

Ordinary Council Meeting Agenda - 10 December 2025 Attachments

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MINUTES

Audit, Risk and Compliance Committee Meeting

Wednesday 26 November 2025

Time: 5:30pm

**Location: Council Chambers, McGregor Street
Port Hedland WA 6721**

Distribution Date: 2 December 2025

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1 Opening of Meeting

The Presiding Member declared the meeting open at 11:34am.

2 Acknowledgement of Traditional Owners and Dignitaries

The Presiding Member acknowledges the Kariyarra people as the Traditional Custodians of the land that we are meeting on and recognises their strength and resilience and pays respect to elders past, present and emerging.

3 Recording of Attendance

Important note:

This meeting is being audio recorded to facilitate community participation and for minute-taking purposes, which may be released upon request to third parties. In accordance with Section 6.16 of the Town of Port Hedland Local Law on Standing Orders members of the public are not permitted to use any visual or vocal electronic device or instrument to record the proceedings of any meeting unless that person has been given permission by the Presiding Member to do so. Members of the public are also reminded that in accordance with section 6.17(4) of the Town of Port Hedland Standing Orders Local Law mobile telephones must be switched off and not used during the meeting.

3.1 Attendance

Present: Commissioner Jessica Shaw
Commissioner Martin Altridge
Commissioner Ronald Yuryevich
Baptiste Isambert – Chair
Stephen Arthur Brown – Deputy Chair

Attended: Mark Dacombe (Interim Chief Executive Officer)
Stephen Leeson (Director Corporate Services)
Tom Kettle (Manager Governance)
Stephanie Sikaloski (Senior Audit, Risk & Insurance Advisor)
Emily Richardson (Audit, Risk & Insurance Officer)
Kaleena Cruickshank (Manager Financial Services)

Audit, Risk & Improvement Committee Meeting Minutes

26 November 2025

Public: 1

Media: 0

3.2 Attendance by Telephone / Instantaneous Communications

Nil.

3.3 Apologies

Nil.

3.4 Approved Leave of Absence

Nil.

3.5 Disclosures Of Interest

Nil.

4 Applications for Leave of Absence

Nil.

5 Response to Previous Questions

5.1 Response to Questions taken on notice from Elected Members at the Audit, Risk and Compliance Committee Meeting held on 12 August 2025

Nil.

5.2 Response to Questions taken on notice from Public at the Audit, Risk and Compliance Committee Meeting held on 12 August 2025

5.2.1 Janet Gillingham

Question

At the 18 March 2025 Annual General Meeting of Electors, a member of the public asked the following 'When was the last Financial Forensic Audit done on the Town of Port Hedland?'. The answer that came back from the Acting CEO was that there has never been one. So, I would like to ask if we can confirm that is the actual answer.

The Director of Corporate Services has provided the following response:

A search of the Town's records and inquiries with the Department of Local Government, Industry Regulation & Safety did not locate any copy of any financial review undertaken.

The Town's finances are audited annually by external auditors appointed by the Office of the Auditor General.

6 Public Time

6.1 Public Question Time

The Presiding Member declared Public Question Time open at 11:37am.

The CEO confirmed that no questions had been submitted prior to the meeting.

There were no questions from the public during the meeting.

The Presiding Member declared Public Question Time closed at 11:38am.

6.2 Public Statement Time

The Presiding Member declared Public Statement Time open at 11:38am.

The CEO confirmed that no statements had been submitted prior to the meeting.

There were no statements from the public during the meeting.

The Presiding Member declared Public Statement Time closed at 11:38am.

6.3 Petitions / Deputations / Presentations / Submissions

Nil.

7 Questions from Members without Notice

Nil.

