



Shire of **EAST**
Pilbara
THE HEART OF THE PILBARA

Corporate Business
Plan 2024/2028

Contents

.....	
Acknowledgement of Country	2
Message From The Chief Executive Officer	7
Introduction	8
Community Profile	8
Principles	11
Strategic Direction	12
Community Vision.....	12
Key Result Areas and Outcomes	12
10-Year Priorities	13
Strategies	14
Achieving the Vision	14
The Shire’s Roles	14
The Shire’s Services	16
Organisation structure	17
Service Delivery.....	18
Strategic Risk Management	56
How Will We Know if the Plan is Succeeding?	57
Appendix 1: Integrated Planning and Reporting (IPR) Framework	60
Appendix 2: Community Profile Detail	61
Demographics in the Shire of East Pilbara and the wider Pilbara region.....	61
Geographic Location	70



ACKNOWLEDGEMENT OF COUNTRY

The Shire of East Pilbara would like to acknowledge the Traditional Owners of the land and waters on which we operate. We acknowledge and pay our respects to the *Martu, Nyiyaparli, Nyamal, Palyku and Ngarla peoples* as the traditional owners of the lands and waters on which the Shire of East Pilbara resides and operates.

We pay our respect to Elders past and present and acknowledge the contributions of Aboriginal and Torres Strait Islander people that have helped shape the community and the Shire of East Pilbara.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Our Corporate Business Plan is focused on achieving the outcomes of our Strategic Community Plan which was adopted in 2022 following extensive community engagement.

Utilising the input from the community, knowledge of the Shire team and our shared desire for the Shire of East Pilbara to succeed in the future, the plan takes a short, medium, and long-term look at the strategic direction of the future of our Shire.

It takes many other factors into consideration, including the potential or confirmed input from State and Federal Governments, industry, and other stakeholders.

The plan sets clear and achievable goals, and strategies for how and when we can achieve them.

To ensure we meet the expectations of our community in a realistic and cost-effective manner, we adhere to five key result areas: economic, social, built environment, natural environment, and governance. Projects, programs, or services will meet at least one of these result areas, or their area outcomes to align to the community needs and the Shire's strategies.

The direction laid out in *Creating Our Future* enables us to reach and exceed the community's vision. I am immensely proud to lead this organisation as it serves our East Pilbara community.



Steven Harding

Chief Executive Officer, Shire of East Pilbara

INTRODUCTION

COMMUNITY PROFILE



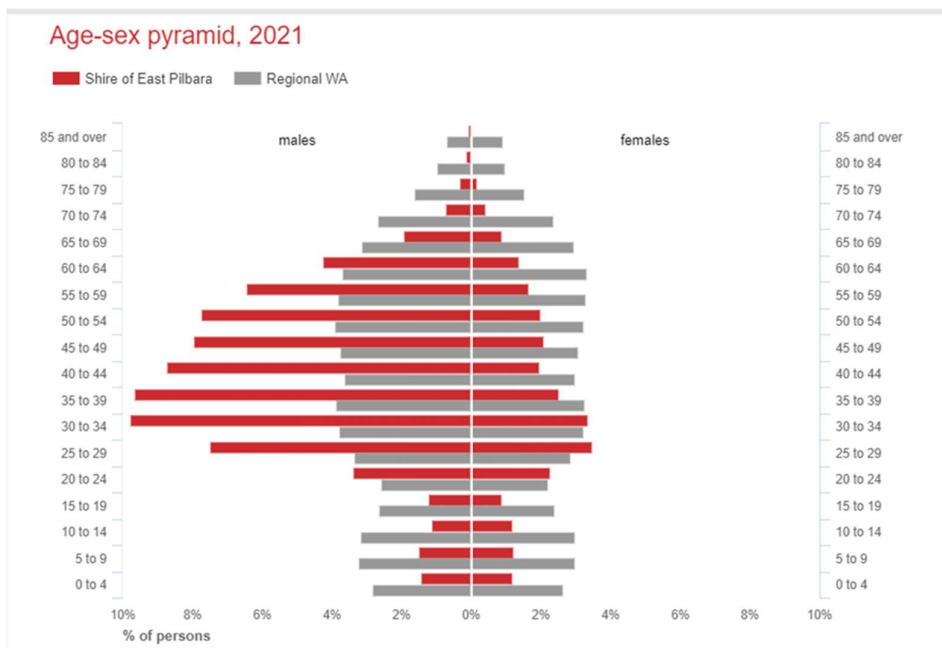
The Shire of East Pilbara is one of the four local government areas in the Pilbara region of Western Australia. With an area of 372,571 square kilometres, it is the largest local government region in Australia.

The population of the Shire of East Pilbara was 9,760 in the 2021 Census.

The snapshot below shows key characteristics of the population (as of the 2021 Census). There has been little change between 2016 and 2021. More detail, including comparisons with Western Australia as a whole, can be found in Appendix 2.

Note that in addition to the resident population, there is also a substantial transient workforce population, with 35,500 FIFO workers. This equates to 32,308 mining FTEs, which is expected to increase by 5,000 in the next 5 years.

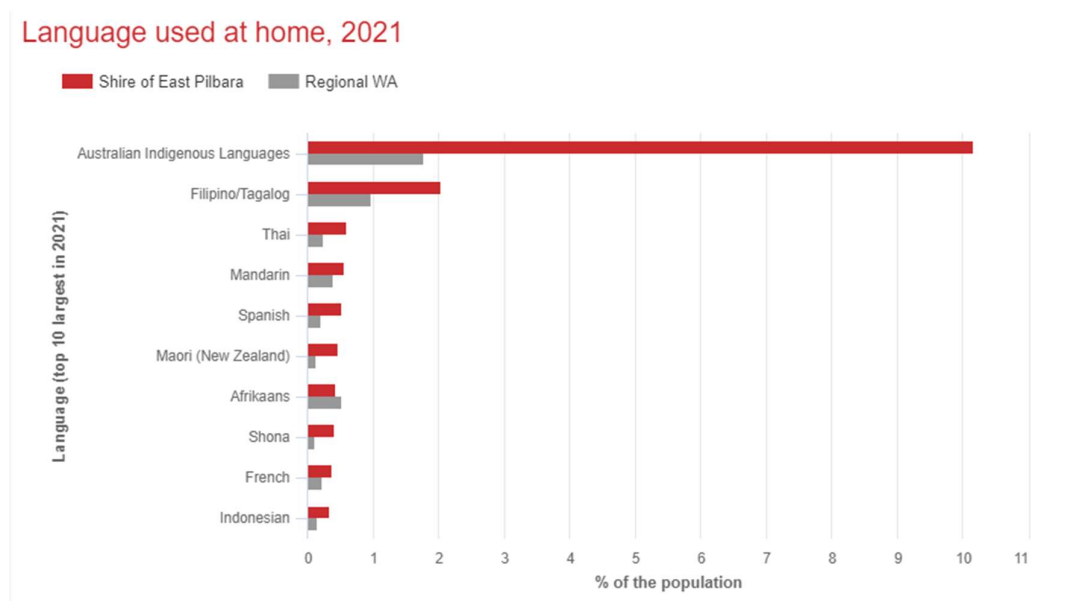
Snapshot of key characteristics



Overall, 18.2% of the population was aged between 0 and 17, and 7.6% were aged 60 years and over, compared with 23.0% and 24.2% respectively for Regional WA.

Analysis of the proficiency in English data of the population in the Shire of East Pilbara in 2021 compared to Regional WA shows that there was a lower proportion of people who spoke English only, and a higher proportion of people who spoke another language and English not well or not at all.

Overall, 55.2% of people spoke English only, and 1.7% spoke another language and English not well or not at all, compared with 80.9% and 0.8% respectively for Regional WA.

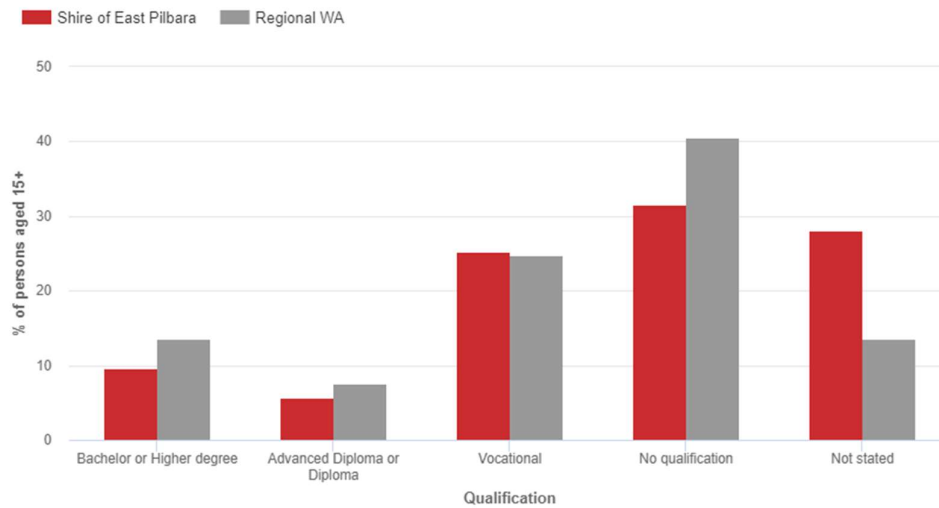


The dominant language used at home, other than English, in the Shire of East Pilbara was Australian Indigenous Languages, with 10.2% of the population, or 991 people using this language at home.

The major differences between the languages used at home for the population of the Shire of East Pilbara and Regional WA in 2021 were:

- A *larger* percentage using Australian Indigenous Languages at home (10.2% compared to 1.8%)
- A *larger* percentage using Filipino/Tagalog at home (2.0% compared to 1.0%)

Highest qualification achieved, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by id (informed decisions).

A full analysis of demographic data is presented in Appendix 2.

PRINCIPLES

Place-based

Considering the unique characteristics, circumstances and aspirations of the different towns and communities that make up the Shire.

Lifecycle based

Considering the needs and priorities at different ages and stages of life.

Culturally appropriate

Ensuring that all cultures are treated with respect and understanding, with regard and sensitivity to experience, cultural norms and practices, and an openness to enquiry and learning.

Positive and proud

Sustaining a positive narrative, cultivating pride, building on what is strong, and empowering community-led solutions.

Fair

Committed to opportunities for all and a community that works for everyone, recognising that 'one size doesn't fit all.'

Collaborative

Working in partnership and collaboration across the public, private and community sectors, with shared vision and outcomes at the centre.

STRATEGIC DIRECTION

Community Vision

- Proud, connected, and resourceful communities
- Caring for our vast and ancient naturescapes from desert to sea, under the endless sky
- Building on our strengths to grow and create opportunities for all

Key Result Areas and Outcomes

KEY RESULT AREAS	OUTCOMES
Economic	A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources
Social	Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life
Built Environment	Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial, and commercial expansion
Natural Environment	Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations
Governance	Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources

10-Year Priorities

The following priorities are driving the Strategic Community Plan. Strategies that show what the Council will focus on in the medium term to progress towards these longer-term priorities.

