

Strategic Community Plan

2018 - 2028



Town of
Port Hedland



Town of Port Hedland

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

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



Advice
This document may contain images of Aboriginal and Torres Strait Islander people who have passed away.

Disclaimer
The opinions expressed in this document are made in good faith and while every care has been taken in preparing this document, the Town of Port Hedland makes no representations and gives no warranties of whatever nature in respect of this document, including but not limited to, the accuracy or completeness of any information, facts and/or opinions contained therein. The Town of Port Hedland, its Elected Members, staff and consultants cannot be held liable for the use of and reliance on the opinions, estimates, forecasts and findings in this document.



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Message from the Mayor



On behalf of the Town of Port Hedland, I am proud to present our Strategic Community Plan 2018 - 2028. Developed in consultation with our community and key stakeholders, the plan sets out the vision, aspirations and objectives of our community over the next ten years.

The Strategic Community Plan is the culmination of the Live It Tell It campaign, the most extensive engagement exercise ever rolled out by the Town of Port Hedland. More than 5,800 direct community responses were recorded during this campaign, via a range of consultation exercises.

We started the conversation in the Yandeyarra Aboriginal Community on the 30th October 2017 and finished with our Hedland Aboriginal Strong Leaders consultative forum on the 4th December. During this time, we did not stop until we had visited as many of our schools, shopping centres, community groups and facilities as possible.

The results shine a spotlight on where we are today and what needs to be done to create a brighter and more sustainable future.

Your feedback indicates that we are moving towards a more family-focused town with people wanting to live in a safe, vibrant and cohesive community. There is a strong sense of pride in Port Hedland as a place to call home, and that is a fantastic outcome.

I sincerely thank all of those who contributed to this Plan by sharing opinions and thoughts, by taking part and showing interest. We are a Council and organisation committed to listening, to ensure our town reaches its fullest potential.

This is an exciting time for the Port Hedland community as we progress towards our Vision of becoming Australia's leading Port Town embracing community, culture and environment.

Camilo Blanco, Port Hedland Mayor.

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Our Vision

To be Australia's leading Port Town embracing community, culture and environment.

Our Town



Located 1,765km north of Perth in the Pilbara, the Town of Port Hedland is home to over 14,000 people and encompasses two residential and business centres, Port Hedland and South Hedland, the light industrial area of Wedgefield and the Aboriginal communities of Jinparinya, Marta Marta, Punju Njamal, Tkalka Boorda, Tjalka Wara and Yandeyarra.

Although recently known for its port and resource industry, Port Hedland has been a significant community hub for the Pilbara since the late 1800s and continues to be a vital part of the region for culture, ecology, sport, business and regional services.

The local government area is home to unique desert landscapes, a tropical savannah climate, access to internationally renowned nature reserves and beautiful waterfronts on the headland, which continue to attract both residents and visitors.

Our Heritage



The Esplanade Hotel, 1968.

Port Hedland is steeped in 40,000 years of Kariyarra lore. The Kariyarra people refer to the area as Marapikurrinya, which alludes to the hand-like formation of the tidal creeks along the coast. The larger Pilbara region is what the custodians call Bilybarra, meaning 'dry country', an area which embodies many sacred sites and over 31 language groups. The Pilbara's Aboriginal culture continues to be inextricably tied to the patterns, processes and duties of traditional lore, which date back to the original creation of the distinctive land features that exist today.

European settlement began when, in April 1863, Captain Peter Hedland, aboard the *Mystery*, ran aground in the narrow entrance of a channel while looking for locations for a port for the expanding pastoral industry. He named the site Mangrove Harbour after discovering an impressive sheet of water appearing like an inland lake. Two months later, the Surveyor-General renamed the area Port Hedland in the Captain's honour.

The town site was eventually gazetted in 1895 with lots for sale at 50 pounds each and came to early notability for its pearling and agricultural industries, and later for gold. Despite the harsh conditions, lack of timber for construction and scarcity of drinking water, the town quickly expanded as a mining and port town connecting Fremantle, London and Singapore to the bountiful resources in the area.

The discovery of iron ore deposits in 1965 resulted in the small town of some 1,200 people being thrown into a frenzy of activity and expansion. Wedgefield was established as a light industrial area to support the mining sector. The port was dredged and a railway built, along with a number of facilities and services to cater for the exponential growth in population.