8 Announcements by Presiding Member without Discussion

1. The Director Corporate Services has contacted Mr. Ashenden to invite him to present to the Audit, Risk and Compliance Committee regarding his Elector's Motion at the 2025 AGM. Mr. Ashenden has confirmed that he is out of Town and will attend the next quarterly Audit, Risk and Compliance Committee meeting.
2. The Audit, Risk and Compliance Committee meeting is typically scheduled for 5:30pm; however, due to unavoidable scheduling constraints associated with coordinating Commissioner, Independent, and Administration calendars, this meeting will be held at 11:30am. It is anticipated that from 2026, meetings will revert to the standard 5:30pm timeslot, as outlined in the report presented to Council at the 26 November 2025 Ordinary Council Meeting (Agenda Item 12.1.4 - 2026 Council and Committee Meeting Schedule), subject to Council resolution.
3. An Agenda Feedback Session was held on 19 November 2025. The purpose of the session was to give Committee Members an opportunity to review the upcoming agenda, seek clarification, and raise any preliminary questions on items of business.

During the session, Administration walked through the reports and facilitated discussion to ensure members were well-prepared ahead of today's meeting.

The Committee raised several questions on reports during the Agenda Feedback Session. These questions have since been addressed by Administration either through updated reports or through a commitment to provide clarification in reports that will be publicly available at the Committee's next meeting in March 2026.

9 Declarations of All Members to have given due consideration to all matters contained in the Agenda before the Meeting

The Audit, Risk and Compliance Committee Members declared that they had given due consideration to all matters contained in the agenda.

10 Confirmation of Minutes of Previous Meeting

ARC202526/012 COMMITTEE DECISION

MOVED: CMM Martin Aldridge

SECONDED: CMM Ronald Yuryevich

That Committee Members confirm that the Minutes of the Audit, Risk and Compliance Committee Meeting held on 12 August 2025 are a true and correct record.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown

Against: Nil

Disclaimer

Members of the public are cautioned against taking any action on Committee decisions, on items on this evening's Agenda in which they may have an interest, until formal notification in writing by the Town has been received. Decisions made at this meeting can be revoked, pursuant to the Local Government Act 1995.

11 Reports of Officers

11.1	Annual Work Plan Review
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Author: Senior Audit, Risk & Insurance Advisor
Authorising Officer: Manager Governance
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/013 COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED: CMM Martin Aldridge**

That the Audit, Risk and Compliance Committee endorse the 2026 Work Plan, as per Attachment 1.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

The purpose of this report is for the Audit, Risk and Compliance Committee (the "ARC Committee") to endorse the ARC Committee Work Plan (the "work plan") for the 2026 calendar year.

DETAIL

Pursuant to Section 7 of the *Local Government Act 1995* ("the Act"), an Audit Committee must be established to provide guidance and assistance to the local government, operating with accountability to the Council.

In accordance with section 7.8 of the Committee's current Terms of Reference (Version 12), the Audit, Risk and Compliance (ARC) Committee is required to develop an annual work plan. This plan serves as a strategic roadmap, enabling the Committee to effectively fulfil its functions, roles, and responsibilities for the upcoming calendar year.

The annual work plan has been prepared in alignment with the requirements outlined in section 7.8 of the ARC Committee's Terms of Reference. It integrates key components that link the Committee's responsibilities to legislative compliance dates and the approved meeting schedule. Additional reports may be presented to the Committee throughout the year as deemed appropriate.

The work plan is an evolving document. It may be updated to reflect new items identified for Committee consideration and, where changes occur, will be resubmitted for re-approval. Additional matters arising between scheduled meetings may further be referred to the Committee following consultation.

The proposed work plan is as follows:

ARC Committee Work Plan 2026					
<i>Meeting Dates</i>	10 Mar 2026	12 May 2026	11 Aug 2026	24 Nov 2026	TOR Clause Version 12
<i>Recommendations to Council Meeting Dates</i>	25 Mar 2026	27 May 2026	26 Aug 2026	10 Dec 2026	
ARC Committee Performance and Administration					
Annual Work Plan Review					7.8
Risk Management (including Fraud)					
Risk Register Review					8.2
Business Continuity Plan (TBC)					8.5
Risk Appetite Statement Review					8.1
Risk Management Policy Review					8.1
Internal Control and Internal Audit					
Internal Audit Plan - FY2026/27 to FY2028/29					8.7
Internal Audit Reports (as available)					8.8
Audit Log Review					8.9
Financial Reporting					
Outstanding Debtors (Including Rates)					8.11
Compliance					
Procurement Report on Panels Usage					8.17
Compliance Audit Return					8.18
External Audit					
Annual Audited Financial Statements					8.19; 8.22
Other Responsibilities					
Terms of Reference Review					8.27
Asset Management Framework Progress Report					8.26
Enterprise Resource Planning Implementation Progress Report					8.26
Town of Port Hedland Integrity Framework					8.26

*The reporting mechanism and the committee date for presenting the Business Continuity Planning report are yet to be confirmed.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is of low significance because endorsement of the plan does not yield any social, economic, or environmental impacts for the community.