Economic: A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources

- Establish the Shire as a centre for agricultural innovation, indigenous knowledge, and production
- Contribute to the development of tourism and the expansion of allied businesses
- Leverage local specialisation in mining services to grow local businesses and increase their exporting success
- Support the establishment of a major renewable energy hub

Social: Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life

- Support Aboriginal leaders to develop thriving Aboriginal communities
- Build community cohesion and connectedness
- Ensure a full suite of services (through a combination of delivery, facilitation, and partnerships) to meet the needs of families and individuals at all ages and stages of life

Built Environment: Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial, and commercial expansion

- Planning and advocacy for housing choice, including affordable housing
- Develop the land and facilities to support a diversified and sustainable economy
- Improve the road network to support industry and improve ease of travel within and in and out of the Shire through advocacy (Main Roads) and delivery (Shire roads)
- Attractive, distinctive, and functional public spaces for the community to recreate and connect
- Improve the financial and environmental sustainability of the Shire's asset management

Natural Environment: Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations

- High proportion of waste stream diverted from landfill
- Sustainable use of energy and water in the Shire's operations and across the community
- Protection and rehabilitation of bushland and green space, and preservation of cultural places
- Clean and green towns

Governance: Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources

- A model of active, engaged local democracy
- Effective advocacy and partnerships
- Leading Council for efficient and sustainable operations

Strategies

Each Key Result Area has several strategies feeding into it, as shown in the tables below. While current activities and service levels will continue over the short to medium term in many cases, the strategies show what the Shire will focus on over the coming years. They will drive the Corporate Business Plan and Annual Budgets over the next four years.

There will be regular reporting on implementation progress and the success measures. These strategies will be updated annually as the Plan is reviewed and refreshed.

ACHIEVING THE VISION

This section sets out how the Shire will work towards the vision over the next four years. It covers the Shire's roles, services, delivery plan, and timing and resource implications. It includes how the Shire will work with others to achieve the vision. The Plan will not succeed without widespread support and collaboration.

The Shire's Roles

Local governments operate under statutory laws and provide some discretionary services to meet the needs of the community. The primary roles of the Shire are outlined below.

Delivery of Facilities and Services

This includes parks and gardens, roads, footpaths, drainage, waste management, sport and recreation facilities, library, events, and support for community groups. Some of those services are based on assets, for instance roads and buildings. Maintenance and renewal of assets is a vital part of the Shire's role.

Regulation

Local governments have specific regulatory responsibilities that are essential for community wellbeing. For example, they have a regulatory role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (e.g. food poisoning or injuries). Balancing the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected can be challenging.

Facilitation, Influence and Advocacy

In some cases, the Shire enables or facilitates services to be provided by others or in partnership with the Shire rather than directly providing or funding the service (for example facilitating community care efforts through volunteer programs etc). Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire is a vital role. Advocacy to regional agencies, the Federal and State Government and other agencies for recognition, funding, policy or planning support is a good example.

Civic Leadership

The Shire is uniquely able to provide civic leadership. While there are many others in the community with leadership capacity and responsibility, the Shire is the only entity with a democratic mandate to represent the community. It is also the only entity with a statutory mandate to plan for the future of the community across social, economic, and environmental wellbeing. It is therefore uniquely placed to bring together key players across government, industry, and the community sector to align and coordinate activity, maintain momentum, and track progress.

Good governance and leadership play a leading role in signalling community confidence in its future, building and supporting the leadership of others within the community, attracting people to the Shire and the town, and positioning the community to leverage external funding and investment.

The Shire’s Services

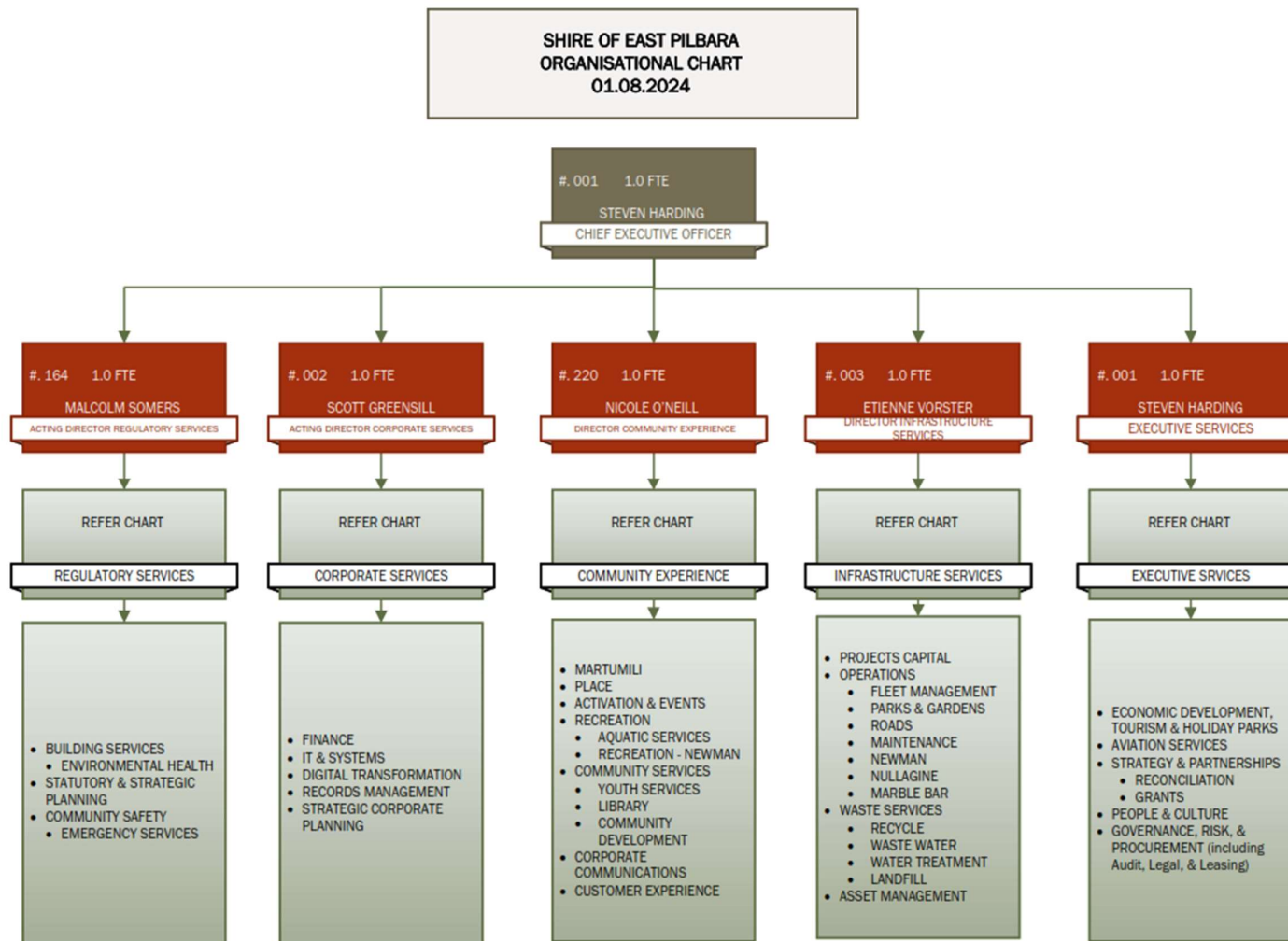
The Shire’s services are outlined in the table below. They have been grouped into the objectives they fit the best with, while recognising that many of them contribute to more than one Key Result Area.

The Shire’s Services

Economic	Social	Built Environment	Natural Environment	Governance
<ul style="list-style-type: none"> ▪ Economic, Tourism and Visitor Services¹ ▪ Increased business stakeholder engagement <ul style="list-style-type: none"> ▪ Caravan Parks and Nature Reserve upgrades ▪ Newman Visitor Centre ▪ East Pilbara tourism product development and promotion 	<ul style="list-style-type: none"> ▪ Aquatic Centres ▪ Art Production, Exhibitions and Gallery ▪ Community Safety ▪ Emergency Services ▪ Events ▪ Library Services ▪ Community Wellbeing ▪ Public Health ▪ Recreation Services and Club Development ▪ Youth Services 	<ul style="list-style-type: none"> ▪ Airport Services ▪ Asset Management Services ▪ Building Control ▪ Built Infrastructure ▪ Design and Development Services ▪ Infrastructure (roads and ancillary infrastructure) ▪ Project Delivery Services ▪ Strategic and Statutory Planning 	<ul style="list-style-type: none"> ▪ Open space (parks and ovals) ▪ Solid Waste Management ▪ Wastewater and Liquid Waste Treatment 	<ul style="list-style-type: none"> ▪ Advocacy and Partnerships ▪ Council Support ▪ Customer Services and Records ▪ Marketing, media, and publications ▪ Compliance, Risk and Audit ▪ Contracts and procurement ▪ Human Resources ▪ Finance Services ▪ Information Services

¹ This area includes the caravan park.

Organisation structure



Service Delivery

The following table sets out all the services the Shire will deliver in the next four years, grouped under the responsible section (see organisational chart above). The table identifies each service, the Strategic Community Plan (SCP) strategy, or strategies the service primarily links with, the current outputs, and what, if any, changes to the level of service are planned over the four-year period of the Plan. Note that some services will be reconfigured considering the new Organisation Development Directorate.