The succeeding booms of the 90s and 2000s have shaped the town into one of the most significant resource hubs in Australia.



Our Economy

The port of Port Hedland is the largest bulk export port in the world. The port serves as the 'maritime gateway' for the Pilbara Region, supporting internationally prominent resource companies and driving national economic growth. Iron ore constitutes over 80% of the port's total export, with the Pilbara Region accounting for approximately 94% of Australia's iron ore production. Commodities including salt, manganese ore, chromite ore, copper concentrate and general cargo are also exported from the port.

In 2016/17, the port exported just over 500 million tonnes, with 6,000 vessel movements. A throughput of 700 million tonnes per annum is expected over the next decade, generating an additional \$37 billion in economic output for the Australian economy and cementing the port's supply chain as the core of the Port Hedland economy for the foreseeable future.

Port Hedland's Gross Regional Product reached nearly \$4.2 billion in 2016 (Australian Bureau of Statistics' 2016 Gross State Product).

Mining, construction, transport and logistics are the most significant contributors to the total income of Port Hedland, with a third of all jobs in the region being in mining. Transport and logistics are the next largest employer, overtaking the construction industry due to the mining sector transitioning into the production phase. Health and social care services are the largest employment group in the services sector. Construction, social services, hospitality, education, small to medium retail and wholesale businesses are also crucial to the local economy.

The recent iron ore boom period drove significant investments by State and local government, industry, local business and organisations in quality facilities and services in the residential, retail and industrial space. Industry, residents and stakeholders understand the importance of collaboratively supporting the Town's small to medium enterprises to create a vibrant business hub for residents and the Pilbara region. According to the Australian Bureau of Statistics, more than 400 actively trading businesses in Port Hedland are "one-person" enterprises and over 170 small businesses employ four or less people.

Supporting these micro and small businesses, ensuring high-quality internet connectivity, cultivating entrepreneurship and broadening training offerings will help drive economic growth and new employment opportunities for the future.

Looking to future port developments, the facility at Lumsden Point will ultimately include new general cargo wharves, laydown areas and a logistics hub area to ease shipping congestion associated with the growth of non-iron ore trade at Port Hedland. It will also support an anticipated increase in livestock exports from the Pilbara, as Lumsden Point has the potential to include dedicated live export yards and loading facilities.

The development of the livestock industry is supported by significant projects such as the Northern Beef Futures and the Pilbara Hinterland Agricultural Development Initiative, which fall under the Department of Primary Industries and Regional Development.

The Port Hedland International Airport is currently evolving to meet the future transport and economic needs of the Pilbara. The Airport Master Plan is focussed on delivering infrastructure upgrades, increased passenger and freight traffic and more revenue opportunities. The airport's expansion plays a crucial role in Port Hedland diversifying its economy and providing more local employment opportunities.

Over the lifespan of this Strategic Community Plan, it is anticipated that agriculture will become a significant industry for the Pilbara region with logistics, downstream processing and value-addition spinoffs benefiting the local economy.



Port Hedland's Gross Regional Product reached nearly \$4.2 billion in 2016.

Our Community

Port Hedland has a rich and diverse community which adds to its unique culture.

36.9%
of people living
in Hedland were
born overseas

and

50.1%
have a parent
born abroad

Australian Bureau of Statistics, 2016 Census.

Aboriginal and Torres Strait Islander people represent 16.7% of the Town of Port Hedland population, an increase from 14.8% in 2011. The Traditional Custodians of the Town of Port Hedland lands are the Kariyarra, Ngarla and Nyamal people.

As a town, Port Hedland has many contrasts. The range of income levels is extensive, the difference between home ownership and renting is broad, the fly in/fly out workforce is counterbalanced by a local residential population, and the length of time that people spend living in the town is varied. All of these elements, along with the ability to come together as one community, is part of the town's attraction. The community is resilient; it adjusts to different cycles, such as short-term population increase or a reduction in employment. At its core are strong, hardy and spirited people.

After a period of rapid growth and development, population numbers are stable, and the town is well positioned to embrace short-term fluctuations, as well as any incremental, longer-term increases. The benefits from the previous industry growth period included increased infrastructure, which has enabled the town to meet the needs of its current population.

