



Shire of EAST
Pilbara

CORPORATE BUSINESS PLAN

2026-2030

ACKNOWLEDGEMENT OF COUNTRY

The Shire of East Pilbara acknowledges the Traditional Owners throughout this vast region and their continuing connection to the land, waters, and community.

We pay our respects to the members of these Aboriginal communities, their cultures, and to their Elders past, present and emerging.

MESSAGE FROM THE CEO

The Shire of East Pilbara Corporate Business Plan is focused on delivering the outcomes identified in the Strategic Community Plan, which was adopted in July 2026 following extensive community engagement.

Informed by community feedback, the expertise of the Shire team, and a shared commitment to the future success of the Shire of East Pilbara, the plan outlines the strategic direction of the Shire over the short, medium and long term.

The plan also considers a range of external influences and opportunities, including current and potential contributions from State and Federal Governments, industry partners, and other key stakeholders.

It establishes clear and achievable objectives, together with the strategies and actions required to deliver them.

To ensure we meet community expectations in a responsible, realistic and cost-effective way, the plan is guided by three key areas identified as priorities in the Strategic Community Plan: liveability, plenty to do, and place we're proud of.

All projects, programs and services contribute to at least one of these priority areas and their associated outcomes, ensuring alignment with community aspirations and the Shire's strategic objectives.

Steven Harding

Chief Executive Officer, Shire of East Pilbara

COMMUNITY PROFILE



The Shire of East Pilbara is the largest local government area in Australia – at 372,571km² it is larger than Victoria, Tasmania and the ACT combined. Driving across the East Pilbara takes around two days from east to west, and about five hours from north to south.

The East Pilbara sits at the heart of Australia's most valuable export region, generating an economic output of \$48.8 billion and a Gross Regional Product (GRP) of \$35.2 billion – close to 39% of the entire Pilbara Region.

The East Pilbara is home to an estimated 10,500 permanent residents as of Census 2021, with a further estimated 35,000 FIFO workers primarily supporting resources operations. Aboriginal and Torres Strait Islander people make up an estimated 17.9% of residents.

Census 2021 estimates 19,000 jobs exclusively in the East Pilbara, with additional FIFO workers working across other local government areas as well as the East Pilbara. Newman Airport is a critical transport hub for the FIFO workforce, with an average of 105 aircraft movements per week and over 500,000 passenger movements a year as of 2025/26.

STRATEGIC DIRECTION

OUR VISION

Vast spaces, connected communities – liveable and thriving in the heart of the Pilbara.

OUR PRIORITY AREAS

Liveability is at the heart of our advocacy and planning

- Quality housing and affordability
- Healthcare services are accessible, affordable, and you can get the support you need when you need it
- Transport routes you can rely on and options for travel
- Thriving local businesses

There’s **plenty to do** and be a part of

- Access to great facilities, parks, and playgrounds
- Children and young people feel at home here

We’re a **place to be proud of**

- Civic pride, vibrant democracy and local decision-making
- Clean and tidy towns, with more shade, trees and green spaces
- Feeling safe

STRATEGIC OBJECTIVES

Each priority area has strategic objectives and supporting actions attached to it, as detailed in the tables below. While current activities and service levels, including day-to-day operations 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 inform this Corporate Business Plan and the Annual Budgets over the next four years.

LOCAL GOVERNMENT'S ROLE

Although the Strategic Community Plan is prepared by the Shire, the Plan is an inclusive representation of our communities' needs and goals. While some of these needs and goals lie outside of local government's control, the Shire doesn't shy away from pushing for change so our communities can thrive.

ROLES WE TAKE ON

Provide

The Shire provides a range of services, programs, facilities, and infrastructure to meet community needs and aspirations – these are activities the Shire is directly responsible for building, maintaining, and running like rubbish and recycling, libraries, sport parks, pools, local roads, Newman & Marble Bar airports, and so much more.

Regulate

The Shire ensures legislation and laws delegated to local government are upheld. This includes public health measures like food safety, alcohol regulation, ranger duties like animal control, and building approvals and consents.

Collaborate

The Shire works with others to make things happen – whether that's through offering community grants or sponsorships, or partnering with community organisations and government agencies.