Service Plan Summary 2022/23 – 2025/26

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Office of the CEO					
Advocacy and Partnerships	1.2 2.1 2.2 2.3 2.10 3.3 3.4 4.7 5.2	Advocating for key areas of need and priority in the community, where external funding, provision or partnership is required	<ul style="list-style-type: none"> ▪ Current priorities include: <ul style="list-style-type: none"> ▪ Community and Youth Hub Programs and Facilities. ▪ Airport Redevelopment of Terminal Facilities ▪ Recreational Sporting Facilities ▪ Health Planning ▪ Tourism and Events ▪ Waste Water Treatment Plant Upgrade ▪ Protection of environmental assets and sites of significance to Traditional Owners ▪ Preservation of Aboriginal language and culture ▪ Telecommunications ▪ Community Safety <ul style="list-style-type: none"> ▪ Improvements to the road network 	Yes	<ul style="list-style-type: none"> ▪ Increased capacity building in Business Development functions to support the development of Business Cases, Cost and Benefits Analysis in the identified priority areas ▪ Development of strategic partnerships, including membership of WA Capitals Alliance Networks.
Council Support	5.1	Provision of advice, policy development, meeting support, Councillor training and support, and election administration	<ul style="list-style-type: none"> ▪ CEO advice to the Council ▪ Secretariat support for Council and Committees ▪ Policy and procedure development and improvement ▪ Councillor inductions, training, and development 	Yes	<ul style="list-style-type: none"> ▪ Improving meeting participation and voting procedure

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
			<ul style="list-style-type: none"> Electoral roll and election administration 		
Airport Services	3.2 4.3	Newman airport and remote airstrips at Nullagine and Marble bar	<ul style="list-style-type: none"> Quality and safe airport services and assets for residents, visitors, workers, and suppliers to East Pilbara provided through effective planning, management, and regulations 	Yes	<ul style="list-style-type: none"> Marble Bar and Newman upgrades Marble Bar airport plan (once current works are complete)
Economic, Tourism and Visitor Services	1.1 1.2 1.3 1.4 1.5	Facilitation, partnerships, and direct support for developing business and tourism	<ul style="list-style-type: none"> Local business and industry support Investment and funding promotion and attraction Stakeholder engagement and co-ordination (Government, business, visitors, and investors) Caravan parks / Nature Park management Newman Visitor Centre management Contract management support for: <ul style="list-style-type: none"> Marble Bar Tourist Association 	Yes	<ul style="list-style-type: none"> Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business, and tourism. Work with businesses and entrepreneurs to increase new business investment and local jobs into the local economy. Undertake economic development planning for Marble Bar, Nullagine and remote communities
People and Culture	5.1 5.4	Employee attraction, retention, and management Occupational Health and Safety	<p>People and Culture</p> <ul style="list-style-type: none"> Maintain organisation structure Up to date position descriptions Annual employee performance appraisals Training and development planned and delivered <p>Occupational Health and Safety / Work Health and Safety</p> <ul style="list-style-type: none"> Compliant management system plans and procedures Staff and contractor induction training Workforce OHS training Risks documented and managed Payroll 	Yes	<ul style="list-style-type: none"> Implement revised Work Health and safety Management System

Service	SCP Ref.	Service Description	Current Outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
			<ul style="list-style-type: none"> Employee contract management Recruitment management Culture and Values 		
Contracts and procurement	4.3 5.4	Shire procurement and contract management	<ul style="list-style-type: none"> Management of tender and quote processes, including support, facilitation and advice on procurement and contract management to staff and external stakeholders Administration of agreements, leases, and contracts <p>Monitoring of compliance and audits of tender and procurement processes</p>	Yes	<ul style="list-style-type: none"> Enhanced service level to ensure governance requirements
Compliance and Risk	5.1 5.4	Coordination of policy, procedures and compliance processes in accordance with the Local Government Act 1995 and any other Act or Regulation	<p>Governance</p> <ul style="list-style-type: none"> Legislative compliance oversight Management of the Council governance framework Management of the Council policy framework <p>Risk</p> <ul style="list-style-type: none"> Development and management of Shire risk framework, systems, and procedures 	No	<ul style="list-style-type: none"> No changes in service level or budget expenditure foreseen

Community Experience

Aquatic Centres	2.5 4.3	Provide Newman Aquatic Centre Operate Marble Bar Swimming Pool under Dept. Education License agreement	<ul style="list-style-type: none"> Public swimming Learn to swim programs & aquatic programming Aquatic fitness Community open days 	Yes	<ul style="list-style-type: none"> Nullagine Simming Pool Newman Swimming Pool – all year operations Increased activities to meet the needs of the community
-----------------	------------	---	---	-----	---

Customer Experience	5.4	Provide public enquiry, booking, registration, and customer services	<ul style="list-style-type: none"> Customer service and facilities Compliant records management 	Yes	<ul style="list-style-type: none"> Increased accessibility of Shire services utilising online platforms Improvements in facility booking services
Events	2.7	Events in Newman, Marble Bar and Nullagine run by the Shire and/or the community	<ul style="list-style-type: none"> Activations and Events organised and delivered (Shire and community) Marketing and promotion Professional advice to external events organisers Attraction and acquittal of grants and funding 	Yes	<ul style="list-style-type: none"> Advocate for major touring events and funding across the East Pilbara Maintain a sustainable events calendar across the East Pilbara and support the capacity for community-led activations and events.
Library Services	2.7	Library Services to Newman, Marble Bar and Nullagine	<ul style="list-style-type: none"> Maintain Shire collection and manage State collection Maintain local history collection Programs for adults and children including holiday programs Provide technology services including public computers and WiFi 	Yes	<ul style="list-style-type: none"> Mobile library Implementing community hub approach to libraries
Community Wellbeing	1.1 2.6 2.7 3.1 3.8 5.1	<p>Reconciliation Action Planning and Implementation.</p> <p>Community Engagement.</p> <p>Community development, programs and events.</p> <p>Rural facilities management, and bus service</p>	<ul style="list-style-type: none"> Community capacity building, community engagement, stakeholder engagement and community assistance grants Public art, "Art @the Heart," art workshops, competitions etc Implementation of Community Engagement Policy and Your Say East Pilbara Online engagement. Manage Newman art rooms Reconciliation Action Plan implementation of the REFLECT Phase and development of the next RAP (Reconciliation Action Plan) _INNOVATE phase, in conjunction with facilitating an Aboriginal Liaison Group Regular Passenger Transport (RPT) Bus services Mon to Fri 	Yes	<ul style="list-style-type: none"> Develop approach for indigenous interpretive history in partnership with local Aboriginal people Enhanced services that include dual language signage, and facilities artefact/design that facilitates interpretive story telling and truth telling Support for East Pilbara artists
Recreation Services and	2.6	Facilitating community connectedness, socialisation,	<p>Recreation Services</p> <ul style="list-style-type: none"> Provision of fitness centres, Newman, Nullagine, Marble Bar 	Yes	<ul style="list-style-type: none"> Strategic Recreation Master Plan Community Facilities Plan

Club Development		and club sustainability of the East Pilbara community	<ul style="list-style-type: none"> ▪ Group fitness programs ▪ Adult sports competitions and programming ▪ School holiday programs ▪ Junior sport and leisure programs <ul style="list-style-type: none"> ▪ Merchandise retail sales, Grant attraction and acquittals - community sporting infrastructure <p>Club Development</p> <ul style="list-style-type: none"> ▪ Programs and support for the sustainability of clubs and community groups ▪ Development of volunteers <ul style="list-style-type: none"> ▪ Communications and network development 		<ul style="list-style-type: none"> ▪ Service level review – novel approach
Youth Services	2.1 2.8 5.3	Services for young people to support development and inclusion in the community	<p>Newman, Nullagine and Marble Bar</p> <ul style="list-style-type: none"> ▪ Youth facilities and activities (including after school drop in, school holiday programs, life skills activities/programs) ▪ Youth events and recognition day celebrations ▪ Leisure and sporting activities <p>Marble Bar</p> <ul style="list-style-type: none"> ▪ WiFi and computer access (recreation, employment, and study) <p>Newman</p> <ul style="list-style-type: none"> ▪ Transport drop-off at home service ▪ WiFi and computer access (recreation, employment, and study) ▪ Homework club ▪ Clothing exchange and washing service 	Yes	<ul style="list-style-type: none"> ▪ Increased focus on engaging young people in civic leadership
Marketing, media, and publications	5.1	Communications with community, ratepayers and stakeholders on Shire and Council activities	<ul style="list-style-type: none"> ▪ Local public notices ▪ News articles, other publications ▪ Social media, website, staff intranet, Councillor portal 	Yes	<ul style="list-style-type: none"> ▪ Marketing and Communication Strategy

			Liaison with ratepayers, community groups and others		
Art Production, Exhibitions and Gallery	2.7 2.8 2.10	The production and equitable and ethical sale of works of art by Aboriginal people of the East Pilbara	<p>Art Production</p> <ul style="list-style-type: none"> ▪ Provide studios and otherwise support the production of art from seven communities ▪ New and emerging artists identified and supported ▪ Development opportunities for artists <p>Exhibitions and Gallery</p> <ul style="list-style-type: none"> ▪ Operate the Martumili Gallery with the East Pilbara Arts Centre ▪ Co-ordinate program of exhibitions ▪ Engage with national art markets ▪ Marketing, promotion, and commercial arrangements ▪ Engagement and consultation with the Martu Advisory Group 	Yes	<ul style="list-style-type: none"> ▪ All indigenous art groups supported ▪ Promotion of Martumilli and artists in a structured way – national and global
Art Production, Exhibitions and Gallery	2.7 2.8 2.10	The production and equitable and ethical sale of works of art by Aboriginal people of the East Pilbara	<p>Art Production</p> <ul style="list-style-type: none"> ▪ Provide studios and otherwise support the production of art from seven communities ▪ New and emerging artists identified and supported ▪ Development opportunities for artists <p>Exhibitions and Gallery</p> <ul style="list-style-type: none"> ▪ Operate the Martumili Gallery with the East Pilbara Arts Centre ▪ Co-ordinate program of exhibitions ▪ Engage with national art markets ▪ Marketing, promotion, and commercial arrangements ▪ Engagement and consultation with the Martu Advisory Group 	Yes	<ul style="list-style-type: none"> ▪ All indigenous art groups supported ▪ Promotion of Martumilli and artists in a structured way – national and global
Regulatory Services					
Building Control	3.9	Building control through planning, regulations, and statutory compliance	<ul style="list-style-type: none"> ▪ Building approvals and permits processed within statutory time limits ▪ Statutory Compliance - structures, public buildings, pools 	Yes	<ul style="list-style-type: none"> ▪ Provide technical support to remote communities

			<ul style="list-style-type: none"> Note that increased approvals will be required for mining camps coming online 		
Built Infrastructure	3.2 3.5 4.3	Manage and maintain safe, clean, and operational built infrastructure to meet the needs of communities across the Shire of East Pilbara	<ul style="list-style-type: none"> Inspections of public buildings and staff housing Preventative and response maintenance of buildings Building contract management 	No	<ul style="list-style-type: none"> No changes in service level or budget expenditure foreseen
Emergency Services	2.4	Planning for, and management of, emergencies and recovery from catastrophic events	<ul style="list-style-type: none"> Local emergency management arrangements Bushfire risk mitigation plans maintained Local level risk assessments Local Recovery Plan developed and maintained Hazard reduction burning Effective partnerships with DFES, stakeholders and volunteers Training of volunteers and other personnel <ul style="list-style-type: none"> COVID-19 response 	Yes	<ul style="list-style-type: none"> Firebreak planning and maintenance
Public Health	2.4	Public health planning, regulation, and statutory compliance	<ul style="list-style-type: none"> Environmental health service plan Public health plan Food safety surveillance program Water quality management – drinking, irrigation, recreation Environmental monitoring program – pollution, mosquito, air Statutory compliance administration – registers, licences, permits, approvals, inspections, and surveillance 	No	<ul style="list-style-type: none"> No changes in service level or budget expenditure foreseen
Strategic and Statutory Planning	3.9 4.3	Well-planned Shire through planning, regulations, and statutory compliance	<ul style="list-style-type: none"> Local Planning Strategy implemented and reviewed as required Town Planning Scheme administered and reviewed as required Heritage inventory maintained Approvals processed within statutory time limits Street names and numbering (liaison) Mining clearing and environmental permits 	Yes	<ul style="list-style-type: none"> East Pilbara Planning Strategy Housing Strategy Community Infrastructure Plan

