are already great but could be made better?
- **Events and Activities** – New/different activities or events for young people.
- **Education, training and employment opportunities** – What will you be doing in 2, 5 and 10 years' time?
- **Community Services** – What can young people access and/or what do they need that they can't access?
- **Other** – Transport, Health, Communication, Environment...

The top responses to each question have been themed and are summarised below.

Social:

- A youth centre/zone in Port Hedland
- A sea pool in Porth Hedland
- More clubs in Port Hedland
- More open space in Port Hedland – for big events
- A life guard at Pretty Pool
- Bike track between Port and South
- A rehab centre – that also has Mental Health support services
- A wave pool in South Hedland
- Great indoor basketball court
- Open South Hedland pools
- Better lighting in the whole of South
- Shade over the South Hedland skate park
- Shade over the JDz courts
- Bigger/better security system for South
- Homeless Shelter
- Church
- Motorcross track for everyone to use
- YMCA in the City Centre
- Leisureplex for sporting clubs

Economic:

- A bigger/better pier
- Better transport between Port and South – i.e. a bus, cheaper taxis or someone should start Uber
- 24 hour bus service for kids
- Transport to the JD for kids
- Better traffic (Redbank area)
- Better/maintained roads and footpaths
- Expand the airport
- Fix the back road (near Butweld Road)
- More retail options – between Port and South: Westfield, Myers, Big W, Ikea, Culture Kings, Sephora, etc.
- More food options: KFC, Krispy Kreme, etc.
- A new shopping centre in South Hedland, in a central location – to include: Timezone, Bounce, Bowling, indoor rock climbing, laser tag arena, youth gym, basketball courts, mimigolf, paintball area, church.
- Pop-up businesses
- More accomodation
- Tertiary Education

Environment:

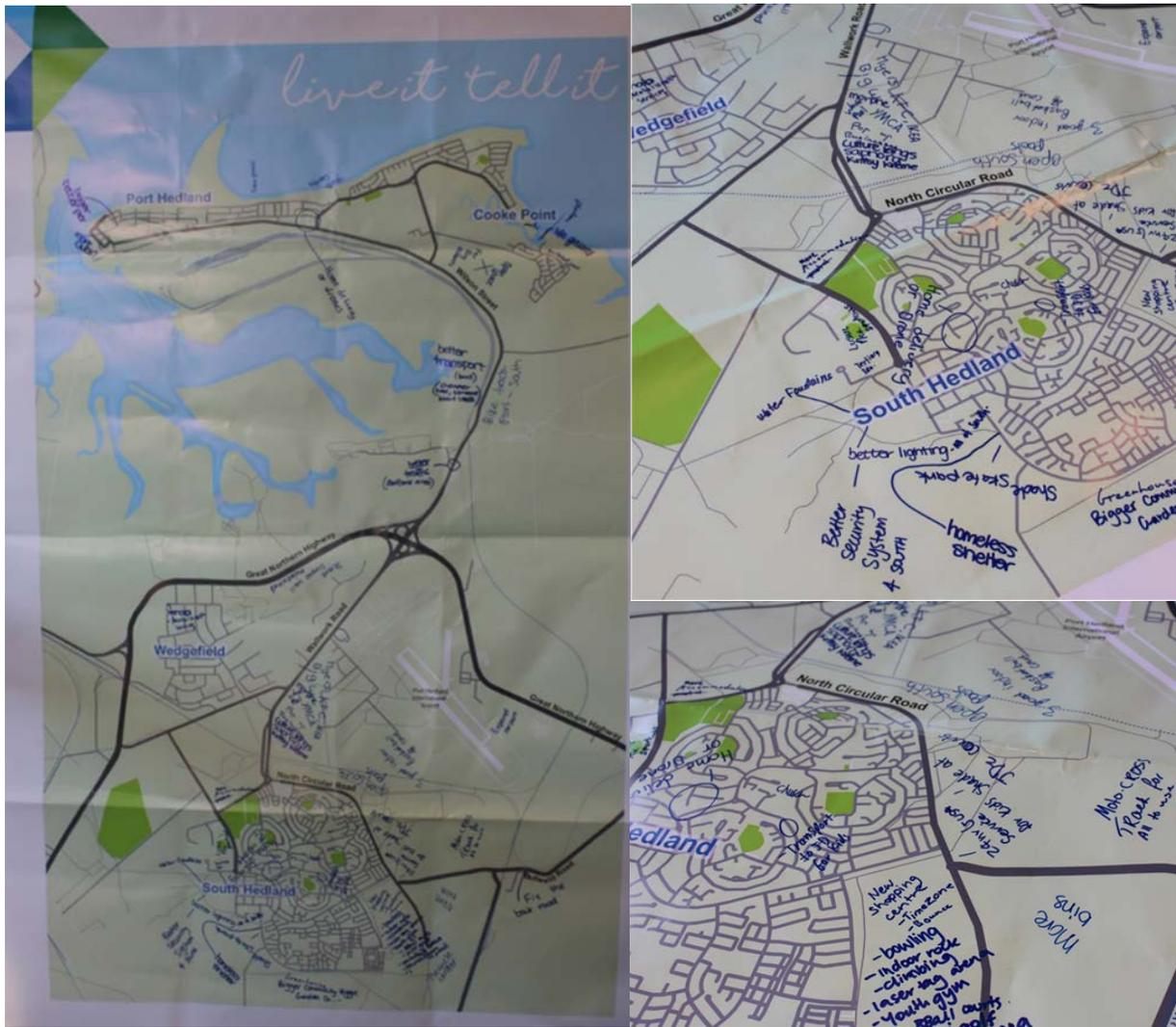
- Recycling Centre
- More bins around South Hedland
- Water fountains in South Hedland
- Community Greenhouse
- Bigger Community Community and Veggie Garden