CONSULTATION*Internal*

- Manager Governance
- Manager Financial Services
- Manager Digital Services
- Manager ERP Project

External Agencies

Nil.

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

- ARC Committee Terms of Reference v12, Section 7.8

FINANCE AND RESOURCE IMPLICATIONS

Nil.

STRATEGIC SUSTAINABILITY IMPLICATIONS**Council Plan: Part A (Strategic Community Plan)**

The following sections of the Town's Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

Access and Inclusion

The following outcome of the Town's Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil.

Council Plan Part B (Corporate Business Plan)

The following service of the Town’s Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Leadership:

Governance: Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Compliance
Cause	Failure to endorse the annual work plan
Effect	Missed opportunities for continuous improvement Delayed identification of emerging risks Potential non-compliance with statutory requirements
Risk Treatment	Treat
<p>There is an operational compliance risk associated with this item caused by failure to endorse the work plan and implement proactive and best-practice review processes, which could lead to missed opportunities for improvement and delayed risk identification.</p> <p>The risk rating is considered Medium (6), determined by a likelihood of Unlikely (2) and a consequence of Moderate (3).</p> <p>This risk will be treated by adoption of the work plan and periodic review.</p>	

OPTIONS

- Option 1 – Adopt officer’s recommendation
- Option 2 – Amend officer’s recommendation
- Option 3 – Do not adopt officer’s recommendation

CONCLUSION

Endorsing the ARC Committee Work Plan for 2026 ensures compliance with the Committee’s Terms of Reference and supports effective governance and risk management practices.

ATTACHMENTS

1. 2026 ARC Committee Work Plan [**11.1.1** - 1 page]

11.2	Terms of Reference Review
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Author: Senior Audit, Risk & Insurance Advisor
Authorising Officer: Manager Governance
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/014 COMMITTEE DECISION

MOVED: CMM Ronald Yuryevich **SECONDED:** Stephen Brown

That the Audit, Risk and Compliance Committee:

- 1. Endorse the revised Terms of Reference for the Audit, Risk and Compliance Committee, as presented in Attachment 1; and**
- 2. Recommend that Council adopt the revised Terms of Reference for the Audit, Risk and Compliance Committee, as presented in Attachment 1.**

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

The purpose of this report is to seek the Audit, Risk and Compliance (ARC) Committee’s endorsement of the revised Terms of Reference (TOR), which have been updated to reflect recent legislative reforms introduced under the *Local Government Amendment Act 2024*. The ARC Committee is requested to recommend that Council formally adopt the revised TOR.

DETAIL

The ARC Committee is a formally constituted committee of the Town of Port Hedland Council, established under *Section 7.1A of the Local Government Act 1995*. The Committee provides independent oversight of the Town’s financial management systems, audit processes, risk governance, and continuous improvement initiatives.

Recent reforms to the *Local Government Act 1995*, effective from December 2024, have introduced significant changes to the governance and operation of council committees. These include:

- Reclassification of audit committees as Audit, Risk and Improvement Committees (ARICs) to reflect a broader scope of responsibilities.

- Mandatory appointment of an independent presiding member, who must not be a council member or employee of the local government.
- Clarification of committee structure, including the roles of presiding members, deputy presiding members, and committee members.
- Provisions for shared ARICs among smaller local governments to reduce resource burdens.