			<ul style="list-style-type: none"> ▪ Development compliance management ▪ Complaints investigation, reports and acted on where required 		
Community Safety	1.4 2.4 3.6	Provide ranger and security services. Manage Cape Keraudren nature-based reserve.	<ul style="list-style-type: none"> ▪ Safer communities program ▪ CCTV and covert camera provision and management ▪ Security patrols and alarm response ▪ Cat, dog, corella, and snake control ▪ Graffiti and litter control ▪ Off-road, abandoned vehicle and parking control ▪ Camping control ▪ Cape Keraudren – reserve tents, caravans, long drop toilets ▪ Nullagine Caravan Park – monitoring 	Yes	<ul style="list-style-type: none"> ▪ Community Safety Plan
Infrastructure Services					
Design and Development Services	3.2 3.5 5.4 4.3	Capital works projects design and documentation	<ul style="list-style-type: none"> ▪ Project design and documentation ▪ Engineering strategy, policy, and standards 	Yes	Design to be completed in advance to increase opportunities for grant funding (shovel ready)
Infrastructure (Roads and Ancillary Infrastructure)	3.2 4.2 4.6	Manage and maintain Shire roads infrastructure	<ul style="list-style-type: none"> ▪ Operations to support safe and well-maintained roads and other infrastructure ▪ Management and maintenance of roads and ancillary infrastructure: <ul style="list-style-type: none"> ▪ Roads – sealed (259.45kms) and unsealed (3,047.33 kms) <ul style="list-style-type: none"> – Signs – Verges – Street sweeping – Natural areas – Drains ▪ Street furniture 	Yes	<ul style="list-style-type: none"> ▪ Advocating for increased grant funding for road improvements
Open Space (Parks and Ovals)	3.2 4.3 4.4 4.5 4.7	Manage and maintain parks and ovals	<ul style="list-style-type: none"> ▪ Management and maintenance of public open space <ul style="list-style-type: none"> – Reserves and ovals – Cemeteries ▪ Park furniture – Outdoor courts – Playgrounds – Litter control – Trees 	Yes	<ul style="list-style-type: none"> ▪ Increase landscaping and tree canopy

			– Town boundary fencing		
Project Delivery Services	3.2 3.5 5.4	Facilitate the procurement for and project management of Infrastructure related capital works projects	<ul style="list-style-type: none"> ▪ Capital works project planning ▪ Procurement process for quotations/tenders ▪ Preparation of project charters ▪ Grant application and acquittals 	No	<ul style="list-style-type: none"> ▪ No changes in service level or budget expenditure foreseen
Solid Waste Management	4.1 4.2	Collection, recycling and disposal of household and commercial waste	<p>Landfill management (Newman, Marble Bar and Nullagine):</p> <ul style="list-style-type: none"> ▪ Legislative and regulatory compliance ▪ Weighbridge operations and management <p>General waste:</p> <ul style="list-style-type: none"> ▪ General waste and recycling bins provided to all residential properties ▪ Weekly collection and management of general waste ▪ Weekly litter collection from parks and public areas <p>Recycling:</p> <ul style="list-style-type: none"> ▪ Fortnightly collection and processing of recyclables ▪ Operation of the container deposit scheme ▪ E-waste, battery, steel, tyre and mattress recycling <p>Community education:</p> <ul style="list-style-type: none"> ▪ Publication of information about the services provided ▪ Education about recycling and minimising waste to landfill 	Yes	<ul style="list-style-type: none"> ▪ Consider potential incineration services for medical waste and other problematic waste streams ▪ Bring Newman landfill management in-house to increase landfill operating life and waste diversion ▪ Consider commercial recycling collection to increase waste diversion from landfill
Waste Water and Liquid Waste Treatment	3.7 4.3	Treatment and disposal of wastewater	<ul style="list-style-type: none"> ▪ Operation of waste water treatment plant and liquid waste facility ▪ Treated waste water recycling for irrigation on parks and public areas around Newman ▪ Waste water infrastructure maintained and functional 	Yes	<ul style="list-style-type: none"> ▪ Complete the Newman Waste Water Treatment Plant Upgrade ▪ Investigate opportunities for greater reuse of effluent for greening Newman townsite

Asset Management Services	3.2 3.5 5.4	Collate and maintain asset information and condition assessment data. Prepare and model asset program of works.	<ul style="list-style-type: none"> ▪ Asset Management Plans ▪ Annual capital works program ▪ Grant applications and acquittals ▪ Technical advice and reports 	Yes	<ul style="list-style-type: none"> ▪ Develop 20-year Asset Management Plans and capital works programs
---------------------------	-------------------	---	---	-----	---

Corporate Services

Records	5.4	Provide secure information services, coordination of software applications, and record keeping	<ul style="list-style-type: none"> ▪ Compliant records management 	Yes	<ul style="list-style-type: none"> ▪ Increased accessibility of Shire services utilising online platforms
Finance Services	5.4	Financial planning and management	<ul style="list-style-type: none"> ▪ Accounting services and financial reporting ▪ Rates and valuation ▪ Audit and financial compliance 	Yes	<ul style="list-style-type: none"> ▪ Update Long Term Financial Plan ▪ Increased financial management support for Directorates
Information Services	5.4	Information services on Shire ICT infrastructure, coordination of software applications	<ul style="list-style-type: none"> ▪ ICT network and infrastructure ▪ Management of computer applications ▪ Policies, procedures, and standards for information services ▪ Disaster recovery ▪ ICT Asset Management Plan 	Yes	<ul style="list-style-type: none"> ▪ Develop Digital Plan, which will have impacts across the organisation including governance and customer service

Key Result Area 1: Economic

Outcome: A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources

Strategies

1.1. Develop strong networks for collaboration within and across the corporate and public sectors for growing local exports, with a focus on agriculture, mining services, Aboriginal business and tourism

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Work with all our corporate and public partners to attract new business investment into the Shire, lifting local employment and economic prosperity	✓	✓	✓	✓	Economic Development and Tourism	Ongoing
Use CEDA (Committee for Economic Development Australia), major mining companies, state agencies, Pilbara Development Commission, Regional Development Australia Pilbara, and others to work with us to promote attract and retain business and grow our local economy and social prosperity	✓	✓	✓	✓	Economic Development and Tourism	Ongoing

1.2. Work with local entrepreneurs, existing businesses and artists to increase their internal capacity and explore business opportunities that will increase new investment and jobs into the local economy

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Provide and deliver personal and business development education opportunities that will enable local business owners and staff to acquire new skills and develop their potential	✓	✓	✓	✓	Economic Development and Tourism	Ongoing
Partner with business support organisations who can provide and deliver the necessary training and people development that will enable local businesses to grow and take advantage of new opportunities	✓	✓	✓	✓	Economic Development and Tourism	Ongoing
Leverage Business Development and funding opportunities from membership in the Regional Capitals Alliance	✓	✓	✓		Strategy and Partnerships	Annually

1.3. Undertake economic development planning for Marble Bar, Nullagine and remote communities

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Develop a strategic action plan to enable further growth and investment into these small but important communities		✓			Economic Development	2026

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Develop a plan to create an industrial land development at Marble Bar airport and attract new business investment and additional employment into the town		✓	✓		Economic Development / Regulatory Services	2026
Work with the Prescribed Body Corporates, remote communities, Australia's Northwest and Tourism WA to develop a strategic action plan for a Desert Trails and Camping with Custodians tourism product, from Marble Bar to the NT border	✓	✓	✓	✓	Community Experience/ Economic Development and Tourism	Subject to Community Engagement

1.4. Collaborate with key stakeholders on brand promotion, tourist accommodation, investment in attractions and product development, and supporting infrastructure such as wayfinding and signage

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Continue to work with our key stakeholders on building our tourism brand promotion, lifting our new product development and the number tourism attractions. New improved tourism signage will be a major focus for us over the next two years	✓	✓	✓	✓	Economic Development and Tourism	Ongoing

1.5. Support the development, attraction and retention of a skilled workforce that supports local commerce and industry (including childcare, school-based training and TAFE)

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Advocate for WA School of Mines	✓	✓			Economic Development and Tourism	2025

Key Result Area 2: Social

Outcome: Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life

Strategies

2.1. Advocacy, partnerships and delivery of children's, family, and young people's services

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Develop and deliver youth, child and family social programming which enhances health and builds capacity in Newman, Marble Bar and Nullagine	✓	✓	✓	✓	Place and Community Services	Ongoing
Activate facilities and public spaces to provide recreational, sporting, and social opportunities to children and young people in Newman, Marble Bar and Nullagine	✓	✓	✓	✓	Place and Community Services	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Partner with like-minded organisations to provide Early Childhood social, recreational, and educational programming in Newman, Marble Bar and Nullagine	✓	✓	✓	✓	Place and Community Services	Ongoing
Finalise the development of the Youth Strategy	✓				Community Services	2025
Implementation of the Youth Strategy		✓	✓	✓	Community Services	2030
Development of a youth leadership program	✓	✓			Community Services	2025
Development of a Shire Youth Council		✓			Community Services	2025
Complete Business Cases & Cost Benefits Analysis for Newman Youth and Community Hub	✓				Strategy and Partnerships	December 2024
Submit funding applications for Newman Youth & Community Hub	✓				Strategy and Partnerships	December 2024
Develop Activation and Events Strategy	✓				Events and Activation	December 2024
Activation and Events Strategy Implementation		✓	✓	✓	Events and Activation	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Develop Newman Youth and Community Hub, subject to funding.		✓	✓	✓	Infrastructure Services	2027
Development of an Early Years Network					Community Experience	2027

2.2. Advocate for the improved provision of health and education services

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Formulate strategic partnerships to advocate for bilingual trained Indigenous Teachers and resources for bilingual education in our community	✓	✓	✓	✓	Community Services	Ongoing

2.3. Advocacy and partnerships for addressing issues impacting safety of communities, and improving information sharing and coordination²

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Advocate for, support, and build the capacity of the Marble Bar Volunteer Firefighting Service Unit	✓	✓	✓	✓	Community Experience - Place	Ongoing

² Key priorities identified include drug and alcohol services, family domestic violence services, homelessness services, Mental health services, youth engagement, child protection services

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Ensure operational readiness of the Marble Bar Civic Centre as designated evacuation shelter in Marble Bar	✓	✓	✓	✓	Community Experience - Place	Ongoing
Seek membership to the Pilbara Family and Domestic Violence Network	✓				Community Services	December 2024
In partnership with other agencies advocate for culturally safe, sexual assault and family violence service	✓	✓	✓	✓	Community Services	Ongoing
Explore strategies to address and prevent youth violence	✓	✓	✓	✓	Youth Service	Ongoing

2.4. Promote healthy and safe lifestyle choices, and uphold public health and safety

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Development of the Public Health Plan	✓				Community Experience and Environmental Health	2025
Implementation of the Public Health Plan		✓	✓	✓	All of Organisation	2029