The Town of Port Hedland has a wide range of arts, culture, sports and recreation programs, as well as primary schools, a high school and a TAFE. Community facilities include an art gallery, theatre /cinema, parks and playgrounds, indoor recreation courts, youth facilities, swimming pools, sports ovals and precincts.

It is a developing regional centre, with a good variety of infrastructure, including a regional hospital, international airport and the biggest bulk export port in the world.

We are a community which aims to continually grow and develop. Areas of focus include youth, education, community safety, lifestyle and wellbeing, job creation and training opportunities and improved outcomes for Aboriginal and Torres Strait Islander people. Success in these areas will strengthen our position as a community destination of choice.

Port Hedland is a welcoming community, with excellent facilities and a diverse population. It is resilient and engaging. Our long-term community goal is to "honour our people and our cultural heritage – ensuring wellbeing, diversity, creativity and a strong civic dialogue".



Our Built and Natural Environment

Port Hedland has a semi-arid climate with a tropical savannah influence, receiving, on average, 219 days of sunshine a year, with temperatures oscillating between warm to hot year-round.

Being a coastal township, the Port Hedland environment includes marine and estuarine ecosystems as well as semi-arid landscapes with some of the oldest geological examples in the world, all of which are vital sanctuaries that nurture a wide array of native species.

The coast has many diverse habitats including mudflats, mangroves, sandy islands, coastal dunes and beaches that support an abundance of marine life; some of which include turtles, sharks, whales, dolphins, crocodiles and octopus. The habitats are an essential breeding ground for the flatback turtle, which only nest on Australian beaches and has the shortest migratory range of all sea turtles. The coastal area is also internationally recognised as an essential stop along the East-Asian Australasian Flyway for at least 18 shorebird migratory species who convene along the coast before migrating to the breeding grounds in the Arctic tundra.

Port Hedland benefited from significant investments in new and upgraded facilities and extensive new development.



East of the coastal fringe exists a radically different environment, characterised by dry, broad sandy plains sustaining a range of drought tolerant vegetation and a plethora of bird life, from birds of prey, like the eagle, to bush birds, such as the finch or willie wagtail.

Port Hedland is also a gateway to a number of internationally renowned national parks, including Karijini and Millstream Chichester National Park, both of which are sites of significant environmental and cultural importance.

During the peak of the export trade, Port Hedland benefited from significant investments in new and upgraded facilities and extensive new development. The Pilbara Planning and Infrastructure Framework 2012 and Local Housing Strategy 2014 provided the framework for improved housing choices, mix of residential density, facilities and general amenities to create a more attractive and liveable community.

The West End demonstrates the town's long and unique history as one of the first colonial communities in the Pilbara. The proximity of the West End to continually expanding port operations creates significant challenges for planning the future of the area. Containing remnants of the old town centre and many dilapidated structures, government, industry and residents will need to work through and resolve the amenity issues and land use conflicts associated with the West End and port interface.



Our Local Government Resource Profile

The following table provides historical data for key indicators. The forward outlook is subject to a number of scenarios, some of which have been presented.

Town of Port Hedland Resource Profile				
Financial Profile	2006/7 Actuals	2012/13 Actuals	2016/17 Actuals	Forward Outlook
Number of electors	5,581	5,687	7,666	Population changes are aligned to increases or decreases in the workforce numbers of existing operations and the development of new industries in Port Hedland.
Employees	110	206	151	Employee staff numbers are dependent on the level of service standards and the number of programs required to meet or exceed community expectations.
Rates	\$8.9M	\$18.8M	\$24.0M	Increases or decreases in municipal rates depend on the level of service standards and the number of programs provided to the community.
Financial Assistance Grants (operating)	\$3.8M	\$6.1M	\$3.0M	State and Federal Government spending and population numbers bear a significant influence on grant funding received.
Other Grants (non-operating)	\$1.5M	\$57.6M*	\$5.6M	Partnerships and external funding from key stakeholders will affect these grants.
Capital Expenditure	\$0.6M	\$5.9M	\$2.8M	Asset renewal, replacement and acquisition of new assets influences capital expenditure, along with the changing needs of the community.
Operational Expenditure	\$26.1M	\$59.5M	\$39.7M	Operational expenditure will reflect community expectations of service levels, program requirements.
Value of Assets (net)	\$114.9M	\$300.7M	\$668.0M	The stock and value of assets will vary depending on the renewal or replacement of existing assets as well as the addition of new community assets.