Advocate

The Shire is a voice for the community, working to influence political decisions to make sure local needs are met - especially when they're issues that need action from both the Australian Government and the WA State Government.

RESOURCING THIS PLAN

The Shire will resource the delivery of its strategic and corporate priorities through a combination of sustainable rate revenue, prudent financial management, and the targeted allocation of available financial, asset and organisational resources.

In developing the annual budget, Council undertakes a comprehensive review of operating and capital expenditure to ensure that funding is aligned with the objectives of the Strategic Community Plan and Corporate Business Plan.

This includes prioritising essential services, asset management obligations, and key projects that support the long-term social, economic and environmental wellbeing of the district. Rate revenue remains the Shire's primary and most reliable source of funding and is structured to ensure sufficient capacity to deliver agreed service levels while maintaining long-term financial sustainability.

The table below outlines the Shire's projected financial position over the next five years, demonstrating how rate revenue and other funding sources are strategically applied to support the delivery of services, infrastructure investment, and the ongoing financial sustainability of the organisation in alignment with the Corporate Business Plan.

In the East Pilbara context, the Shire must deliver infrastructure, facilities and services to support not only a relatively small permanent population, but also a substantial transient FIFO workforce that places significant demand on local infrastructure and services but does not directly contribute to rate revenue.

This creates a structural funding challenge that is addressed, in part, through the application of differential rating to ensure a fair and equitable distribution of the rate burden across land uses and sectors. Consistent with this, the objects and reasons for setting rates reflect Council's commitment to equity, efficiency and financial responsibility, while ensuring sufficient revenue is generated to maintain service levels and critical infrastructure across the district.

Council also continues to pursue efficiency measures and cost control initiatives as part of its budget deliberations, ensuring that resources are used effectively and transparently in delivering outcomes for the community.

DRAFT BUDGET

	2026/27	2027/28	2028/29	2029/30	2030/31
Operating Budget					
Rates	49,325,944	55,546,153	58,618,654	61,842,680	65,244,028
Grants (Operating)	13,018,683	11,142,390	11,420,950	11,706,473	11,999,135
Other Revenue	55,046,615	58,418,782	60,574,606	61,611,130	63,997,001
Total Revenues	117,391,242	125,107,325	130,614,210	135,160,283	141,240,164
Total Expenses	-118,035,142	-130,770,245	-136,484,406	-149,970,978	-156,861,148
Depreciation - non cash	34,430,400	41,461,754	43,437,125	52,949,454	55,538,346
Operating Surplus / (Deficit) Before Depreciation	33,786,500	35,798,834	37,566,929	38,138,759	39,917,362
Capital Budget					
Reserves	44,110,000	-7,480,232	19,859,877	-9,605,609	-9,242,343
Grants (Capital)	67,456,946	15,874,326	108,276,569	30,329,335	21,382,628
Revenue (Capital)	64,000,000	0	0	0	0
Total Capital Funding	175,566,946	8,394,094	128,136,446	20,723,726	12,140,285
Capital Expenditure					
Renewals	-64,076,577	-30,820,906	-29,188,154	-23,269,208	-23,309,112
New Assets	-117,142,476	-8,145,500	-132,112,000	-21,505,000	-9,000,000
Asset Expansion/ Upgrade	-52,970,000	-2,000,000	-2,250,000	-12,000,000	-17,540,000
Total Capital Expenditure	-234,189,053	-40,966,406	-163,550,154	-56,774,208	-49,849,112
Proceeds from Sales of Assets	949,000				
Loan Repayments	-2,424,073	-3,226,522	-2,153,221	-2,088,277	-2,208,535
Carry forward Surplus	26,310,680	0	0	0	0
Estimated Surplus / (Deficit)	0	0	0	0	0

WORKFORCE PLANNING

Delivery of the Corporate Business Plan is also dependent on the Shire's ability to attract, retain and develop a capable workforce in a highly competitive and remote labour market. Workforce planning is undertaken in alignment with the Shire's strategic priorities and service delivery requirements, recognising the ongoing challenges associated with operating in a region heavily influenced by the resources sector and FIFO employment patterns.

The Shire will continue to invest in workforce capability through targeted recruitment, training and development, organisational design, and employee wellbeing initiatives, while also leveraging partnerships and innovation to address skills shortages where appropriate. This approach ensures that the Shire is appropriately resourced with the skills and capacity required to deliver its services and capital program efficiently and effectively over the life of the Plan.