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Promotion of public health messaging	✓	✓	✓	✓	Community Experience and Environmental Health	Ongoing
Community Safety Plan Development	✓				Community Safety	2025
Community Safety Plan Implementation		✓	✓	✓	Community Safety	2029
Develop Bushfire Risk Management Plan (BRMP)	✓				Community Safety	2025
Implement Bushfire Risk Management Plan		✓	✓	✓	Community Safety	2029

2.5. Provide facilities, services, and programs that provide opportunities for participation in sport, recreation, and fitness

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Development of Community Facilities Plan	✓				Community Experience	30 June 2025
New Recreation Centre Planning	✓				Community Experience	30 June 2025

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Upgrades to oval lighting - Newman	✓				Community Experience	30 June 2025
Aquatic Services – Operational review	✓				Community Experience	30 June 2025
Collaboratively develop and deliver community sporting opportunities in Marble Bar and Nullagine which leverage Shire infrastructure.	✓	✓	✓	✓	Place	Ongoing
Delivery of Newman Youth Service	✓	✓	✓	✓	Youth Services	Ongoing
Working collaboratively identify the supports required for local indigenous children/youth to have equitable opportunities for access to and participation in organised sport.	✓	✓	✓	✓	Community Services and Recreation	Ongoing

2.6. Support local sporting clubs and community organisations to grow their capacity to increase healthy activity and cohesion

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
DLGSC (Department of Local Government, Sport and Cultural) - Every Club Funding	✓	✓	✓	✓	Community Experience	End of each calendar year

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Development of the Toolbox Club Development Resource	✓				Community Experience	30 June 2025
Development and Implementation of the Club Development Plan	✓	✓	✓	✓	Community Experience	Updated each fiscal year

2.7. Support art and culture, and events and activities that bring people together in shared experience and celebration

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Arts and Culture Strategy Development	✓				Community Experience	2025
Arts and Cultural Strategy Implementation		✓	✓	✓	Community Experience	2030
Develop and deliver a suite of high-quality community events which are suitable to the communities of Newman, Marble Bar and Nullagine	✓	✓	✓	✓	Activation and Events and Place	Ongoing
Develop and deliver public art projects in Newman, Marble Bar and Nullagine	✓	✓	✓	✓	Community Experience	2027

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Provide a range of creative outlets and mediums for the children, young community to express themselves including but not limited to, cultural events, music, and art	✓	✓	✓	✓	Community Services	Ongoing
Implement the East Newman project providing welcoming and culturally safe activities for children, and opportunities for parents and kin to share these experiences	✓	✓	✓	✓	Community Experience and Infrastructure	Ongoing

2.8. Improve inclusion and harmony across the diverse groups in the population

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Ensure a diverse and contemporary cross section of reading material including Indigenous related material and information and books on issues such as LGBTIQ+	✓	✓	✓	✓	Library and Community	Ongoing
Provide community opportunities to understand, acknowledge and where appropriate celebrate and highlight indigenous culture and language	✓	✓	✓	✓	Community Experience	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Support and celebrate our multicultural community	✓	✓	✓	✓	Community Experience	Ongoing
Research and develop a new Social Inclusion Plan, incorporating the Disability Action and Inclusion Plan	✓				Community Experience	2025
Implement Social Inclusion Plan		✓	✓	✓	Community Experience	2030

2.9. Implement Reconciliation Action Plan and build cultural awareness, understanding and respect across Aboriginal and non-Aboriginal community members

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Develop Shire's INNOVATE Phase of a Reconciliation Action Plan (RAP 2025- 2027)	✓				Community Experience	June 2025
Implement the Shire of East Pilbara Reconciliation Action Plan INNOVATE Phase		✓	✓	✓	Community Experience	December 2027

2.10. Advocate for resources to support the Aboriginal community's efforts to preserve their language and culture

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Advocate for bilingual trained Indigenous Teachers and resources for bilingual education in our community	✓	✓	✓	✓	Community Services	Ongoing
Support bilingual employment initiatives across mainstream Community Services.	✓	✓	✓	✓	Community Services	Ongoing
Library and Youth Centre to provide visual interpretations of everyday words in languages	✓	✓	✓	✓	Community Services	Ongoing
Promotion of language at all Shire of East Pilbara Facilities	✓	✓	✓	✓	Community Experience	Ongoing

Key Result Area 3: Built Environment

Outcome: Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial, and commercial expansion

Strategies

3.1. Develop and implement a Housing Strategy, across the towns and remote communities, in collaboration with relevant stakeholders

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Review of Local Planning Scheme	✓	✓			Regulatory Services	2025
Implementation of new Local Planning Scheme			✓	✓	Regulatory Services	Ongoing

3.2. Infrastructure and facilities for liveability and economic growth, with an initial focus on:

- Upgrade Marble Bar and Newman Airport
- Progress a General Industrial Area (GIA) and Mining Services Hub
- Expand Light Industrial Area (LIA)

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Progress GIA and LIA expansion with DPLH and Development WA (Crown Land)	✓	✓	✓	✓	Regulatory Services	Ongoing
Complete Business Cases & Cost Benefits Analysis for Newman Airport Redevelopment	✓				Strategy and Partnerships	December 2024
Submit all funding applications for Newman Airport Redevelopment	✓				Strategy and Partnerships	December 2024
Implement the Newman Airport Redevelopment project, subject to funding		✓	✓	✓	Infrastructure Services	2028

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date

3.3. Advocacy for improved telecommunications

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Advocate for improved telecommunications	✓	✓	✓	✓	Strategy and Partnerships	Ongoing

3.4. Advocacy for improvements to the road network and maximising grant funding

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Advocate for improvements to the road network and maximising grant funding	✓	✓	✓	✓	Strategy and Partnerships and Infrastructure Services	Ongoing

3.5. Continue to invest in public spaces, amenities, and heritage protection across the Shire

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Undertake review and update of Shire's Municipal Heritage Inventory	✓				Regulatory Services	Mid 2025
Continued maintenance of public spaces and amenities	✓	✓	✓	✓	Infrastructure Services	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Review of buildings and opportunities for heritage funding.		✓			Regulatory Services	2026
Rural Roads and Drainage Upgrades	✓	✓	✓	✓	Infrastructure Services	Ongoing
Yurlu Caravan Park Stage 2	✓	✓			Infrastructure Services	2026
Nullagine Swimming Pool	✓				Infrastructure Services	2025
Nullagine Multi-purpose Sporting Complex	✓				Infrastructure Services	2024
Sport and Recreation Facility Improvements in accordance with the master plan	✓	✓	✓	✓	Infrastructure Services and Community Experience	Ongoing
Newman Netball Courts Roof/Cover		✓	✓		Infrastructure Services	2027
Oval Lighting Upgrades – Boomerang, Kangaroo, Capricorn	✓				Infrastructure Services and Community Experience	2026
Tourism Attraction Improvements	✓	✓	✓	✓	Economic Development	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
New Public Art developed and installed	✓	✓			Community Experience	2026
Marble Bar Geo Heritage Centre and Heritage Discoveries Trail		✓	✓		Economic Development and Community Experience	2027
Finalise Business Case for Marble Bar Pool	✓				Community Experience	2025
Cape Keraudren Master Plan		✓			Regulatory Services and Economic Development and Tourism	2026
Develop Coastal Management Plan Cape Keraudren	✓	✓			Community Experience and Regulatory Services	2026
Cape Keraudren Coastal Management Plan Implementation			✓	✓	Infrastructure Services	Ongoing

3.6. Continue to invest in the CCTV network across the Shire and incorporate Crime Prevention Through Environmental Design (CPTED) principles

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
CCTV Maintenance	✓	✓	✓	✓	Corporate Services	On going
Incorporate CPTED / Safer Places by Design in the assessment of planning proposals	✓	✓	✓	✓	Regulatory Services	On going

3.7. Complete the Newman Waste Water Treatment Plant Upgrade

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Complete Business Case for the Newman Wastewater Treatment Plant Upgrade	✓				Strategy and Partnerships / Waste Services	December 2024
Submit all funding applications for the Newman Wastewater Treatment Plan Upgrade	✓				Strategy and Partnerships / Waste Services	March 2025
Complete detailed design for the Wastewater Treatment Plant Upgrade	✓				Infrastructure Services	June 2025
Construction of the Wastewater Treatment Plant		✓	✓	✓	Infrastructure Services	2028

3.8. Support improved services to remote Aboriginal communities

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Continue to advocate for further funding for Aboriginal Roads.	✓	✓	✓	✓	Office of the CEO	Ongoing
Work with the Prescribed Body Corporates, Local Communities and stakeholders to advocate for improved services where requested by Community.	✓	✓	✓	✓	Office of the CEO	Ongoing
Continued support and Operation of Martumili Artists.	✓	✓	✓	✓	Office of the CEO	Ongoing

3.9. Continue strategic land use planning and administration to meet the current and future development needs and aspirations across the Shire

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Local Planning Scheme Review	✓	✓			Regulatory Services	End 2025
Local Planning Strategy Review			✓	✓	Regulatory Services	2027

Key Result Area 4: Natural Environment

Outcome: Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations

Strategies

4.1. Develop a Waste Management Strategy

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Development of Waste Management Strategy	✓				Waste Services	June 2025
Implementation of Waste Management Strategy		✓	✓	✓	Waste Services	Ongoing

4.2. Increase recycling and waste education

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Complete waste education program at the Newman Library, South Newman Primary and Newman Primary	✓				Waste Services	June 2024
Establish the Household Waste Recycling Centre at the Newman landfill	✓				Waste Services	July 2024
Complete the Business Case for Commercial Recycling Centre		✓			Waste Services	December 2025

4.3. Improve sustainability of energy and water use and management in Shire operations, industry, and the community

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Review energy and water use and management in Shire operations.	✓	✓	✓	✓	Infrastructure and Regulatory Services	Ongoing
Implement recommendations from Review energy and water use and management in Shire operations.	✓	✓	✓	✓	Infrastructure and Regulatory Services	Ongoing
Review applications from Industry and community where relevant to Improve sustainability of energy and water use	✓	✓	✓	✓	Regulatory Services	Ongoing
Undertake community education regarding energy and water use	✓	✓	✓	✓	Waste Services and Community Experience	Ongoing
Consider scope for the development of a Climate Change Action plan		✓			Infrastructure and Regulatory Services	2026

4.4. Support improved air quality

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Work closely with mining companies and industry on dust monitoring and regular reporting	✓	✓	✓	✓	Regulatory Services	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Carry out Environmental Health monitoring of emissions and maintain close contact with State agencies	✓	✓	✓	✓	Regulatory Services	Ongoing