*Includes grants from Royalties for Regions.

More detailed financial information will be available later in 2018 in the associated strategic framework documents, such as the Town of Port Hedland's Long Term Financial Plan and Corporate Business Plan.

Developing our Strategic Community Plan

Our 2018-2028 Strategic Community Plan outlines the future direction of the Town of Port Hedland. It focuses on building generational prosperity, economic and environmental sustainability and community through partnership, civic leadership and collective action over the next ten years.

The Purpose of the Plan

Local governments have a big job to do. Of all three spheres of government in Australia, local governments are the systems of government which interact most directly with the lives of community members. This is through the strategic planning of land and the provision of local roads, parks, recreation facilities, rubbish collection, library services, street signage, pet control and other important local services.

All local governments are required to plan for the future and be accountable to their community. In Western Australia, planning and reporting are guided by the Integrated Planning and Reporting Framework and Guidelines, which were introduced in 2010.

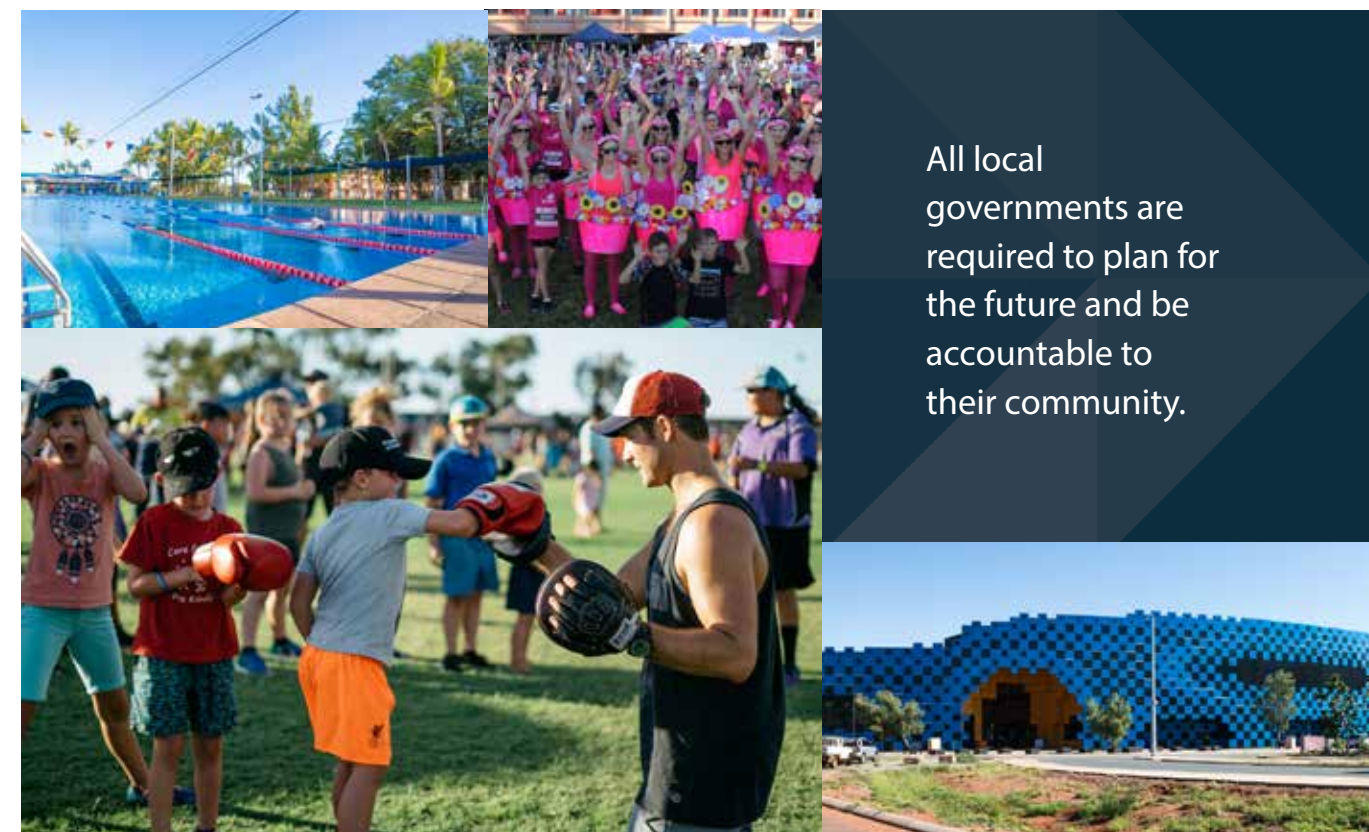
The Integrated Planning and Reporting system ensures that there is a clear process by which local governments can:

- Understand and incorporate their community's vision, outcomes and priorities

- Adequately allocate resources to achieve their goals and outcomes within the constraints
- Monitor and report on progress

To achieve this, the guidelines require the preparation of both a Strategic Community Plan and a Corporate Business Plan. The Strategic Community Plan is a high-level ten year plan which is informed by community aspirations and context. The Corporate Business Plan outlines the specific and practical implementation plan to achieve the Strategic Community Plan in the first four years.

The Integrated Planning and Reporting Framework is a cyclical process which integrates an ongoing process of engagement, review and planning to ensure local governments have the information they need to deliver the best possible outcomes to their communities.



All local governments are required to plan for the future and be accountable to their community.



Integrated Planning and Reporting Cycle

The Town of Port Hedland has produced two Strategic Community Plans in the last eight years through a major and minor review process. This current Strategic Community Plan reflects the trends and local context in 2018, outlines the community aspirations for the next decade and details the activities required to achieve these goals by 2028.



Strategic Community Planning Approach

To develop this plan, the Town of Port Hedland launched an extensive engagement, review and planning process in 2017 to gain community participation, feedback and insights to drive the design and development of our Town's future direction.

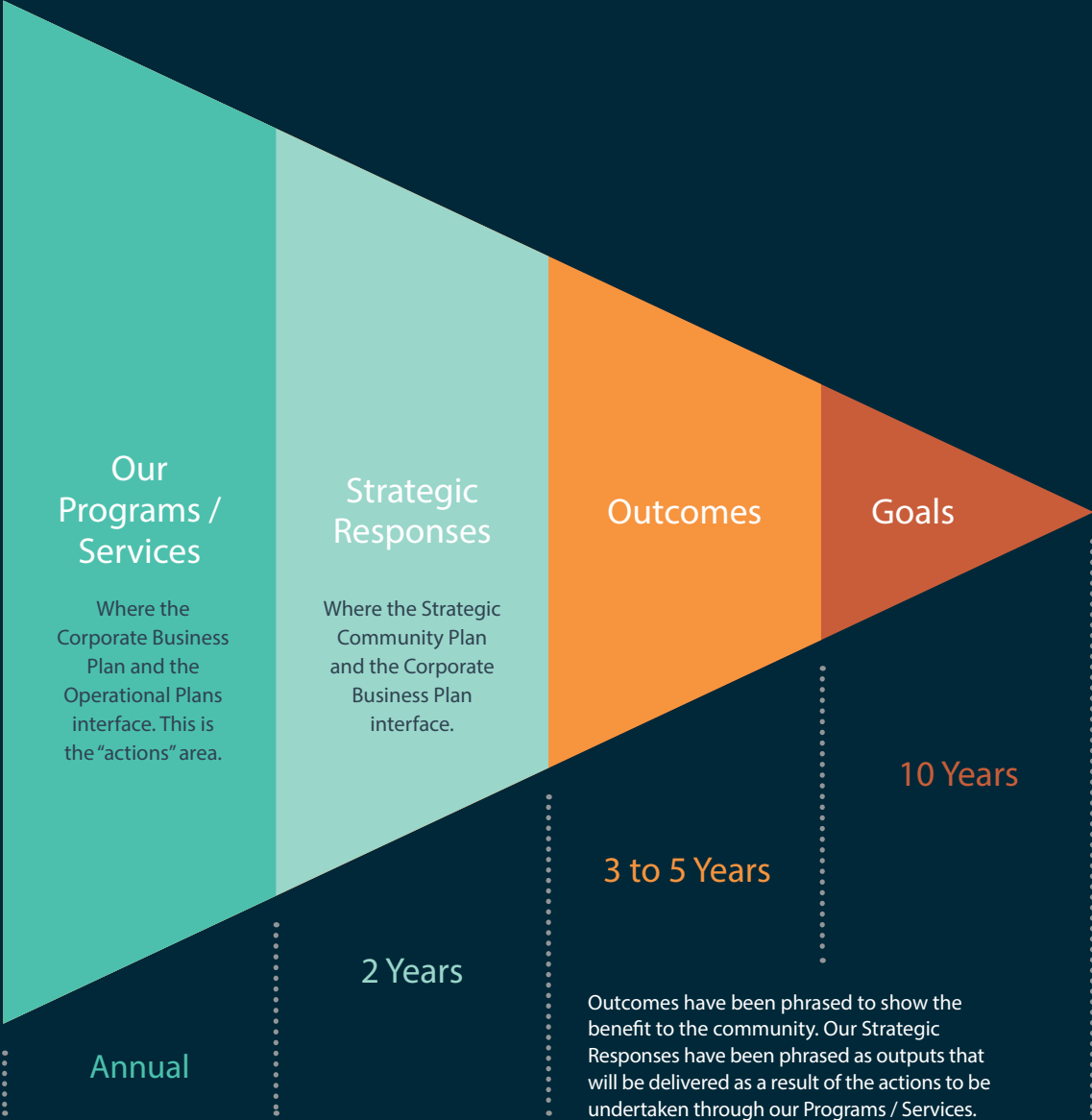
This included:

- Consideration of the land use, economic, environmental, cultural and other planning undertaken by industry, State Government, the Pilbara Development Commission, local cultural and arts organisations
- Review of prior Strategic Community Plans
- Analysis of demographics
- Internal engagement with Town of Port Hedland Elected Members and staff
- External engagement via surveys, Aboriginal and Torres Strait Islander focus groups; stakeholder workshops, youth workshops, shopping centre engagement pop-ups, mini pop-ups at facilities, pop-ups at community events, social media campaigns and an Instagram competition.

Based on the direction from the Strategic Community Plan, a Corporate Business Plan will be developed for the Council and Town of Port Hedland, which will determine all the Strategic Responses and Actions. It will be supported by the Town's financial plans and annual budgets, as well as with resources from our partners and stakeholders.

We acknowledge that the achievement of the Strategic Community Plan is dependent on a number of key assumptions as follows:

- Ongoing Community engagement, commitment and support
- Ongoing Industry and partners involvement and support
- Ongoing Federal and State funding where appropriate
- Council approvals
- Sufficient resource allocation to fund the Actions and Strategic Responses.



Other Planning

The Strategic Community Plan has been informed by the broader planning of industry and government and, in particular, has referenced the following documents and processes:

- Pilbara Regional Investment Blueprint 2015
- Pilbara Port City Growth Plan 2012
- Pilbara Port City Implementation Plan 2012
- Department of Jobs, Tourism, Science and Innovation forum on West End 2017
- Department of Primary Industries and Regional Development 21st Century Town Hall Meeting 2017



Community Input

Engagement Approach

The Town of Port Hedland launched the Live It Tell It engagement process to gain broad community participation in the Strategic Community Plan process during October to December 2017. The campaign was the most extensive and successful engagement exercise ever rolled out by the Town, giving valuable feedback, a broader perspective and insight into our community.

Residents, community and industry groups, government agencies, council staff, and the Town's Elected Members were all invited to participate in a range of surveys and exercises, engagement pop-ups, games, digital platforms, in-depth planning workshops and meetings.

The valuable input received from the community through these exercises will contribute to the planning for future facilities, decision-making and in the prioritisation of the Town's financial resources.

Public Exhibition of the Plan

The draft Strategies 2018 – 2028 were released for public exhibition on the 29 March – 27 April 2018. During this period copies of the draft Strategies were available on the Town of Port Hedland website, at the Port and South Hedland libraries, the Civic Centre and JD Hardie Youth Zone. Community workshops were also held to explain the proposed Strategies, and capture feedback from community members.

The raw data collected during the Live it Tell It campaign was available on the Town of Port Hedland website during this time.

Components of the Plan

The main components of the Strategic Community Plan include:

- Our Vision
What the Town of Port Hedland hopes to achieve in the future.
- Our Themes
There are four overall themes, which describe where we want to be and what we want to achieve over the 10-year duration of the Strategic Community Plan. These are our long-term objectives.
- Outcomes
There are key outcomes for each theme – the benefits to the community that will result from all of the activities programs and developments which take place during the life of the Strategic Community Plan. These outcomes will be measured, and results will be achieved within the medium term of 5-10 years.

