



Town of Port Hedland Strategic Community Plan 2024

Desktop review draft – August 2014

*Creating a nationally significant, friendly city,
where people want to live and are proud to
call home*

Mayor's message

Port Hedland is a dynamic town in Western Australia's Pilbara region and has grown to become the economic might of Australia on the back of an internationally significant resources industry. We are proud of our indigenous heritage, our vibrant multicultural community, our stunning landscapes and we are excited about the future and diversifying our economy.

The Town of Port Hedland significantly contributes to the Western Australian and national economies, while delivering high quality facilities and services to our community. Rapid growth has brought many positive changes to our region and set us on the path to becoming a vibrant and attractive regional city. Yet this also carries the challenge of balancing economic and commercial development with the needs of the local community.

Much work has been accomplished and some truly impressive results realised. While we have already achieved great things, there is more ground to be covered on our journey to achieving our vision.

I am pleased to present the draft Town of Port Hedland Strategic Community Plan 2024. This is a revision of our 2012-2022 plan and marks the two-yearly desktop review as part of the State Government's integrated planning and reporting requirements. The review is an opportunity to make sure our goals and strategies are still relevant and to refine these to better reflect our community's aspirations.

Our plan sets out our community's aspirations for the next ten years and articulates strategies as to how we are going to achieve these. Our key themes are:

- Building a unified and vibrant community
- Supporting a diverse economy
- Balancing our built and natural environment
- Leading our community

During the review we consulted with the community about the top priorities for our town and we will be conducting further consultation during a public exhibition process in September. We welcome your comments and thoughts about what's important to you, your families and our community.

Together we can achieve our vision to create a nationally significant friendly city where people are proud to call home.

Mayor Kelly Howlett

1. Port Hedland overview

Port Hedland is a dynamic town in Western Australia’s beautiful North West located approximately 1,800km north of Perth. We are home to more than 20,000 people from diverse cultural backgrounds and cover 11,844 square kilometres of the Pilbara region. Our original inhabitants, the Karriyarra people, call the place Marapikurrinya for the hand shaped formation of the tidal creeks coming off the natural harbour.

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

We are proud to be Australia’s largest bulk export port with Pilbara Ports Authority recording a record annual tonnage throughput of 372.3 million tonnes in 2013/14. Our role is well established on the national and international stage, attracting internationally prominent resource companies and contributing at a nationally recognised level to the broader Australian economy.

Population	20,000 (based on 2011 ABS and 2014 accommodation surveys)
Area	11,844 square kilometres
Distance from Perth	1765km via North West Coastal Highway 1638km via Northern Highway
Electricity supply	Horizon Power
Water supply	De Grey River and Yule River Borefields
Length of road	178.72 km sealed, 484.31 km unsealed
Local industries	iron ore export, salt, tourism, pastoral, light industrial, transport
Number of electors	5455
Number of dwellings	5690
Total rates levied (2012/13)	\$22,035,451
Total operating revenue (2012/13)	\$64, 325,526
Number of elected members (August 2014)	9 with 1 vacancy

Our history

The Pilbara, called Bilybarra by many different Indigenous groups of the region, means “dry country”. In the Pilbara region, before the arrival of European settlers, there were at least 28 languages spoken. Kariyarra is the language that was (and is still) spoken in the Port Hedland region and the languages Ngarla and Nyamal are spoken just north and south of the area.

There are numerous places in the Hedland area with Indigenous names that date back hundreds of years.

The Kariyarra word for Hedland is Marapikurrinya which refers to the hand like formation of the tidal creeks coming off the harbour. Some of the other Kariyarra place names are Kartijirli for Pretty Pool and Pipunjarra for the Rock engravings.

In April 1863 Captain Peter Hedland aboard the cutter Mystery nosed his craft into the narrow entrance of a channel and discovered a magnificent sheet of water appearing like an inland lake. He named it Mangrove Harbour and two months later it was renamed Port Hedland by the Surveyor-General in his honour.

Once a port for the fledgling pearling and pastoral industries, today Port Hedland is a thriving centre of the Pilbara region. From the modern state-of-the-art technology required to operate the giant resource company facilities to the many and varied birds and wildlife that maintain their habitat within the salt and iron ore stock piles, Port Hedland is a unique blend of massive resource industrialisation and incredible natural wonders.