SHIRE SERVICES

The Shire's services have been grouped into the Strategic Community Plan priority areas based on the strategic objectives they align with, while recognising that many of them contribute to more than one priority area.

LIVEABILITY

- Advocacy and partnerships
- Airport services
- Asset management services
- Building control
- Built infrastructure
- Caravan parks
- Design and development services
- Infrastructure (roads and ancillary infrastructure)
- Economic, tourism and visitor services
- Emergency services
- Project delivery services
- Strategic and statutory planning
- Solid waste management
- Wastewater and liquid waste treatment

PLENTY TO DO

- Aquatic centres
- Arts hub
- Art production, exhibitions and gallery (Martumili)
- Events and activations
- Library services
- Open spaces (parks and ovals)
- Recreation services and club development
- Youth services

PLACE WE'RE PROUD OF

- Community engagement
- Community safety
- Community wellbeing
- Compliance, risk and audit
- Contracts and procurement
- Council support
- Customer services and records
- Human resources
- Finance services
- Information services
- Marketing, media, and publications
- Public health

SERVICE DELIVERY

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Council Support	Provision of advice, policy development, meeting support, councillor training and support, and election administration	• CEO advice to the Council • Secretariat support for Council and committees • Policy and procedure development and improvement • Councillor inductions, training, and development • Electoral roll and election administration	Yes	• Improving meeting participation for the public • Ongoing policy review • Meeting emerging compliance requirements
Marketing, media, and publications	Communications with community, ratepayers and stakeholders on Shire and Council activities	• Local public notices • News articles, other publications • Social media, website, staff intranet, councillor portal • Liaison with ratepayers, community groups and others	Yes	• Implementation of Communication and Engagement Strategy
Aquatic centres	Provide Newman Aquatic Centre, operate Marble Bar Swimming Pool under Dept. Education licence agreement	• Public swimming • Learn to swim programs & aquatic programming • Aquatic fitness • Community open days	Yes	• Increased activities to meet the needs of the community
Community safety	Provide ranger and security services, manage Cape Keraudren nature-based reserve	• 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 infrastructure	Yes	• Implementation of the Community Safety Plan
Emergency services	Planning for, and management of, emergencies and recovery from catastrophic events	• 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	Yes	• Firebreak planning and maintenance • Review and update the Bushfire Risk Management Plan in 2026

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Events	Events in Newman, Marble Bar and Nullagine run by the Shire and/or the community	• 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 • Grants for community organisations	Yes	• 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 • Implement the Events and Activation strategy
Library services	Library Services to Newman, Marble Bar and Nullagine	• Maintain Shire collection and manage State collection • Programs for adults and children including holiday programs • Provide technology services including public computers and WiFi	Yes	• Implementing community hub approach to libraries • New Library in Newman • Supporting learning initiatives
Community wellbeing	Reconciliation Action Planning and Implementation, community engagement, community development, programs and events, rural facilities management, and bus service	• Community capacity building, community engagement, stakeholder engagement and community assistance grants • Public art, art workshops, competitions etc • Implementation of Community Engagement Policy and Your Say East Pilbara Online engagement • Manage Newman art rooms • Reconciliation Action Plan REFLECT phase • Regular Passenger Transport (RPT) Bus services	Yes	• Development and Implementation of Reconciliation Action Plan • Implementation of Social Inclusion Plan • Implementation of the Public Health Plan • Implementation of Martumili Business Plan
Recreation services and club development	Facilitating community connectedness, socialisation, and club sustainability of the East Pilbara community	• Recreation Services • Provision of fitness centres, Newman, Nullagine, Marble Bar • Group fitness programs • Adult sports competitions and programming • School holiday programs • Junior sport and leisure programs • Merchandise retail sales, grant attraction and acquittals - community sporting infrastructure • Club development • Programs and support for the sustainability of clubs and community groups	Yes	• Implementation of Community Facilities Plan • Increase the number of regional and state competitions held in East Pilbara