- Strategic Response
There are a significant number of strategic responses that we as a community, our stakeholders, partners and Council will undertake to deliver, to ensure that the desired outcomes and goals are achieved. Our strategic response encompasses the entire period of the Strategic Community Plan but will be resourced and have priorities set on an annual basis.
- Progress measures
This is how we will measure our performance and achievement of our goals.
- Colour Codes
Our themes are colour coded to provide a linkage between the Strategic Community Plan, Corporate Business Plan and Operational Plan.



Strategic Community Plan





Our Themes

Our Community

We honour our people and our cultural heritage - ensuring wellbeing, diversity, creativity and a strong civic dialogue.

Our Economy

We build prosperity for all – enabling sustained economic growth.

Our Built and Natural Environment

We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form.

Our Leadership

We are united in our actions to connect, listen, support and advocate thereby leveraging the potential of our people, places and resources.

Our Community

We honour our people and our cultural heritage - ensuring wellbeing, diversity, creativity and a strong civic dialogue.



Outcomes		Progress measures	Our Strategic Response	
1.a	A hardy, healthy and safe people	Improved levels of health, safety and wellbeing in the community	1.a.1	Stakeholders are engaged to develop a whole of town approach to increase accessibility to quality health and wellbeing services
			1.a.2	Community needs and gaps in health provision are identified and delivered
			1.a.3	Youth services and facilities are implemented with regular input from youth and providers
			1.a.4	Partnerships with stakeholders to deliver sport and recreation are enhanced
			1.a.5	Agencies and the community are fully engaged to reduce anti-social behaviours and improve community safety
			1.a.6	Town-wide health, safety, recreation and sporting activities and services are promoted
1.b	An inclusive and involved community	Broader community engagement and representative participation in decision-making processes	1.b.1	Newcomers to Port Hedland are provided with inductions, information and opportunities to engage and get involved
			1.b.2	A residential workforce is promoted to industry as the preferred option
			1.b.3	Forums and activities to give a voice to youth, people with a disability, ageing, Aboriginal and Torres Strait Islander, and Culturally and Linguistically Diverse people are recognised and supported
			1.b.4	Regular opportunities for the broad community to have input into the Town of Port Hedland plans and programs are provided for transparency, accountability and two-way interaction

Outcomes		Progress measures	Our Strategic Response	
			1.b.5	Opportunities to get involved and results of engagement are regularly promoted
1.c	A unique, vibrant and diverse community lifestyle	Increased participation and ownership by the community in activities, events and programs	1.c.1	The community, industry, arts and cultural organisations are engaged to identify, plan and coordinate events and activities
			1.c.2	Events and activities to celebrate the Town's cultural heritage, arts and Pilbara lifestyle are consistently programmed and delivered
			1.c.3	Partnerships with industry and government to support events and activities are enhanced
			1.c.4	The Town's program of events and activities is promoted locally, regionally and nationally
1.d	Well utilised and valued community facilities and services	Community facilities and infrastructure are well utilised and meet the needs of the community.	1.d.1	The present and future facilities and requirements of the Town are planned for and developed in-line with relevant facility standards and community needs
		Increased community satisfaction, ownership and pride in facilities, events and services.	1.d.2	Facilities and community infrastructure are revitalised across the Town
			1.d.3	Facilities and community infrastructure are well maintained, managed and fit for purpose to provide a range of lifestyle opportunities

Our Economy

We build prosperity for all – enabling sustained economic growth.



Outcomes		Progress measures	Our Strategic Response	
2.a	Enhanced participation in the workforce	Increased levels of employment	2.a.1	Local training providers, business, industry, services, agencies, social sector and infrastructure providers are fully engaged and coordinated in the development of training and employment opportunities
		Increased diversity of opportunities to reduce under and unemployment	2.a.2	Partnerships with private enterprises and government to fund projects and create jobs are pursued
			2.a.3	Innovation is encouraged to enhance the diversity of employment opportunities
			2.a.4	Broader education and training offerings are encouraged
2.b	An enabling, attractive business environment	Local employers report greater ease of doing business and are engaged in leading economic growth	2.b.1	Forums are regularly provided to support industry and businesses, including Aboriginal and disability enterprises, in engaging with the community and stakeholders
			2.b.2	The Town's economic development is supported through engagement with key economic groups
			2.b.3	Red tape for business is minimised through review and reform of relevant policies and by-laws
			2.b.4	Business approval processes are transparent and pathways streamlined
			2.b.5	Business opportunities and major projects are promoted online and at relevant national and international forums and events