Development of the iron ore deposits resulted in major changes taking place. Port Hedland’s massive development program took off in 1965 and the small town of some 1200 people was thrown into a frenzy of activity and expansion.

With a lack of timber for building, no roads and only a small quantity of drinkable water, few would have imagined that the initial tiny settlement would grow into one of the largest and busiest mineral ports in the world.

Our community

We are a proud community with more than 20,000 people from diverse cultural backgrounds.

According to the most recent census data (2011), there were 15 832 estimated resident population in Port Hedland. We estimate that to be more than 20,000 given our population profile with non-residential (fly in-fly out) workforce.

The majority of our population are young (21% aged between 25 and 34) with a strong multicultural background (40% born overseas, 6% Aboriginal and Torres Strait Islander).

2. What is a Strategic Community Plan?

Our Strategic Community Plan sets out where we as a community want to be in ten years' time. It is a future vision developed collaboratively between the community and Council – it represents our collective aspirations and the strategies for achieving these goals. It is the story of our key issues, our strengths, opportunities and challenges for the future.

The plan articulates:

- Where do we want to be?
- How will we get there?

Developed as part of the State Government's integrated planning and reporting framework, the Strategic Community Plan has been developed to ensure the Town of Port Hedland's policies and services are aligned to the aspirations of the community. It will be supported by the Corporate Business Plan and other informing strategies such as the financial, workforce and asset management plans. All plans are interlinked and support each other as illustrated below.



3. How was it developed?

Our Strategic Community Plan was first developed in 2012 and formally adopted at the 11 July 2012 Ordinary Council Meeting. The plan was developed based on extensive community consultation and drew on various planning and strategic documents. It translated the community's needs, desires and wants into a targeted suite of strategic priorities to drive practical short and medium term planning, without losing sight of long term objectives over the next ten years.

The Strategic Community Plans is not static and must be reviewed regularly to ensure it continues to align with community aspirations – a minor review is conducted every two years and a major review every four years. This 2014 revision represents the two-yearly desktop review and presents are refocussed plan.

Supporting documents

Several key documents were used to shape the Strategic Community Plan, including:

- Draft Town of Port Hedland Strategic Plan 2010 - 2015
- Pilbara's Port City Growth Plan
- Port Hedland: Shaping a Cosmopolitan Port City
- Pilbara's Port City Implementation Plan
- community survey results
- Annual reports
- Community Engagement Strategy
- Housing Strategy

Engaging our community – 2012 process and key results

The community are central to the development and implementation of our Strategic Community Plan – a series of community engagement activities were undertaken in 2011 and 2012 to understand key community issues and to help shape priorities for the Town. Engagement activities included:

- annual Town of Port Hedland community survey and specific surveys
- workshops and focus groups
- working group and stakeholder reference group
- meetings and discussion with key stakeholders
- feedback through formal advertising period

From these activities, the community indicated the following actions in order of priority:

1. Continue offering and growing markets and festive occasions
2. Multi-purpose recreation centre
3. Coastal walkway linking key sites
4. Develop the airport as a welcoming gateway evocative of the region
5. Increase public transport between Port, South and key precincts
6. Develop small business support and development services
7. Multi-cultural food festival
8. Attract a university
9. Leveraging specialisation in the schools (e.g. high school is an art specialist school)

10. Growing Small Wins work for community led projects and public space improvements
11. Photography gallery
12. Indigenous arts space

When we asked what Port Hedland's greatest challenge is, the community clearly highlighted affordability as an issue. The top five perceived challenges rated were:

1. Housing affordability, accommodation and land
2. Community building, people attraction, vibrancy
3. Equality and inclusiveness
4. Changing perceptions and attitudes
5. Safety and crime

During the community consultation, we also asked what was important to you as a community. As a result, a set of principles were established to form a guiding framework, including:

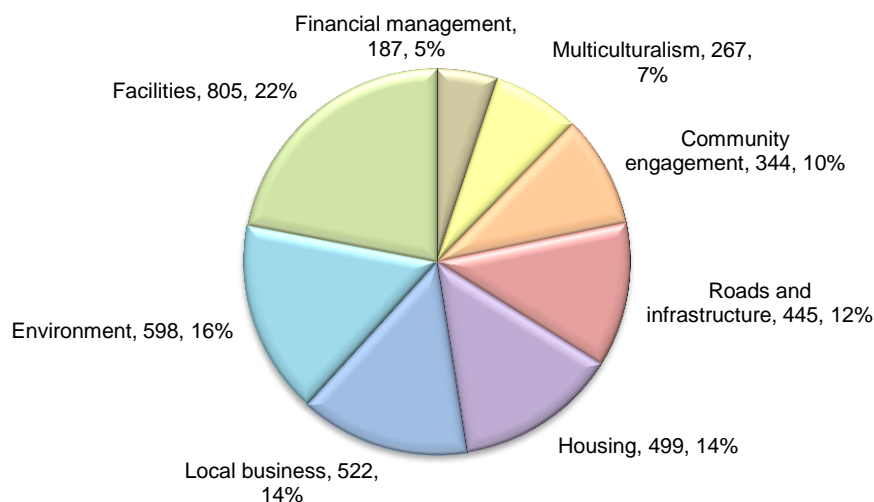
- Making Port Hedland home: a place where our families and visitors feel welcome
- Developing Port Hedland's resourcefulness: building on our entrepreneurial, DIY culture with innovation and creativity, to make things happen.
- Revealing Port Hedland's riches: celebrating our unique local character and valuing our diverse strengths – from an ancient landscape that is home to some of the world's oldest continuing cultures, to our natural resources and new industry, to our leading Indigenous art, and the friendliest community in the region.
- Connecting Port Hedland with the world: leveraging the world's largest port facility, our international airport, and our growing multicultural community to connect internationally.
- Building Port Hedland's resilience: by building a strong community, investing in education, diversifying our economy and looking after our environment to ensure opportunities for all in the long term.
- Giving Port Hedland's best and expecting the best: a place where our environment, commercial and cultural life showcase the quality of our community.
- Celebrating Port Hedland's vibrancy: making our connected, attractive neighbourhood centres alive with activity and opportunities that are accessible to the whole community.

The identified key challenges, principles and opportunities were brought together into four strategic themes that formed the backbone of the Strategic Community Plan – community, economic, economy, local leadership.

Engaging our community – 2014 process and key results

The two-yearly minor review is an opportunity to make sure our goals and strategies are still relevant and to refine these to better reflect our community's aspirations. A series of internal workshops were held with key staff, executive and elected members. Community feedback was obtained through the annual community survey, a community information stall, online survey and feedback at the Civic Centre:

- The Spinifex Spree stall, held on 25 and 26 July, invited community members to nominate their top six priorities for the Town (they were given six coloured balls and were asked to nominate their priorities by placing the balls in a selection of eight jars representing key topics and issues). Additional feedback was also provided on butcher's paper. 611 community members provided feedback and the results are summarised in the below graph – the top priorities were facilities, environment, local business and housing.



- The online survey, conducted in early August 2014, mirrored the Spinifex Spree event and invited feedback on top priorities for the town. 27 responses were recorded. The top priorities were facilities, community engagement, housing and financial management.
- The annual community survey, conducted in February 2014, sought feedback from 641 community members and focussed on eight key areas – leisure facilities and services, travel and transport, local environment, art and culture, waste management, international airport, economic, local leadership. It identified that the Town was good at events and promoting the town, however needed to improve with respect to listening to the community and financial management. Participants were generally happy with recreational facilities, roads, parks and gardens, art and cultural services, and waste management. Participants noted that planning and building approvals could be improved. Aboriginal and Torres Strait Islander respondents noted that the South Hedland Shopping Centre was a place of importance and that housing and accommodation was a challenge. Young people were focussed on recycling and environmental management. High priority areas include:
 - Airport redevelopment
 - Litter collection
 - Environmental health
 - Public lighting
 - Street appearance, parking, footpaths and cycling
 - Streets and roads

These priorities are reflected in our strategies and goals. As an example, the need to deliver community facilities is incorporated under theme ‘building a unified and vibrant community’, goal ‘a vibrant community rich in diverse cultures’ and strategy ‘deliver and support programs, facilities and services which attract and retain residents to increase our permanent population’.