4.5. Improve the standard of presentation and progressively green the towns

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Complete wastewater reuse options assessment study	✓				Waste Services	August 2024
Complete the Business Case for Recycled Water Network Upgrade	✓				Strategy and Partnerships / Waste Services	December 2024
Submit all funding applications for Recycled Water Network Upgrade	✓				Strategy and Partnerships / Waste Services	March 2025
Complete detailed design for Recycled Water Network Upgrade		✓			Waste Services	October 2025
Construction of Recycled Water Network Upgrade			✓	✓	Waste Services	October 2027
Undertake maintenance and landscaping in Marble Bar, Nullagine and Newman	✓	✓	✓	✓	Infrastructure Services	Ongoing

4.6. Conserve natural vegetation, green spaces, and bushland

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Work with developers to suggest alternative design options where clearing is proposed as part of a development application	✓	✓	✓	✓	Regulatory Services	Ongoing
Develop waster wise gardens and care for public open space	✓	✓	✓	✓	Infrastructure Services	Ongoing

4.7. Advocacy for the protection of environmental assets and sites of significance to Traditional Owners

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Advocate for the protection of environmental assets.	✓	✓	✓	✓	Strategy and Partnerships	Ongoing
Advocate for sites of significance in collaboration with Traditional Owners where appropriate, ensuring traditional owners voices are heard.	✓	✓	✓	✓	Community Experience	Ongoing

Key Result Area 5: Governance

Outcome: Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community’s assets and resources

Strategies

5.1. Continued focus on good governance, transparency and community and stakeholder engagement in significant decisions, including place-based plans

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Review of Strategic Community Plan	✓		✓		All	Reviewed every 2 years
Adoption of Revised Strategic Community Plan	✓		✓		All	Reviewed every 2 years
Review of Long-Term Financial Plan	✓	✓	✓	✓	Corporate Services	Annual
Review of Workforce Plan	✓		✓		People and Culture	Ongoing
Development of Annual Budget	✓	✓	✓	✓	Corporate Services	Annual
Development of Council public participation plan	✓				Governance	June 2025
Implementation of Internal Audit Function	✓	✓	✓	✓	Governance	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Review and implementation of Integrity Framework	✓	✓	✓	✓	Governance	Ongoing
Review of Public Interest Disclosures Guidelines	✓				Governance	June 2025
Complete Road User Funding Agreements with relevant Mining Companies	✓	✓			Strategy & Partnerships * Infrastructure Services	June 2025
Develop place plans	✓				Place	2025
Implement Place Plans		✓	✓	✓	Place	2029
Development of East Pilbara 2050		✓	✓		Strategy and Partnerships	2027

5.2. Facilitate collaboration and partnerships with industry and government in key issues for the Shire (such as transport, housing, economic development and tourism, social wellbeing, public spaces etc)

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Participate in Regional Capitals Alliance Forum membership meetings and actions	✓	✓	✓	✓	CEO Executive	Ongoing

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Facilitate Interagency meetings to improve social well being outcomes.	✓	✓	✓	✓	Community Experience	Ongoing

5.3. Engage young people in civic leadership

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Development and implementation of a young leader's program	✓	✓	✓	✓	Community Services	2025
Development of a Shire Youth Council		✓	✓	✓	Community Services	2025

5.4. Ensure a high standard of organisational management and effectiveness

Corporate Actions	24/25	25/26	26/27	27/28	Service Area	Completion Date
Internal Audits Undertaken	✓	✓	✓	✓	Governance	Ongoing
Quarterly progress report on Corporate Business Plan	✓	✓	✓	✓	All	Ongoing
Implementation of ERP project	✓	✓	✓	✓	Digital Transformation	Ongoing
Review of Policies	✓	✓	✓	✓	Governance	Ongoing
Digital Plan Implementation	✓	✓			Digital Transformation	2027

STRATEGIC RISK MANAGEMENT

Risk	Risk Controls
Fragmentation and misalignment of effort across key stakeholders	<ul style="list-style-type: none"> Increased Shire leadership in stakeholder collaboration
Low business growth	<ul style="list-style-type: none"> Economic development facilitation Long Term Financial Plan (LTFP)
Cyber-attack/security breach	<ul style="list-style-type: none"> Audits of IT security Contract cyber security service Implement cyber security best practice
Breakdown in relationship between Shire President/Council and CEO	<ul style="list-style-type: none"> Code of Conduct and relevant policies Regular meetings CEO/Shire President CEO performance review process Councillor induction and training
Breakdown in relationships amongst Councillors	<ul style="list-style-type: none"> Code of Conduct and relevant policies Councillor induction and training
Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) Lobbying and advocacy Community engagement
Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) Asset Management Plans Budget process Rigor of project management
Employee cost rises above assumption	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) Workforce Plan (WFP) Budget process
Local Government Cost Index rises above assumption	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) Budget process
Reduced external grants/funding	<ul style="list-style-type: none"> Long Term Financial Plan (LTFP) Budget process Lobbying and advocacy
Misappropriation of funds	<ul style="list-style-type: none"> Policies and Procedures Audit controls
Lack of available skilled Shire staff	<ul style="list-style-type: none"> Workforce Plan (WFP)
High Shire staff turnover	<ul style="list-style-type: none"> Workforce Plan (WFP) Digital Plan (knowledge management)

Risk	Risk Controls
Lack of available skilled contractors/suppliers	<ul style="list-style-type: none"> Tender and Procurement Process Workforce Plan
Disasters i.e., COVID 19 re-emergence/other pandemic/fire/cyclone	<ul style="list-style-type: none"> Council policies and management policies, Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

As mentioned above, the Plan covers areas that are outside the direct responsibility of the Shire. The indicators below are not measures of the Shire’s performance in most cases. They are highly influenced by the actions of others and in some cases by wider economic and social forces well beyond the Shire’s control. However, the indicators play a vital role in showing whether progress towards the community’s vision and outcomes is being achieved, or whether the Shire, community and other stakeholders need to redirect resources and effort.

The following tables show the Key Result Areas, outcomes, and the key indicators of success. The data source for each indicator is also shown. These indicators will be monitored and reported annually.

Key performance indicators are also being developed through the Shire’s service plans. These will be added once finalised and included in the Shire’s annual monitoring and reporting.

Economic <i>A diverse and sustainable economy, with a balanced population, providing equal opportunities and prosperity for all, and a fair share of the returns from our resources</i>	
Indicators	Data source
<ul style="list-style-type: none"> Number of businesses 	<ul style="list-style-type: none"> ABS Business Counts
<ul style="list-style-type: none"> Visitor numbers 	<ul style="list-style-type: none"> Accommodation nights (sample)
<ul style="list-style-type: none"> Number of Aboriginal businesses 	<ul style="list-style-type: none"> Aboriginal business register

Social

Safe, connected and family-friendly communities where all people thrive, and have their needs met at all ages and stages of life

Indicators	Data source
<ul style="list-style-type: none"> Satisfaction with health and medical services 	<ul style="list-style-type: none"> Community survey
<ul style="list-style-type: none"> Sense of belonging 	<ul style="list-style-type: none"> Community survey
<ul style="list-style-type: none"> Perception of safety 	<ul style="list-style-type: none"> Community survey
<ul style="list-style-type: none"> Intentions to remain in East Pilbara 	<ul style="list-style-type: none"> Community survey

Built Environment

Distinctive places, with safe, easy, and affordable travel, reliable communications, housing choice, and capacity for residential, industrial and commercial expansion

Indicators	Data source
<ul style="list-style-type: none"> Availability of affordable housing 	<ul style="list-style-type: none"> To be determined in Housing Strategy
<ul style="list-style-type: none"> Satisfaction with road network 	<ul style="list-style-type: none"> Transport group assessment
<ul style="list-style-type: none"> Satisfaction with Shire facilities and public spaces 	<ul style="list-style-type: none"> Community survey

Natural Environment

Clean, green towns, using resources sustainably, and preserving landscapes and cultural places for current and future generations

Indicators	Data source
<ul style="list-style-type: none"> Waste diverted from landfill 	<ul style="list-style-type: none"> Shire data
<ul style="list-style-type: none"> Planting trees and vegetation 	<ul style="list-style-type: none"> Shire data
<ul style="list-style-type: none"> Renewable energy sources 	<ul style="list-style-type: none"> Shire estimate

Governance

Vibrant local democracy, forward-thinking civic leadership, and transparent stewardship of the community's assets and resources

Indicators	Data source
<ul style="list-style-type: none"> ▪ Participation in community engagement 	<ul style="list-style-type: none"> ▪ Shire records
<ul style="list-style-type: none"> ▪ Community satisfaction with Council leadership 	<ul style="list-style-type: none"> ▪ Community survey
<ul style="list-style-type: none"> ▪ Financial and asset ratios within acceptable ranges 	<ul style="list-style-type: none"> ▪ Shire records, based on statutory measures

APPENDIX 1: INTEGRATED PLANNING AND REPORTING (IPR) FRAMEWORK

The Western Australian Integrated Planning and Reporting (IPR) Framework is shown in the diagram below. Its purpose is to ensure that Council’s decisions take the community’s views into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

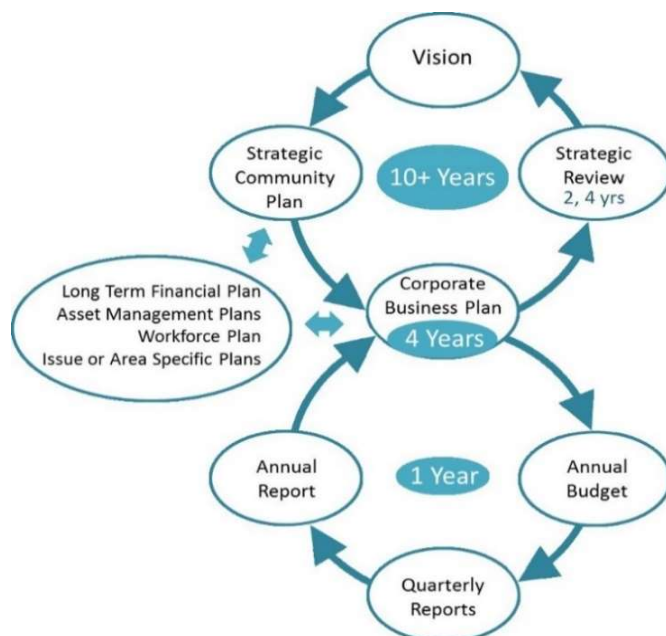
The Planning Cycle

The Strategic Community Plan sets the scene, showing the long-term vision, priorities, objectives and strategies for change. It is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in the figure below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long-Term Financial Plan, Asset Management Plans and Workforce Plan show how the Plan will be managed and resourced.

The Annual Budget relates to that year’s “slice” of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle



More details can be seen on the Department of Local Government, Sport and Cultural Industries website:
<https://www.dlgsc.wa.gov.au/local-government/strengthening-local-government/intergrated-planning-and-reporting>

APPENDIX 2: COMMUNITY PROFILE DETAIL

DEMOGRAPHICS IN THE SHIRE OF EAST PILBARA AND THE WIDER PILBARA REGION

The Shire of East Pilbara Estimated Resident Population for 2023 is 10,401, with a population density of 0.03 persons per square km.