Outcomes		Progress measures	Our Strategic Response	
2.c	A thriving, resilient, sustainable and diverse economy	Increased business registrations and decreased business closures	2.c.1	Business and government agencies and other relevant stakeholders are engaged to: <ul style="list-style-type: none"> • Identify strategic employment and economic development priorities • Assess and address market failures affecting the cost of living • Assess and address cost of doing business challenges
		Increase in diversity of enterprises	2.c.2	Opportunities for social enterprise, innovators, and small and medium sized businesses are identified, and strategies to attract and support them are implemented
			2.c.3	Local procurement is prioritised and promoted across industry and agencies
2.d	The development and expansion of key industries	Increased investment in the key industrial value chains, including port, logistics and support services	2.d.1	Investment in key infrastructure development such as the port and logistics is pursued
			2.d.2	The development of industry specific value chains are encouraged and supported





Our Built and Natural Environment

We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form.

Outcomes		Progress measures	Our Strategic Response	
3.a	A healthy natural environment	Increased protection and conservation of natural environments, habitats and biodiversity	3.a.1	Traditional owners, key stakeholders, and the community are informed and actively involved in the protection and enhancement of the natural environment
			3.a.2	Biodiversity is understood by the community and protected
			3.a.3	Natural resource assets are well-managed and enhanced
3.b	A safe and fit-for-purpose built environment	Improved perceptions of safety, cleanliness and functionality of the built environment	3.b.1	The present and future needs for serviced land and infrastructure provision are identified, planned and developed
			3.b.2	Emergencies such as cyclones are prepared for, educated about, responded to and recovered from in partnership with key agencies
			3.b.3	Sustainable energy, waste and water management practices are provided and promoted
			3.b.4	Innovation and resilience of the built form are encouraged, assessed and implemented
		Increased provision of sustainable and resilient built form	3.b.5	The protection and valuing of amenities and urban space is enhanced through community engagement
3.c	An accessible and sustainable urban environment	Greater participation in urban renewal initiatives	3.c.1	Urban and spatial planning is implemented to enhance human interaction with nature and industry
			3.c.2	The community is surrounded by and has access to attractive natural habitats, built form, parks and amenities
		Increased satisfaction with attractiveness of urban landscape	3.c.3	Engagement with the community on urban renewal and greening initiatives is enhanced

Our Leadership

We are united in our actions to connect, listen, support and advocate thereby leveraging the potential of our people, places and resources.



Town of Port Hedland Councillors.

Outcomes		Progress measures	Our Strategic Response	
4.a	A global, national, state and local presence and voice	Greater brand recognition and reputation	4.a.1	Town of Port Hedland is represented and advocated for in International, Federal, State and regional forums and policy development
		Increasing visitation and positive perceptions	4.a.2	Town of Port Hedland is marketed and promoted locally, state-wide, nationally and internationally to tourists and investors
			4.a.3	A positive narrative and unique brand is developed and promoted
4.b	Transparent and accountable governance and financial sustainability	Increased community awareness and positive perception of ToPH transparency and accountability	4.b.1	Sound long-term financial planning is implemented
		Financial and Governance performance meets industry benchmarks	4.b.2	Transparent and regular financial reporting and communication to the community is undertaken
			4.b.3	Transparent and regular governance reporting and communication to the community is undertaken
			4.b.4	Constructive forums are provided for discussion and the representation of the diversity of views and needs that impact on the Town's developments, programs and policies
4.c	Effective delivery of services and infrastructure to meet community needs	Improving customer satisfaction with range of services and quality of service delivery	4.c.1	High quality and responsive customer service is provided
		Increased utilisation of Town's assets and amenities	4.c.2	Community members, business and tourists are engaged to provide feedback about local facilities and services
			4.c.3	Innovative marketing to attract amenity usage is implemented
			4.c.4	Efficiency strategies across the Town's infrastructure and amenity assets are implemented



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