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
		- Development of volunteers - Communications and network development		
Youth services	Services for young people to support development and inclusion in the community	Newman, Nullagine and Marble Bar: - 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 Nullagine: - Operation of after school programming and school holiday programming Marble Bar: - Operation of after school and school holiday programming Newman: - Transport drop-off at home service - WiFi and computer access (recreation, employment, and study) - Homework club	Yes	- New Youth Centre at Newman Youth and Community Hub - Increase in partnership for youth services throughout towns and remote communities - Increased focus on engaging young people in civic leadership - Development of new youth tech/innovation hub
Airport services	Newman airport and remote airstrips at Nullagine and Marble bar	Quality and safe airport services and assets for residents, visitors, workers, and suppliers to East Pilbara provided through effective planning, management, and regulations	Yes	Marble Bar and Newman upgrades
Art production, exhibitions and gallery	The production and equitable and ethical sale of works of art by Aboriginal people of the East Pilbara	- Art production - Provide studios and otherwise support the production of art from seven communities - New and emerging artists identified and supported - Development opportunities for artists - Exhibitions and gallery - Operate the Martumili Gallery with the East Pilbara Arts Centre, including three remote art centres in Jigalong, Punmu and Kunawarritji - Coordinate program of exhibitions - Engage with national art markets - Marketing, promotion, and commercial arrangements - Engagement and consultation with the Martu Advisory Group	Yes	- All indigenous art groups supported - Promotion of Martumili and artists in a structured way – national and global - Implementation of Martumili Business Plan

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Asset management services	Collate and maintain asset information and condition assessment data, prepare and model asset program of works	• Asset Management Plans • Annual capital works program • Grant applications and acquittals • Technical advice and reports	Yes	• Develop 10-year Asset Management Plans and capital works programs
Building control	Building, land use and environmental health control through coordinated statutory compliance	• Revision of statutory approvals and permit application process to ensure that applications are processed within statutory time limits • Statutory compliance associated with land use, environmental health, structures, public buildings, private pool inspections • Improved community education and customer service	Yes	• Increase in community education on requirements
Built infrastructure	Manage and maintain safe, clean, and operational built infrastructure to meet the needs of communities across the Shire of East Pilbara	• Inspections of public buildings and staff housing • Preventative and response maintenance of buildings • Building contract management	No	• Commencement of in-house building maintenance team
Economic, tourism and visitor services	Facilitation, partnerships, and direct support for developing business and tourism	• Local business and industry support • Investment and funding promotion and attraction • Stakeholder engagement and coordination (government, business, visitors, and investors) • Caravan parks/nature park management • Newman Visitor Centre management • Potential management of Marble Bar Visitor Centre and Museum	Yes	• Strengthen collaborative growth initiatives with a focus on agriculture, mining services, Aboriginal business, and tourism
Public health	Public health planning, regulation, and statutory compliance	• 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, licenses, permits, approvals, inspections, and surveillance	Yes	• Implement Public Health Plan

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Strategic and statutory planning	Well-planned Shire through planning, regulations, and statutory compliance	- 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 - Development compliance management - Complaints investigation, reports and acted on where required	Yes	- East Pilbara Planning Strategy - Community Infrastructure Plan
Design and development services	Capital works projects design and documentation	- Project design and documentation - Engineering strategy, policy, and standards - Major capital projects business unit developed	Yes	- Design to be completed in advance to increase opportunities for grant funding (shovel ready) - Implementation of major capital projects
Infrastructure (roads and ancillary infrastructure)	Manage and maintain Shire roads infrastructure	- Operations to support safe and well-maintained roads and other infrastructure - Management and maintenance of roads and ancillary infrastructure: - Roads – sealed (259.45km) and unsealed (3,047.33 km) - Drains - Street furniture - Signs - Verges - Street sweeping - Natural areas	Yes	Advocating for increased grant funding for road improvements to better address the funding needed to adequately maintain and support the length of the Shire's road network, which supports industry and remote communities
Open space (parks and ovals)	Manage and maintain parks and ovals	- Management and maintenance of public open space - Reserves and ovals - Park furniture - Playgrounds - Trees - Cemeteries - Outdoor courts - Litter control - Town boundary fencing	Yes	Increase landscaping and tree canopy