Ongoing engagement

The on-going process of community consultation will involve:

- a formal and comprehensive consultation exercise every four years as part of the major review process (scheduled for 2016)
- minor desktop review and community consultation every two years
- annual community satisfaction surveys
- regular council meetings where local residents and the wider community are invited to attend
- focus groups and workshops to stimulate engagement and involvement
- Regular communications, newsletters and online updates
- other engagement opportunities throughout the year as part of our day-to-day activities

4. Our vision

Our collective vision is to become a nationally significant friendly city where people are proud to call home. Central to this vision are four themes and outcomes:

- **Building a unified and vibrant community** – We are a friendly and exciting city of diverse neighbours which is alive with recreational, cultural and entertainment activities that enrich residents’ and visitors’ quality of life. Generations of residents are proud to call Port Hedland home
- **Supporting a diverse economy** – Our economy is resilient and provides choice and opportunities. As the economic powerhouse of Australia we will be a domestic and international gateway to the North West.
- **Balancing our built and natural environment** – We are a safe, modern and attractive city that is sustainably balanced with our natural surroundings and cultural heritage.
- **Leading our community** – We provide strong leadership and are focused on strengthening our community. Our organisation is governed in an ethically responsible manner and meets all of its legislative and community obligations in accordance with defined service levels

These themes are each supported by goals and strategies as detailed below. Appendix 1 outlines how they have been modified from the original 2012 Strategic Community Plan.

Building a unified and vibrant community	We are a friendly and exciting city of diverse neighbours which is alive with recreational, cultural and entertainment activities that enrich residents’ and visitors’ quality of life. Generations of residents are proud to call Port Hedland home
1.1 A unified community across our townships	Ensure all members of the community can access our services and facilities
	Provide safe and accessible community facilities, services and open spaces that connect people and neighbours
	Facilitate the provision of high-quality health services and facilities equal to those found in metropolitan areas
1.2 A vibrant community rich in diverse cultures	Deliver and support programs, facilities and services which attract and retain residents to increase our permanent population
	Celebrate our multiculturalism, indigenous culture, arts and history
	Work with key agencies and our community to reduce antisocial behaviours and improve community safety
Supporting a diverse economy	Our economy is resilient and provides choice and opportunities. As the economic powerhouse of Australia we will be a domestic and international gateway to the North West.
2.1 A thriving, resilient and diverse economy	Facilitate commercial, industry and town growth
	Facilitate provision of affordable housing
	Work closely with businesses, government and industry groups to drive local employment and investment, encourage entrepreneurship and achieve sustainable economic growth
	Facilitate strong links between education, training and employment to support economic growth and innovation and promote excellence

	Work with the State Government, agencies and local partners to ensure serviced land availability for future residential, commercial and industrial development
2.2 A nationally significant gateway city and destination	Advance Port Hedland’s sea, air and road transport infrastructure as main logistics hub for the Pilbara, including developing Port Hedland International Airport as the gateway to the North West.
	Develop our tourism industry, facilitate increased accommodation offerings and position Port Hedland as a unique destination
Balancing our built and natural environment	We are a safe, modern and attractive city that is sustainably balanced with our natural surroundings and cultural heritage.
3.1 Sustainable services and infrastructure	Support the development of education, research and strategic investment opportunities for ‘clean technology’ industrial development and energy production
	Develop and maintain our infrastructure to ensure the long-term sustainability of our built and natural environment
	Provide and promote sustainable waste management practices, including recycling initiatives
	Facilitate the delivery of high quality and enduring built and natural environment
3.2 Protect our natural environment	Manage, preserve, protect and maintain our natural environment and advocate for natural resources to be used sustainably.
	Support sustainable development so that it does not compromise our unique environmental assets.
	Maintain and extend the visual and physical access to the coast and thoroughfares.
3.3 Safe, attractive and accessible environment	Partner with key agencies and the community to prepare for, respond to and recover from emergencies such as cyclones and storm surges
	Facilitate public health initiatives across our community
	Partner with residents and local businesses to deliver high standard of visual amenity and cleanliness
Leading our community	We provide strong leadership and are focused on strengthening our community. Our organisation is governed in an ethically responsible manner and meets all of its legislative and community obligations in accordance with defined service levels
4.1 Strategic and best practice local government administration	Deliver high quality corporate governance accountability and compliance.
	Maintain a strong and sustainable financial position
	Be efficient and effective in use of resources, infrastructure, assets and technology
	Attract, develop and retain an effective workforce to deliver organisational outcomes
4.2 Engage our community and	Lead a community-oriented organisation that delivers responsive and helpful services to our customers.