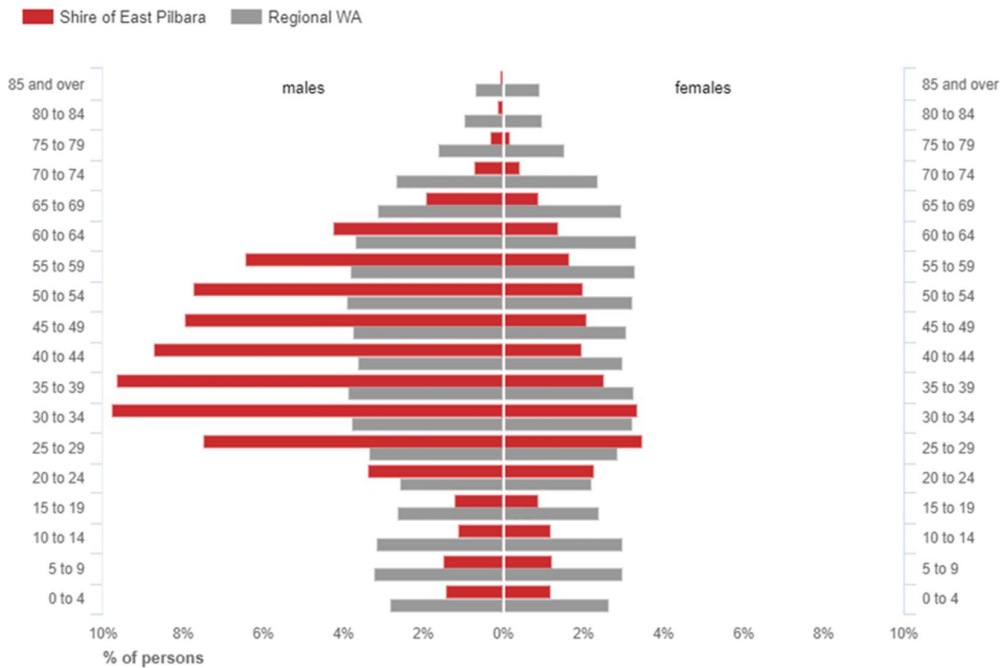
Analysis of the service age groups of the Shire of East Pilbara in 2021 compared to Regional WA shows that there was a lower proportion of people in the younger age groups (0 to 17 years) as well as a lower proportion of people in the older age groups (60+ years).

Overall, 18.2% of the population was aged between 0 and 17, and 7.6% were aged 60 years and over, compared with 23.0% and 24.2% respectively for Regional WA.

The major differences between the age structure of the Shire of East Pilbara and Regional WA were:

- A *larger* percentage of 'Young workforce' (23.8% compared to 12.5%)
- A *larger* percentage of 'Parents and homebuilders' (28.6% compared to 19.9%)
- A *smaller* percentage of 'Seniors' (1.2% compared to 10.1%)
- A *smaller* percentage of 'Empty nesters and retirees' (6.3% compared to 12.4%)

Age-sex pyramid, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2021 (Enumerated data). Compiled and presented in profile.id by id (informed decisions).

Employment

In East Pilbara in 2021, 81.0% of people aged 15 years and over were employed, 15.9% were not in the labour force and 3.1% were unemployed.

The unemployment rate is calculated as the proportion of unemployed people in the labour force, which includes employed people, as well as those unemployed and actively seeking employment. On this basis, the unemployment rate for East Pilbara in 2021 was 3.7%.

Pilbara Region

Labour Force Status

Cohorts	Persons
Employed, worked full-time	3,775
Employed, worked part-time	622
Employed, away from work	460
Unemployed, looking for full-time work	109
Unemployed, looking for part-time work	75
Not in the labour force	953
Not stated	2,188
Total	8,182

Benchmarks: None

The Shire of East Pilbara has the highest proportion of three person families (22.4%) in the Pilbara region.

School completion shows the highest level of primary or secondary school education that has been completed.

Of the 42,206 applicable residents in Pilbara Region in 2021:

44.0% completed Year 12 or equivalent

19.1% completed Year 10 or equivalent

11.5% completed Year 11 or equivalent.

East Pilbara had the lowest level of completion of year 12 in the Pilbara.

Pilbara Region

School Completion

Cohorts	Persons
Year 12 or equivalent	18,560
Year 11 or equivalent	4,848
Year 10 or equivalent	8,060
Year 9 or equivalent	1,477
Year 8 or below	724
Did not go to school	232
Not stated	8,305
Total	42,206

Benchmarks: None

East Pilbara

Pilbara Region

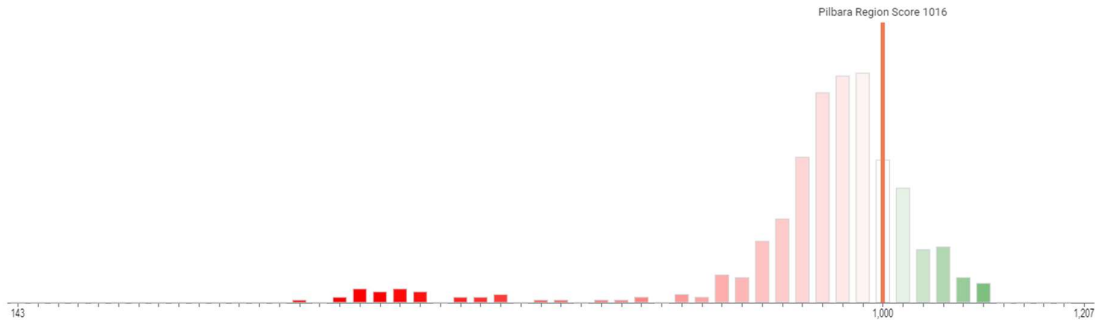
Dwelling Type

Cohorts	Persons
Occupied private dwellings	6,268
Unoccupied private dwellings	0
Non-private dwellings	14,474
Migratory	0
Off-shore	0
Shipping	0
Total	20,742

Benchmarks: None

Pilbara Region

SEIFA Score



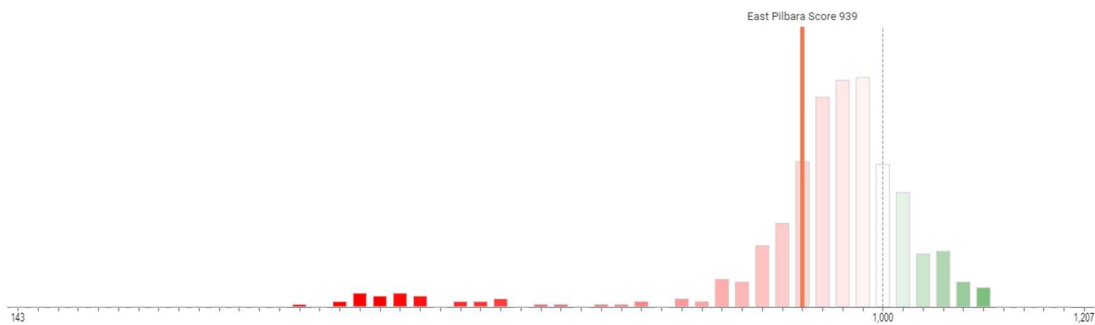
The SEIFA score for Pilbara Region in 2021 was 1016.

Across Australia's local government areas SEIFA scores range from 143 (most disadvantaged) to 1207 (least disadvantaged).

The SEIFA score for East Pilbara in 2021 was 939.

Pilbara Region

SEIFA Score



Socio Economic Indexes for Areas (SEIFA) is a suite of indexes that have been created by the Australian Bureau of Statistics (ABS) from social and economic Census information.

Each index ranks geographic areas across Australia in terms of their relative socio-economic advantage and disadvantage. This report presents information from the Index of Relative Socio-economic Disadvantage (IRSD), a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. This index includes only measures of relative disadvantage.

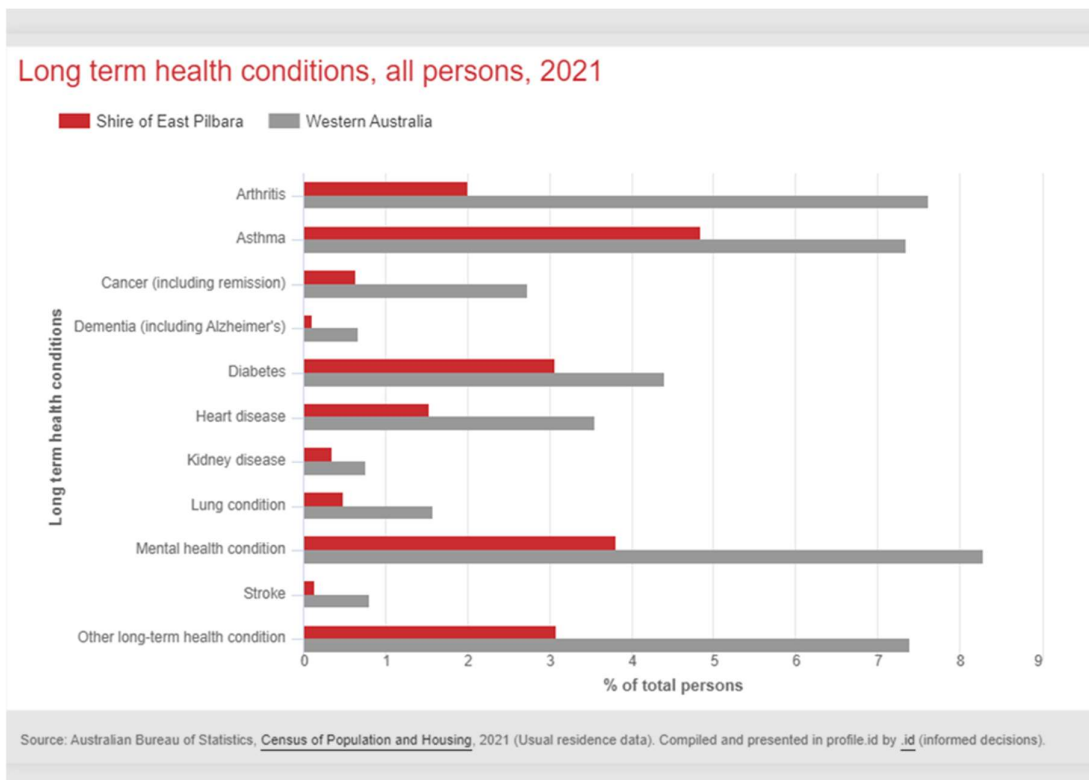


A SEIFA low score indicates greater disadvantage in general. For example, an area could have a low score if there are (among other things):