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Project delivery services	Facilitate the procurement for and project management of Infrastructure related capital works projects	- Capital works project planning - Procurement process for quotations/tenders - Preparation of project charters - Grant application and acquittals	Yes	Project management framework developed
Solid waste management	Collection, recycling and disposal of household and commercial waste	Landfill management (Newman, Marble Bar and Nullagine): - Legislative and regulatory compliance - Weighbridge operations and management General waste: - 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 Recycling: - Fortnightly collection and processing of recyclables - Operation of the container deposit scheme - E-waste, battery, steel, tyre, and mattress recycling Community education: - Publication of information about the services provided - Education about recycling and minimising waste to landfill	No	Consider commercial recycling collection to increase waste diversion from landfill
Wastewater and Liquid Waste Treatment	Treatment and disposal of wastewater	- Operation of wastewater treatment plant and liquid waste facility - Treated wastewater recycling for irrigation on parks and public areas around Newman - Wastewater infrastructure maintained and functional	Yes	- Complete the Newman Wastewater Treatment Plant Upgrade (Stage 1) - Seek external funds for Stage 2 of the WWTP upgrade to make it affordable for the community - Investigate opportunities for greater reuse of effluent for greening Newman townsite
Compliance and Risk	Coordination of policy, procedures and compliance processes in accordance with	- Governance - Legislative compliance oversight - Management of the Council governance framework	No	No changes in service level or budget expenditure foreseen

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
	the Local Government Act 1995 and any other Act or Regulation	• Management of the Council policy framework • Risk • Development and management of Shire risk framework, systems, and procedures		
Contracts and procurement	Shire procurement and contract management	• 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 • Monitoring of compliance and audits of tender and procurement processes	No	• Enhanced service level to ensure governance requirements
Customer services and records	Provide public enquiry, booking, registration, and licensing services, and provide secure information services, coordination of software applications, and record keeping	• Customer service and facilities • Compliant records management	Yes	• Increased accessibility of Shire services utilising online platforms
Finance services	Financial planning and management	• Accounting services and financial reporting • Rates and valuation • Payroll • Audit and financial compliance	No	• Update Long Term Financial Plan • Ongoing financial management support for directorates
Human resources	Employee attraction, retention, and management, occupational health and safety	• Human Resources • Maintain organisation structure • Up to date position descriptions • Annual employee performance appraisals • Training and development planned and delivered • Occupational Health and Safety • Compliant management system plans and procedures • Staff and contractor induction training • Workforce OHS training • Risks documented and managed	Yes	• Implement revised work health and safety management system

Service	Service Description	Current outputs	Change over CBP?	Describe Level of Service change over 4 years (if any)
Information services	Information services on Shire ICT infrastructure, coordination of software applications	• ICT network and infrastructure • Management of computer applications • Policies, procedures, and standards for information services • Disaster recovery • ICT Asset Management Plan	Yes	• Develop Digital Plan, which will have impacts across the organisation including governance and customer service

CORPORATE ACTIONS

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
1.	Advocate to the WA State Government and the Australian Government on the key topics and issues identified in the Strategic Community Plan, as well as emerging advocacy issues and opportunities.	•	•	•	•	Advocate Collaborate	1.01, 1.02, 1.03, 1.05, 1.06, 1.07, 1.09, 1.10, 1.11, 1.12, 1.13, 1.14, 1.15, 1.18, 1.19, 1.22, 2.01, 2.02, 3.04, 3.06	Executive Services	Ongoing
2.	Review and update the Shire's Municipal Heritage Inventory	•				Regulate	1.04	Regulatory Services	2026
3.	Review the Local Planning Scheme	•	•			Regulate	1.02, 1.03, 1.04	Regulatory Services	2027
4.	Implement the new Local Planning Scheme		•	•	•	Regulate	1.03, 1.04	Regulatory Services	Ongoing
5.	Review the Local Planning Strategy			•	•	Regulate	1.02, 1.03, 1.04	Regulatory Services	2029
6.	Maintain public spaces and amenities across the East Pilbara	•	•	•	•	Provide	1.04, 1.08, 2.03, 2.04, 3.01, 3.02	Infrastructure Services	Ongoing
7.	Deliver Stage 2 of Yurlu Caravan Park	•	•			Provide	1.04, 2.04	Regulatory Services	2028
8.	Deliver sport and recreation facility improvements in accordance with master plans	•	•	•	•	Provide Collaborate	1.04, 2.03, 2.04, 3.03	Community & Infrastructure	Ongoing
9.	Secure funding for, and complete the design of, a shade structure over the Newman netball courts	•	•			Provide Collaborate	1.04, 2.03, 2.04	Community & Infrastructure	2027
10.	Investigate the feasibility of a Marble Bar Geoheritage Centre and Heritage Discoveries Trail		•	•		Provide Collaborate	1.14	Community & Executive	2027