A summary of key changes is as follows:

Committee name

Version 12	Version 13
Audit, Risk and Compliance Committee	Audit, Risk and Improvement Committee

Appointment

Version 12	Version 13
The Presiding Member and Deputy Presiding Member will be appointed by the ARC Committee	The Presiding Member and Deputy Presiding Member will be appointed by Council

Membership

Aspect	Version 12	Version 13
Independent Members	One, where possible	Minimum of two
Presiding Member	Elected by the Committee No requirement for independent member	Elected by Council Must be an independent member
Deputy Presiding Member	Elected by the Committee No requirement for independent member	Elected by Council Must be an independent member

Responsibilities

Version 12	Version 13
No improvement component	Improvement component added
Risk Management	Risk Management and Fraud Risk Management (s7.2). Updated sub heading to reflect fraud control oversight of the Committee

The revised TOR ensures compliance with the amended legislation.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 – Significant Decision Making, this matter is considered to be of medium significance, as it directly impacts the governance framework and statutory compliance of the Town’s audit and risk oversight functions.

CONSULTATION*Internal*

- Manager Governance

External Agencies

- Department of Local Government, Industry Regulation and Safety
- [Review of the Local Government Reform Fact Sheet](#)

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

- *Local Government Act 1995 – Section 7.1A*
- *Local Government Amendment Act 2024*
- *Local Government (Audit) Regulations 1996*

FINANCE AND RESOURCE IMPLICATIONS

There are no direct financial implications associated with the adoption of the revised Terms of Reference. However, the appointment of an independent presiding member may incur minor costs, which will be accommodated within existing budgets.

STRATEGIC SUSTAINABILITY IMPLICATIONS**Council Plan: Part A (Strategic Community Plan)**

The following sections of the Town’s Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

Access and Inclusion

The following outcome of the Town’s Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil.

Council Plan Part B (Corporate Business Plan)

The following service of the Town’s Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Leadership:

Governance: Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Compliance
Cause	Failure to update the Terms of Reference in line with legislative reforms
Effect	Non-compliance with statutory obligations, reduced effectiveness of the Committee, and reputational damage
Risk Treatment	Accept
<p>There is an operational risk associated with this item caused by failure to update the Terms of Reference in line with legislative reforms, which may lead to non-compliance with statutory obligations, reduced effectiveness and productivity of the Committee and reputational damage.</p> <p>The risk rating is considered to be Low (4) which is determined by a likelihood of Unlikely (2) and a consequence of Minor (2).</p> <p>This risk has been accepted due to the effectiveness of controls in place, including:</p> <ul style="list-style-type: none"> • Terms of Reference have been updated in line with the Local Government Amendment Act 2024. • Briefing with the Committee prior to the meeting. 	

OPTIONS

- Option 1 – Adopt officer’s recommendation
- Option 2 – Amend officer’s recommendation
- Option 3 – Do not adopt officer’s recommendation

CONCLUSION

The revised Terms of Reference for the ARC Committee have been developed to reflect recent legislative reforms introduced under the *Local Government Amendment Act*

2024. These changes are designed to strengthen governance, improve transparency, and ensure that the Committee continues to meet its statutory obligations and evolving best practice standards.

Endorsing the updated Terms of Reference will ensure the Committee remains aligned with current legislative requirements and continues to operate effectively in its oversight role. It is recommended that the Committee endorse the revised Terms of Reference and recommend their adoption by Council.

ATTACHMENTS

1. 20251107 Draft Revised ARIC Terms of Reference [**11.2.1** - 8 pages]
2. 20251107 Draft Revised ARIC Terms of Reference (With Markup) [**11.2.2** - 12 pages]

11.3	Quarterly Audit Log Review
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Author: Senior Audit, Risk & Insurance Advisor
Authorising Officer: Manager Governance
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/015 COMMITTEE DECISION

MOVED: CMM Ronald Yuryevich **SECONDED:** Stephen Brown

That the Audit, Risk and Compliance Committee receive and note the progress update against the management actions contained within the Audit Log, as per Attachment 1.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

ARC202526/016 AMENDMENT MOTION COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED:** CMM Martin Aldridge

That the CEO prioritises addressing all overdue audit log recommendations and provides a detailed report at the next quarterly Audit, Risk & Compliance Committee meeting, including timeframes for completion of each item.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

The purpose of this report is for the Audit, Risk and Compliance Committee (the "ARC Committee") to receive and note the progress update against the management actions contained within the Audit Log, as per Attachment 1.