Other:

- Home/drone delivery

Participants were asked to work as a group to write and draw on a map what places/facilities they would like to see in Hedland over the next ten years. The feedback is captured in the three images below.

FIGURE 1: WHAT PLACES/FACILITIES YOUTH WOULD LIKE TO SEE IN HEDLAND OVER THE NEXT TEN YEARS



18.1.3 Identifying priorities

Participants were asked to play the “Investing in Hedland” game in a group of 4 to 6 people. The group was provided \$1,000 to invest and as a group asked to decide on how this \$1,000 was to be invested, taking into account opportunities, trade-offs and the social/economic/environmental benefits and consequences. Groups were also able to add anything they felt was missing. The results are outlined below.

#	FOCUS AREA													Other: Youth and mental health support	Other: Education (Secondary / Culture)	Other: Transport
	Libraries	Waste Management	Arts, culture & events	Sport & recreation facilities	Parks & gardens	Roads & footpaths	Foreshore & boating facilities	Planning & building services	Access & inclusion programs	Community safety initiatives	Youth activities	Grants & funding for community groups				
1	\$50	\$100	\$100	\$50	\$50	\$100	\$0	\$50	\$50	\$200	\$200	\$50				
2	\$0	\$150	\$175	\$125	\$50	\$0	\$0	\$50	\$50	\$50	\$150	\$100		\$50	\$50	
3	\$0	\$50	\$100	\$150	\$50	\$100	\$50	\$0	\$50	\$150	\$250	\$50				
TOTALS	\$50	\$300	\$375	\$325	\$150	\$200	\$50	\$100	\$150	\$400	\$600	\$200	\$0	\$50	\$50	

19. APPENDIX F – POP-UP ENGAGEMENT

19.1.1 Where Pop-Ups were held

A total of 55 Pop-Ups were completed at numerous locations by the Town of Port Hedland’s Community Engagement Team and Town of Port Hedland volunteers, including Elected Members. The following is a detailed list of the dates and venues for all the Pop-Ups:

- Monday 30 October - Community barbecue and AGM, Yandeyarra
- Thursday 9 November - South Hedland Shopping Centre, South Hedland
- Friday 10 November - P4P Forum for Hedland, Port Hedland
- Friday 10 November - Water Polo at Gratwick Aquatic Centre, Port Hedland
- Friday 10 November - Freemasons AGM, Port Hedland
- Saturday 11 November – Cricket at Kevin Scott Oval, South Hedland
- Saturday 11 November - South Hedland Shopping Centre, South Hedland
- Sunday 12 Nov - Yacht Club, Port Hedland
- Thursday 16 November – Boulevard Shopping Centre, Port Hedland
- Thursday 16 November - Police BBQ at South Hedland Square, South Hedland
- Thursday 16 November - SLAM/Taekwondo/Yoga at JD Hardie Youth Zone, South Hedland
- Friday 17 November - Water Polo at Gratwick Aquatic Centre, Port Hedland
- Saturday 18 November - Boulevard Shopping Centre, Port Hedland
- Saturday 18 November - Family Fun Day at Courthouse Gallery, Port Hedland
- Sunday 19 November - C3 Church, South Hedland
- Sunday 19 November - Catholic Church, Port Hedland
- Sunday 19 November - Yacht Club, Port Hedland
- Monday 20 November - Port Hedland International Airport
- Tuesday 21 November - Port Hedland International Airport
- Tuesday 21 November - Hedland Gymnastics Club, Wedgefield
- Wednesday 22 November – Port Hedland Chamber of Commerce Breakfast, Port Hedland
- Wednesday 22 November - Karlarra House, South Hedland
- Thursday 23 November - South Hedland Shopping Centre, South Hedland
- Thursday 23 November - Pre-kindy Mothers Group at Cooke Point Playgroup, Port Hedland
- Thursday 23 November - Town of Port Hedland Storytelling at South Hedland Library, South Hedland
- Thursday 23 November – Town of Port Hedland staff meeting at Depot, Wedgefield
- Thursday 23 November - Port Hedland International Airport
- Friday 24 November - Don Rhodes Mining Museum coffee van, Port Hedland
- Friday 24 November – Mosque, South Hedland
- Friday 24 November – Port Hedland International Airport
- Friday 24 November – Netball at Faye Gladstone Netball Courts, South Hedland
- Saturday 25 November - South Hedland Shopping Centre, South Hedland
- Saturday 25 November - Park Run, Port Hedland
- Saturday 25 November – Taekwondo, South Hedland
- Saturday 25 November – Kids Club at JD Hardie Youth Zone, South Hedland
- Sunday 26 November – Boat ramp, Port Hedland
- Monday 27 November - Wedgefield Coffee, Wedgefield

- Monday 27 November – Local businesses, Wedgefield
- Monday 27 November - Port Hedland Retirement Village, Port Hedland
- Monday 27 November – Mingle Mob bus at Youth Involvement Council, South Hedland
- Tuesday 28 November - Cooke Point Playgroup, Port Hedland
- Tuesday 28 November - Town of Port Hedland Storytelling at Port Hedland Library, Port Hedland
- Tuesday 28 November – FMG port site, Port Hedland
- Tuesday 28 November – Trivia Esplanade Hotel, Port Hedland
- Wednesday 29 November - Baby Club at Cooke Point Playgroup, Port Hedland
- Wednesday 29 November – Port Hedland Industry Council meeting, Port Hedland
- Thursday 30 November - FMG rail site, Port Hedland
- Thursday 30 November – Dreamers Corner coffee van, South Hedland
- Thursday 30 November – South Hedland Mothers Group at Dome, Port Hedland
- *Numerous days* – Cards activity at South Hedland Library, Port Hedland Library and JD Hardie Youth Zone; Youth Town map and painting at Youth Involvement Council and JD Hardie Youth Zone; polls by Town of Port Hedland staff

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