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
11.	Develop the Marble Bar Strategic Recreation Master Plan	•				Provide Collaborate	1.04, 2.03, 2.04, 3.03	Community Experience	2026
12.	Implement the Cape Keraudren Coastal Management Plan			•	•	Provide	1.04	Infrastructure Services	Ongoing
13.	Complete detailed design for Recycled Water Network Upgrade		•			Provide	1.04, 1.05, 1.20, 3.01, 3.02	Infrastructure Services	2028
14.	Deliver the Recycled Water Network Upgrade			•	•	Provide	1.04, 1.05, 1.20, 3.01, 3.02	Infrastructure Services	2030
15.	Implement the Activation and Events Strategy	•	•	•	•	Provide Collaborate	1.04, 2.02, 2.05, 2.06, 3.06	Community Experience	Ongoing
16.	Develop and deliver high-quality community events that reflect the unique character and diversity of Newman, Marble Bar, and Nullagine	•	•	•	•	Provide	1.04, 2.06, 2.07, 3.06, 3.09	Community Experience	Ongoing
17.	Develop and deliver public art projects across the East Pilbara	•	•	•	•	Provide	1.04, 2.06, 2.07, 3.06	Community Experience	2030
18.	Complete detailed design for the Newman Wastewater Treatment Plant Upgrade Stage 1	•				Provide	1.04, 1.05, 1.20, 3.01, 3.02	Major Projects	2026
19.	Complete construction of the Newman Wastewater Treatment Plant Stage 1	•	•			Provide	1.04, 1.05, 1.20, 3.01, 3.02	Major Projects	2028
20.	Upgrade rural roads and drainage across the East Pilbara	•	•	•	•	Provide	1.04, 1.08, 1.11, 1.22	Infrastructure Services	Ongoing
21.	Advocate with regional partners to the Australian Government and the WA State Government for funding to improve roads, infrastructure and services for remote Aboriginal communities	•	•	•	•	Advocate Collaborate	1.06, 1.07, 1.08, 1.11, 1.12, 2.05	Executive, Infrastructure & Community	Ongoing

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
22.	Collaborate with corporate and public partners to attract new business investment into the Shire	•	•	•	•	Advocate Collaborate	1.02, 1.03, 1.07, 1.13, 1.14, 1.15, 1.16, 1.17, 1.18	Executive Services	Ongoing
23.	Collaborate with TAFE to encourage and promote training opportunities	•	•	•	•	Advocate Collaborate	1.14, 1.15, 2.05	Community & Executive	Ongoing
24.	Advocate for increased affordable housing in the East Pilbara	•	•	•	•	Advocate Collaborate	1.02, 1.03	Executive & Regulatory	Ongoing
25.	Implement the Martumili Business Plan	•	•	•	•	Provide	1.14, 1.15, 2.06, 2.07, 3.08, 3.09	Community Experience	Ongoing
26.	Continue support and operation of Martumili Artists	•	•	•	•	Provide	1.14, 2.06, 2.07, 3.08, 3.09	Community Experience	Ongoing
27.	Implement the Public Health Plan		•	•	•	Provide Regulate	1.03, 1.04, 1.05, 1.06, 1.07, 1.08, 1.22, 2.01, 2.02, 2.06, 3.03, 3.04, 3.05, 3.06	Community & Regulatory	2029
28.	Promote public health messaging across the East Pilbara	•	•	•	•	Provide	1.22, 2.02, 2.06, 3.04, 3.07	Community & Regulatory	Ongoing
29.	Advocate in partnership with other agencies for culturally safe, sexual assault and family violence services	•	•	•	•	Advocate Collaborate	2.05, 3.04	Community Experience	Ongoing
30.	Investigate strategies to address and prevent youth violence	•	•	•	•	Provide Collaborate	2.05, 3.04	Community Experience	Ongoing
31.	Partner with local organisations to deliver early childhood social, recreational and educational programs in Newman, Marble Bar and Nullagine	•	•	•	•	Provide Collaborate	1.04, 1.14, 2.01, 2.02, 2.03, 2.05, 3.03	Community Experience	Ongoing
32.	Undertake community engagement for all major projects	•	•	•	•	Collaborate	1.18, 3.07, 3.10, 3.11	All	Ongoing