DETAIL

The Audit Log presented in this report is a consolidated record of all audit-related actions across the organisation. It brings together actions from multiple sources to provide a complete picture of audit compliance and governance.

Specifically, the Audit Log includes:

- Actions from the previous Strategic Internal Audit Plan (2020–23)
- Actions from the current Strategic Internal Audit Plan (2023–26)
- Findings and recommendations from the Office of the Auditor General (OAG), including:
 - Annual Audited Financial Statements for 2022-23 and 2023-24
 - Information Systems and IT General Controls Audits for 2022-23 and 2023-24

This consolidated approach ensures that all audit observations, whether internal or external, are captured in one register. Each item includes its risk rating, responsible officer, and current progress, allowing for effective oversight and prioritisation.

The purpose of maintaining a single Audit Log is to:

- Support timely monitoring and reporting of agreed management actions to the Committee
- Drive continuous improvement in governance, risk management, and compliance practices

Notable Updates*IAP0004 – Procurement & Contract Management Review*

- *Finding:* Documented Procedures for Asset Receiving not in place
- *Update:* Tasks originally assigned to one business unit have been reallocated to another. To ensure transparency, these tasks have been recorded as a separate line item rather than merged with the original entry.

IAP0149 – 2024/25 Audit Log Review

- *Finding:* Risk Rating for Findings in the Audit Log
- *Update:* This item has been added to the log for tracking purposes following the previous audit review.

Duplicate Removed – 2023-2024 Financial Statements Audit

- *Finding:* Fixed asset control activities not appropriately designed and performed
- *Update:* A duplicate entry has been removed from active reporting. For transparency, it remains visible in this report but will be fully removed in future cycles.

Net Movement:

- +2 new items (IAP0004 reallocation, IAP0149 addition)
- -1 item (duplicate removed)
- Overall change: +1 item

Progress Overview

Progress is reported quarterly, showing changes from the previous reporting period to the current ARC meeting. This enables the Committee to track improvements, identify emerging risks, and address any overdue actions promptly.

Previous reporting period:

Quarter 4, 2024-25 Progress			
Completed	In progress	Not Started	Total
26	38	4	68

Current reporting period:

Quarter 1, 2025-26 Progress			
Completed	In progress	Not Started	Total
37	29	3	69

The Town’s internal audit function undertakes periodic verification of items marked as complete by management. While this process was temporarily delayed due to resourcing constraints over the past 12 months, these gaps have now been closed, and verification activities will resume in the next reporting period. This will strengthen assurance and maintain the integrity of the Audit Log.

To further enhance confidence in the process, Paxon Group has scheduled an independent review in FY2025-26 to audit the log and confirm completion of actions.

In addition, the Town’s audit software is currently experiencing minor technical issues when generating reports. To ensure Committee members have access to the necessary information, an Excel spreadsheet has been provided as an interim solution. The matter has been escalated to the software provider, with meetings scheduled for December 2025.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 ‘Significant Decision Making’, this matter is considered to be of N/A.

CONSULTATION*Internal*

- Action Owners

External Agencies

- Paxon Group

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

- Regulation 17, *Local Government (Audit) Regulations 1996*

FINANCE AND RESOURCE IMPLICATIONS

There are no financial or resource implications associated with this item.

STRATEGIC SUSTAINABILITY IMPLICATIONS**Council Plan: Part A (Strategic Community Plan)**

The following sections of the Town's Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

Access and Inclusion

The following outcome of the Town's Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil.