stakeholders	Represent our community and provide transparent and accountable civic leadership
	Facilitate community engagement and civic participation
	Be a powerful voice and influential partner with Federal and State Governments and major industries for the development of Port Hedland
	Ensure community members know how to access our services and facilities
	Promote a positive representation of our community and Town's services

Appendix 1 – modifications from 2012-2022 Strategic Plan

Vision – a nationally significant, friendly city, where people want to live and are proud to call home			
Existing		Proposed	
COMMUNITY	<p>We are a friendly, exciting city of neighbours that is vibrant and diverse</p> <p>Building a unified and connected community is a key priority for our regional city. Recognised as a vibrant destination by local residents as well as national and international tourists, Port Hedland will be a city of neighbours, alive with recreational, cultural and entertainment activities to enrich the quality of life of residents and visitors.</p>	(theme)	<p>(outcome)</p> <p>We are a friendly and exciting city of diverse neighbours which is alive with recreational, cultural and entertainment activities that enrich residents’ and visitors’ quality of life. Generations of residents are proud to call Port Hedland home</p>
Goal	Strategy	Goal	Strategy
1.1 Unified	<p>a) By 2025, a large proportion of the population will live in South Hedland with the rest living in Port Hedland and surrounding communities. <i>(removed)</i></p>	1.1 A unified community across our townships	<p>Ensure all members of the community can access our services and facilities <i>(from 1.1c)</i></p>
	<p>b) The Town of Port Hedland is an integrated community functionally, physically and culturally. <i>(removed)</i></p>		<p>Provide safe and accessible community facilities, services and open spaces that connect people and neighbours <i>(from 3.2d)</i></p>
			<p>Facilitate the provision of high-quality health services and facilities equal to those found in metropolitan areas <i>(from 3.2e)</i></p>
	<p>c) Keep all members of our community informed about, and involved with, the provision of Council/Town services and facilities. <i>(refined and moved to 1.1)</i></p>	1.2 A vibrant community rich in diverse cultures	<p>Deliver and support programs, facilities and services which attract and retain residents to increase our permanent population <i>(from 1.2d and 1.2f and expanded)</i></p>
1.2 Vibrant	<p>d) Provide access to recreational, cultural, entertainment facilities, and opportunities. <i>(moved to 1.2 and combined with 1.2f)</i></p>		<p>Celebrate our multiculturalism, indigenous culture, arts and history <i>(from 1.3j and 1.3k)</i></p>
	<p>e) Commit to improving the quality of life and wellbeing of residents <i>(moved to 1.2 and expanded)</i></p>		<p>Attract and retain new residents to increase our permanent population and establish family friendly and proud community <i>(from 3.1)</i></p>
	<p>f) Develop a series of well-attended community events. <i>(moved to 1.2 and combined with 1.2d)</i></p>		<p>Work with key agencies and our community to reduce antisocial behaviours and improve community safety <i>(new)</i></p>
	<p>g) Develop Port Hedland’s tourism industry to broaden the tourist opportunities available. <i>(moved to 2.2)</i></p>		
	<p>h) Maintain and extended the visual and physical access to the coast and thoroughfares for general public. <i>(moved to 3.2)</i></p>		
	<p>i) Improve the quality of life for existing residents with a focus on families. <i>(moved to 1.2 and combined with 3.1c)</i></p>		
1.3 Rich in Culture	<p>j) Strengthen local communities, history and culture. <i>(moved to 1.2 and combined with 1.3k)</i></p>		
	<p>k) Promote the arts and culture. <i>(moved to 1.2 and combined with 1.3j)</i></p>		