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
33.	Expand the Newman recycled water network to Newman Drive verge, East Newman and Forrest Ave	•	•	•		Provide	1.03, 1.05, 1.20	Infrastructure Services	2029
34.	Review energy and water use and management in Shire operations	•	•	•	•	Provide	1.20, 1.21	Infrastructure & Regulatory	Ongoing
35.	Implement recommendations from the review of energy and water use and management in Shire operations	•	•	•	•	Provide	1.21	Infrastructure & Regulatory	Ongoing
36.	Assess applications from industry and community where relevant to improve sustainability of energy and water use	•	•	•	•	Provide	1.18	Regulatory Services	Ongoing
37.	Deliver community education campaigns on energy and water efficiency	•	•	•	•	Provide	1.18, 3.07	Community Experience	Ongoing
38.	Support and build the capacity of the Marble Bar Volunteer Firefighting Service Unit	•	•	•	•	Advocate Collaborate	1.18, 1.22	Community Experience	Ongoing
39.	Maintain the Marble Bar Civic Centre in a state of operational readiness as a designated evacuation centre	•	•	•	•	Provide	1.18, 1.22	Community Experience	2029
40.	Implement the Community Safety Plan		•	•	•	Provide	3.04, 3.05	Regulatory Services	2029
41.	Develop the Bushfire Risk Management Plan	•				Provide	1.18, 1.22, 3.08	Regulatory Services	2029
42.	Implement the Bushfire Risk Management Plan	•	•	•	•	Provide	1.18, 1.22, 3.08	Regulatory Services	Ongoing
43.	Support operation of the Local Emergency Management Committees	•	•	•	•	Provide	1.22	Regulatory Services	Ongoing
44.	Plan for the development of a new Recreation and Evacuation Centre, including design, business case, tender preparation and funding requirements	•	•	•	•	Provide	1.22, 2.01	Community Experience	Ongoing

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
45.	Partner with clubs and service providers to help local children and young people to participate in organised sport	•	•	•	•	Provide Collaborate	2.02, 2.05, 3.03	Community Experience	Ongoing
46.	Develop and deliver community sporting opportunities across the East Pilbara	•	•	•	•	Provide Collaborate	2.02, 2.03, 2.04, 3.03	Community Experience	Ongoing
47.	Implement the Community Facilities Plan	•	•	•	•	Provide	2.01, 2.02, 2.03, 3.03	Community Experience	Ongoing
48.	Deliver the Newman Youth Service	•	•	•	•	Provide	2.05, 3.10	Community Experience	Ongoing
49.	Upgrade lighting at Goanna Oval in Newman		•			Provide	2.03, 2.04	Infrastructure & Community	2028
50.	Advocate for the redevelopment or replacement of the Marble Bar Pool	•	•	•	•	Advocate	2.02, 2.03, 2.04	Executive & Community	2025
51.	Construct Stage 1 of the Newman Youth and Community Hub	•	•			Provide	2.02, 2.03, 2.05, 2.06, 2.07, 3.03, 3.05	Major Projects	2027
52.	Design and develop Stage 2 of the Newman Youth and Community Hub	•	•	•	•	Provide	2.02, 2.03, 2.05, 2.06, 2.07, 3.03, 3.05	Major Projects	2030
53.	Implement the Social Inclusion Plan	•	•	•	•	Provide Advocate Collaborate	1.03, 1.06, 1.08, 1.11, 1.12, 1.18, 2.02, 2.03, 2.04, 2.06, 2.07, 2.08, 3.03, 3.06, 3.07, 3.08, 3.09, 3.11	Community Experience	2030
54.	Develop and deliver youth, child and family social programming in Newman, Marble Bar and Nullagine	•	•	•	•	Provide	2.05	Community Experience	Ongoing
55.	Activate Shire facilities and public spaces to provide recreational, sporting, and social opportunities to children and young people in Newman, Marble Bar and Nullagine	•	•	•	•	Provide	2.05, 3.03	Community Experience	Ongoing