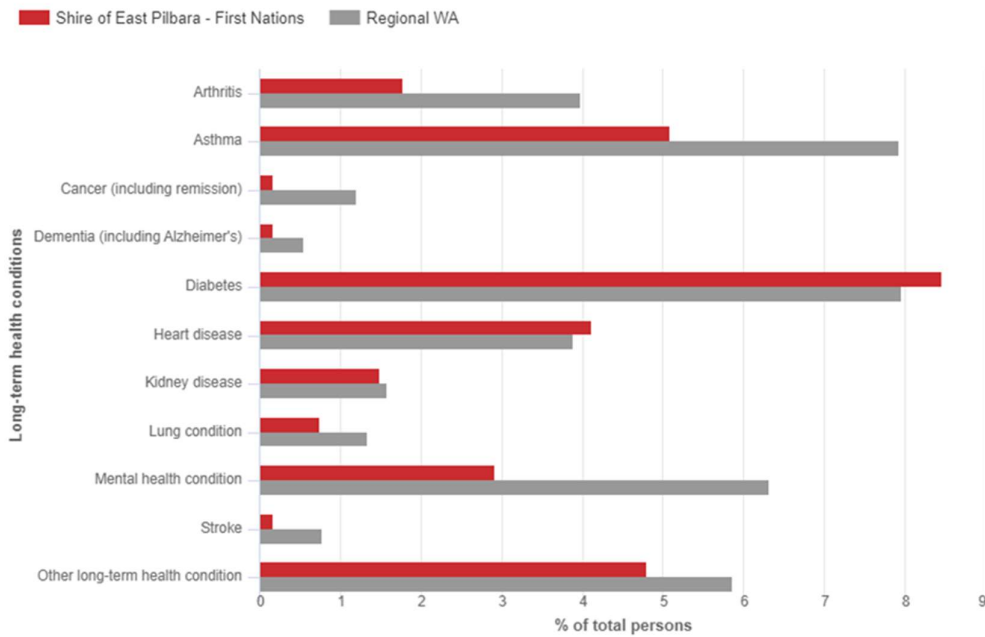
Many households with low income, many people with no qualifications, or many people in low skill occupations.

A SEIFA high score indicates a relative lack of disadvantage in general. For example, an area may have a high score if there are (among other things):

Few households with low incomes, few people with no qualifications, and few people in low skilled occupations.



Long term health conditions 2021



Source: Australian Bureau of Statistics, [Census of Population and Housing, 2021](#) (Usual residence data). Compiled and presented in profile.id by [.id](#) (informed decisions).

Overseas arrivals, 2021

Total persons



Source: Australian Bureau of Statistics, [Census of Population and Housing, 2021](#) (Usual residence data). Compiled and presented in profile.id by [.id](#) (informed decisions).

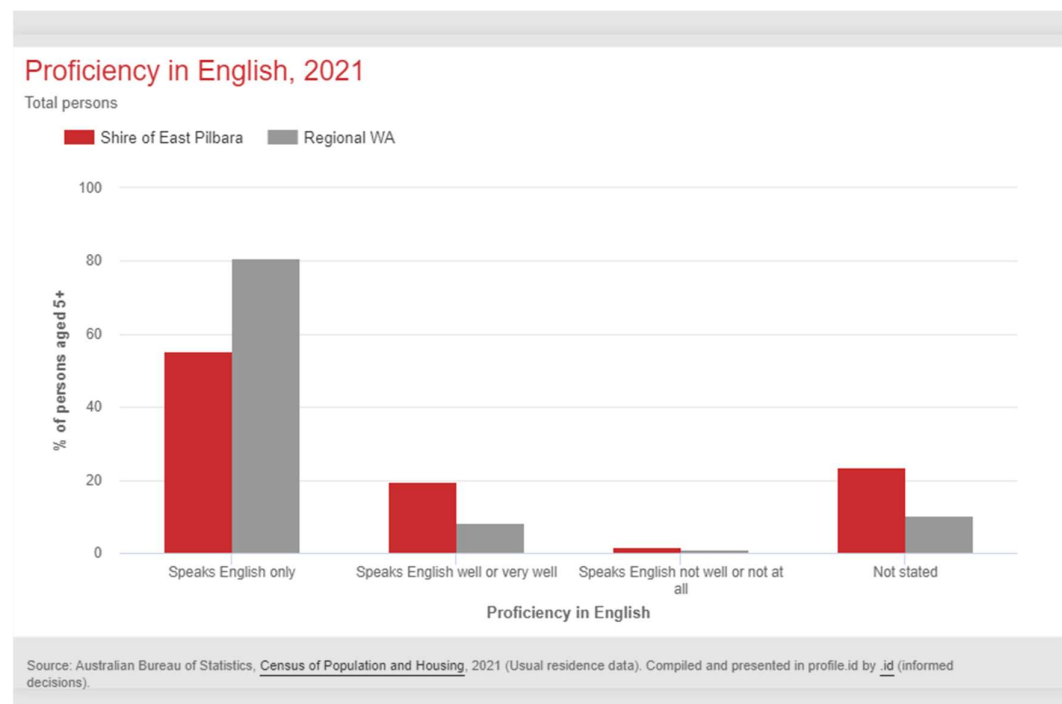
Analysis of the year of arrival for the overseas born population of the Shire of East Pilbara in 2021 compared to Regional WA shows that there was a smaller proportion of people who arrived before 2001, and a larger proportion of recent overseas arrivals (those who arrived between 2016 to Aug 2021).

Overall, 25.7% of the overseas born population arrived before 2001, and 20% arrived during or after 2016, compared with 47.5% and 13.0% respectively for Regional WA.

The major differences in year of arrival data in the population between the Shire of East Pilbara and Regional WA are:

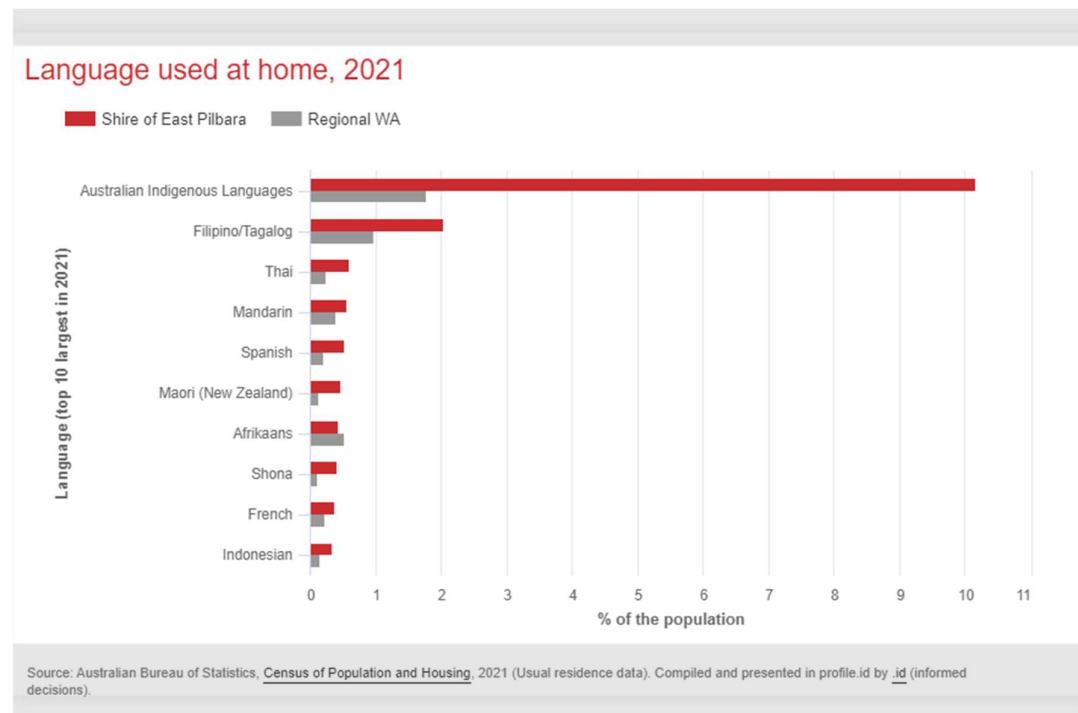
- A *larger* percentage of arrivals between 2001 to 2010 (29.8% compared to 21.4%)
- A *larger* percentage of arrivals between 2016 to Aug 2021 (20.3% compared to 13.0%)
- A *smaller* percentage of arrivals between 1961 to 1970 (3.2% compared to 12.2%)
- A *smaller* percentage of arrivals between 1971 to 1980 (3.9% compared to 10.2%)

In the Shire of East Pilbara in 2021, 162 people who spoke a language other than English at home reported difficulty speaking English.



Analysis of the proficiency in English data of the population in the Shire of East Pilbara in 2021 compared to Regional WA shows that there was a lower proportion of people who spoke English only, and a higher proportion of people who spoke another language and English not well or not at all.

Overall, 55.2% of people spoke English only, and 1.7% spoke another language and English not well or not at all, compared with 80.9% and 0.8% respectively for Regional WA.



The dominant language used at home, other than English, in the Shire of East Pilbara was Australian Indigenous Languages, with 10.2% of the population, or 991 people using this language at home.

The major differences between the languages used at home for the population of the Shire of East Pilbara and Regional WA in 2021 were:

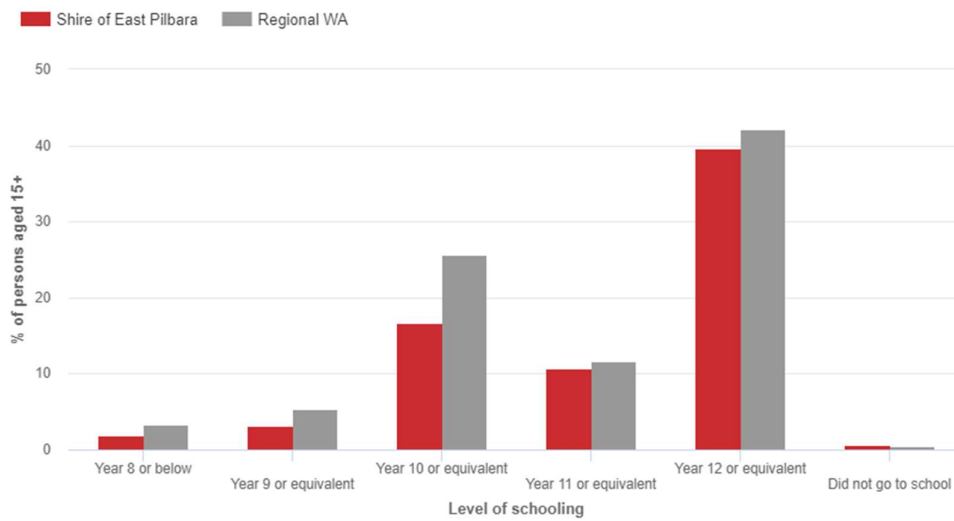
- A *larger* percentage using Australian Indigenous Languages at home (10.2% compared to 1.8%)
- A *larger* percentage using Filipino/Tagalog at home (2.0% compared to 1.0%)

Highest qualification achieved, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

Highest level of schooling completed, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id by .id (informed decisions).

GEOGRAPHIC LOCATION