ECONOMIC	Our economy is resilient and provides choice and opportunities An economic powerhouse of Australia, Port Hedland will be a domestic and international gateway into and out of Western Australia. We will be a diversified economy and major distribution and transport hub. The Town of Port Hedland will boast local employment and investment opportunities that allow families in our community to grow and prosper	Supporting a diverse economy	Our economy is resilient and provides choice and opportunities. As the economic powerhouse of Australia we will be a domestic and international gateway to the North West.
Goal	Strategy	Goal	Strategy
2.1 Diverse Economy	a) Facilitate commercial, industry and town growth. <i>(moved to 2.1 and combined with 2.1c)</i>	2.1 A thriving, resilient and diverse economy	Facilitate commercial, industry and town growth <i>(from 2.1)</i>
	b) Create local employment and investment and diversify the economy. <i>(moved to 2.1 and combined with 2.1d)</i>		Facilitate provision of affordable housing. <i>(from 3.1a)</i>
	c) Enhance supply of suitably located and supported industrial and retail land. <i>(removed as action under 2.1)</i>		Work closely with businesses, government and industry groups to drive local employment and investment, encourage entrepreneurship and achieve sustainable economic growth <i>(from 2.1b, 2.1d and 2.1e)</i>
	d) Work closely with businesses to achieve sustainable economic growth and a broad economic base. <i>(moved to 2.1 and combined with 2.1b)</i>		Facilitate strong links between education, training and employment to support economic growth and innovation and promote excellence <i>(from 2.1f and 2.1g)</i>
	e) Encourage entrepreneurship through local programs, including business incubation, business advisory, local investment funds, and other programs geared toward generating new products, services and businesses. <i>(moved to 2.1)</i>		Work with the State Government, agencies and local partners to ensure serviced land availability for future residential, commercial and industrial development <i>(from 3.1b)</i>
	f) Create strong links between education, training and employment that support our economic growth and development. <i>(moved to 2.1)</i>	2.2 A nationally significant gateway city and destination	Advance Port Hedland's sea, air and road transport infrastructure as main logistics hub for the Pilbara, including developing Port Hedland International Airport as the gateway to the North West. <i>(from 2.2h and 2.2i)</i>
	g) Develop innovation and R&D capabilities including exploring options to develop a local research centre of excellence together with major universities and resource companies as well as specific education and training programs leveraging the unique assets of the Town of Port Hedland (i.e. Port, access to mines and major facilities/infrastructure). <i>(simplified and moved to 2.1)</i>		Develop our tourism industry, facilitate increased accommodation offerings and position Port Hedland as a unique destination <i>(from 1.2g)</i>
2.2 Gateway City & an attractive destination	h) Develop the Port Hedland International Airport as a leading regional airport in the area of passenger and freight movements and customer satisfaction. <i>(moved to 2.2 and combined with 2.2i)</i>		
	i) Develop Port Hedland's sea, air and road transport infrastructure so that it becomes the main access hub for the Pilbara. <i>(moved to 2.2 and combined with 2.2h)</i>		
2.3 Nationally Recognised	j) Port Hedland has a powerful voice and is an influential partner with Federal and State governments for the development of the Town. <i>(moved to 4.2)</i>		