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
56.	Implement the Youth Action Plan	•	•	•	•	Provide Collaborate	2.05, 3.10	Community Experience	2030
57.	Implement the youth leadership program	•	•	•	•	Provide Collaborate	2.05, 3.10	Community Experience	2030
58.	Support operation of the Youth Advisory Council	•	•	•	•	Provide Collaborate	2.05, 3.10	Community Experience	Ongoing
59.	Operate the Shire of East Pilbara Early Years Network	•	•	•	•	Provide	2.05	Community Experience	Ongoing
60.	Implement the Arts and Cultural Strategy		•	•	•	Provide	2.06, 2.07, 3.05, 3.08	Community Experience	Ongoing
61.	Provide diverse creative opportunities for children and young people	•	•	•	•	Provide	2.06, 2.07, 3.05, 3.09	Community Experience	Ongoing
62.	Provide a diverse and contemporary collection of reading materials in the Shire's libraries	•	•	•	•	Provide	2.07, 3.06	Community Experience	Ongoing
63.	Provide community opportunities to understand, acknowledge and where appropriate celebrate and highlight Aboriginal culture and language	•	•	•	•	Provide	2.07, 3.06, 3.08, 3.09	Community Experience	Ongoing
64.	Support and celebrate our multicultural community	•	•	•	•	Provide Collaborate	2.07, 3.06, 3.08, 3.09	Community Experience	Ongoing
65.	Implement the Club Development Plan		•	•	•	Provide Collaborate	2.08	Community Experience	Ongoing
66.	Work with developers to suggest alternative design options where clearing is proposed as part of a development application	•	•	•	•	Provide Collaborate	3.02	Regulatory Services	Ongoing
67.	Scope the development of a Climate Change Action Plan	•				Provide	1.04, 1.08, 1.11, 1.18, 1.20, 1.21, 1.22, 2.01, 2.04, 3.01, 3.02, 3.08	All	2026

#	Corporate Actions	26/27	27/28	28/29	29/30	Shire Role	SCP Strategic Objectives Links	Directorate	End Date
68.	Maintain the Shire's CCTV network	•	•	•	•	Provide	3.05	Corporate Services	Ongoing
69.	Incorporate Crime Prevention Through Environmental Design (CPTED) / Safer Places by Design in the assessment of planning proposals	•	•	•	•	Provide	3.04, 3.05	Regulatory Services	Ongoing
70.	Develop the Shire's next Reconciliation Action Plan		•			Provide Collaborate Advocate	3.08	Community Experience	2028
71.	Implement the Reconciliation Action Plan	•	•	•	•	Provide Collaborate Advocate	3.08, 3.09	Community Experience	Ongoing
72.	Deliver customer service in accordance with the approved customer service charter	•	•	•	•	Provide	3.11, 3.12	Community Experience	Ongoing
73.	Review the Strategic Community Plan		•		•	Collaborate	3.11, 3.12	All	Every two years
74.	Identify opportunities to incorporate community aspirations from the Strategic Community Plan into BAU service delivery	•	•	•	•	Provide Collaborate	All	All	Ongoing
75.	Investigate activities and initiatives identified in the Strategic Community Plan that are currently unfunded, for consideration during the development of future Annual Budgets and Corporate Business Plans	•	•	•	•	Provide Collaborate	All	All	Ongoing

MEASURING SUCCESS

The Shire will develop specific measures of success for each of the outcomes listed as a key component of the Corporate Business Plan, which will inform the success of the Shire's Strategic Community Plan.

In overarching and general terms, Council and the Shire will be successful in delivering on the Plan if:

- Satisfaction with overall public facilities is maintained or improved.
- Satisfaction with parks, reserves, and open spaces is maintained or improved.
- Statutory asset management ratios are maintained at 'healthy' standards.
- Patronage at events, and tourism numbers increase.
- Community survey satisfaction levels are maintained or improved.

The Shire will undertake an annual report on all strategies and associated actions.