ENVIRONMENT	A city in which we live in balance with our unique surrounds Creating a vibrant and diverse place to live that is in balance with the natural elements of our surroundings and cultural heritage. A safe, modern and attractive city, Port Hedland is a community where generations of residents are proud to call home and establish themselves as a permanent fixture in the unique environment of Port Hedland.	Balancing our built and natural environment <i>(refocus to natural and built environment, not “place”)</i>	We are a safe, modern and attractive city that is sustainably balanced with our natural surroundings and cultural heritage.
Goal	Strategy	Goal	Strategy
3.1 Housing	a) Address housing shortage & affordability through using Council held land, providing high quality modular construction, providing incentives and other forms of inducement to deliver housing by 2013. <i>(moved to 2.1)</i>	3.1 Sustainable services and infrastructure	Support the development of education, research and strategic investment opportunities for ‘clean technology’ industrial development and energy production <i>(from 3.3g and 3.3h)</i>
	b) Ensure future land bank available for future residential development through a detailed property strategy, which identifies the sufficient amount and location of future residential lands (precincts 8, 13 and 14 provide these land bank opportunities). <i>(moved to 2.1)</i>		Develop and maintain our infrastructure to ensure the long-term sustainability of our built and natural environment <i>(moved to 3.4j)</i>
	c) Attract and retain new residents to increase the population to 40,000 by 2025. <i>(moved to 1.2)</i>		Provide and promote sustainable waste management practices, including recycling initiatives <i>(new)</i>
			Facilitate the delivery of high quality and enduring built and natural environment <i>(new)</i>
3.2 Community Facilities	d) Provide safe and accessible community facilities, libraries, services and public open spaces that connect people and neighbours <i>(moved to 1.1)</i>	3.2 Protect our natural environment	Manage, preserve, protect and maintain our natural environment and advocate for natural resources to be used sustainably. <i>(from 3.2f and 3.4i)</i>
	e) Facilitate the provision high quality health services and facilities for residents that are equal to or above the quality of those found in the metropolitan area. <i>(moved to 1.1)</i>		Support sustainable development so that it does not compromise our unique environmental assets. <i>(from 3.4k and refined)</i>
	f) Provide environmental protection and management and ensure that resources are used sustainably. <i>(moved to 3.2)</i>		Forge strong relationships with the resources industry and key agencies to achieve sustainable outcomes for the local community and minimise negative environmental impacts <i>(from 3.4l)</i>
3.3 Education	g) Develop education & training choices and opportunity that promote excellence and support employment in the Town and region. <i>(moved to 3.1)</i>		Maintain and extend the visual and physical access to the coast and thoroughfares. <i>(from 1.2h)</i>
	h) Develop education, research and strategic investment opportunities for ‘clean technology’ industrial development <i>(moved to 3.1)</i>	3.3 Safe, attractive and accessible environment	Partner with key agencies and the community to prepare for, respond to and recover from emergencies such as cyclones and storm surges <i>(new)</i>
3.4 Environment	i) The Town provides environmental protection and management that ensures that natural resources are used sustainably. <i>(moved to 3.2)</i>		Facilitate improved levels of public health across our community <i>(new)</i>
	j) We maintain our natural and built resources to ensure their long- term protection for the future. <i>(moved to 3.1)</i>		Partner with residents and local businesses to deliver high standard of visual amenity and cleanliness <i>(new)</i>
	k) The Town’s pro-development position will have facilitated industry and town growth, while preserving and celebrating the unique environmental assets. <i>(moved to 3.2)</i>		
	l) The Town has strong working relationships with the mining industry, achieving sustainable outcomes for the local community, while minimising negative impacts. <i>(moved to 3.2)</i>		

LOCAL LEADERSHIP	We are leaders in the community, with a structured commitment to transforming Port Hedland The Town of Port Hedland provides committed strategic planning and leadership, focused on strengthening Port Hedland’s community, providing growth opportunities, and diversifying the local economy. Bringing transformation to the Pilbara and enhancing the quality of life for Port Hedland’s residents, the organisation is governed in an ethically responsible manner that meets all of its legislative and community obligations.	Leading our community	We provide strong leadership and are focused on strengthening our community. Our organisation is governed in an ethically responsible manner and meets all of its legislative and community obligations in accordance with defined service levels
Goal	Strategy	Goal	Strategy
4.1 Strategic	a) Deliver high quality corporate governance accountability and compliance. <i>(moved to 4.1)</i>	4.1 Strategic and best practice local government administration	Deliver high quality corporate governance accountability and compliance. <i>(from 4.1a)</i>
	b) Deliver responsible management of infrastructure, assets, resources and technology <i>(moved to 4.1)</i>		Maintain a strong and sustainable financial position <i>(from 4.1b)</i>
4.2 Community Focused	c) Provide a community-oriented organisation that delivers the high levels of service expected by our stakeholders. <i>(moved to 4.2)</i>		Be efficient in use of resources, infrastructure, assets, resources and technology <i>(from 4.1b)</i>
	d) Local leaders in the community who provide transparent and accountable civic leadership. <i>(moved to 4.2)</i>		Attract, develop and retain an effective workforce to deliver organisational outcomes <i>(from 4.3e)</i>
4.3 Capable	e) Attract, develop and retain a productive and effective workforce to deliver the Strategic Community Plan. <i>(moved to 4.1)</i>	4.2 Engage our community and stakeholders	Lead a community-oriented organisation that delivers the high levels of service expected by our stakeholders. <i>(from 4.2c)</i>
			Represent our community and provide transparent and accountable civic leadership <i>(from 4.2d)</i>
			Facilitate community engagement and civic participation <i>(new)</i>
			Be a powerful voice and influential partner with Federal and State Governments and major industries for the development of Port Hedland <i>(from 2.3j)</i>
			Ensure community members know how to access our services and facilities <i>(from 1.1c)</i>
			Promote a positive representation of our community and Town’s services <i>(new)</i>