Council Plan Part B (Corporate Business Plan)

The following service of the Town's Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Leadership:

Governance: Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Compliance
Cause	Failure to maintain and report an accurate, consolidated audit log
Effect	Reduced transparency, delayed oversight by the ARC Committee, and potential gaps in governance assurance
Risk Treatment	Regular updates to the audit log, quarterly reporting to ARC, recommencement of internal verification, and scheduled independent review by Paxon Group
<p>There is an operational compliance risk associated with this item caused by failure to maintain and report an accurate, consolidated audit log, which could lead to reduced transparency and delayed oversight.</p> <p>The risk rating is considered to be Low (4) which is determined by a likelihood of Unlikely (2) and a consequence of Minor (2).</p> <p>This risk will be mitigated through quarterly reporting, recommencement of internal verification processes, and an independent review scheduled for FY2025-26.</p>	

OPTIONS

- Option 1 – Adopt officer’s recommendation
- Option 2 – Amend officer’s recommendation
- Option 3 – Do not adopt officer’s recommendation

CONCLUSION

The consolidated Audit Log gives the Committee a clear and complete view of all audit-related actions across the organisation, including internal audit recommendations and findings from external audits.

Most actions are either complete or well underway, and accountability for outstanding items is clearly defined. Internal verification will resume in the next reporting period, supported by an independent review scheduled for FY2025-26, adding an extra layer of assurance.

Ongoing quarterly updates and a structured audit tracking process will help the Town maintain compliance, strengthen risk management, and continue improving governance practices.

Audit, Risk & Improvement Committee Meeting Minutes

26 November 2025

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Audit Log Q1 2025-26 [**11.3.1** - 9 pages]

11.4	Quarterly Risk Register Review
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Author: Senior Audit, Risk & Insurance Advisor
Authorising Officer: Manager Governance
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/017 COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED: CMM Ronald Yuryevich**

That the Audit, Risk and Compliance Committee receives the Quarterly Risk Report.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

The purpose of this report is to provide the Audit, Risk and Compliance (ARC) Committee with an update on the Town’s risk management activities.

DETAIL

Risk Management Documentation & Systems

The Town of Port Hedland has established key documentation to support a consistent and integrated approach to risk management across the organisation. These documents ensure both internal and external stakeholders are aligned with the Town’s risk management practices. Core documents include:

- Policy 1/022 Risk Management
- Risk Appetite Statement
- Risk Management Framework (RMF)
- Risk Management Internal Operating Procedures

Together, these documents promote the integration of risk management into strategic planning, operational decision-making, and day-to-day activities. They define the processes for identifying, assessing, monitoring, and reviewing risks, in line with best practice and ISO 31000 principles.

To support the implementation of these processes, the Town utilises Riskconnect (formerly Camms) as its central risk management system. Riskconnect enables the registration, monitoring, and reporting of strategic and operational risks. Risk data is maintained in a centralised register, accessible to relevant stakeholders.

Quarterly risk review meetings are held with risk owners and departmental representatives to ensure risks are updated and remain current. In accordance with the RMF, risk owners are also encouraged to review and update their risks more frequently where the residual risk level warrants closer monitoring.

The Town of Port Hedland applies a structured, multi-stage approach to risk assessment, as outlined in the Risk Management Framework (RMF). This process ensures risks are evaluated consistently and in alignment with the Town's Risk Assessment and Acceptance Criteria.

Overview of Risk Assessment Process

1. Inherent Risk Assessment

This initial assessment evaluates the risk in its raw state, prior to the application of any controls or mitigation strategies. It focuses solely on the potential impact and likelihood of the risk occurring, providing a baseline understanding of exposure.

2. Residual Risk Assessment

This assessment considers the effectiveness of existing controls and mitigation measures. It reflects the Town's actual exposure to risk after controls are applied and is used to determine whether the risk falls within acceptable thresholds.

3. Forecast/Future Risk Assessment

If the residual risk remains above the Town's risk acceptance criteria, further treatment options are explored to reduce exposure. In some cases, risks may remain outside acceptable levels despite mitigation efforts; these require closer monitoring, regular review, and escalation where appropriate.

Strategic Risks

Strategic risks are inherently tied to the Town's strategic objectives and are shaped by both external factors, such as regulatory changes, and internal influences, including strategic decision-making and resource allocation. These risks are overseen at the Executive Leadership Team (ELT) level.

Since the last Audit, Risk & Compliance (ARC) Committee meeting, the ELT, Department Managers, and the Audit & Risk team have engaged in a workshop

facilitated by an external consultant. The focus of this session was to review the Town's Risk Appetite Statement and reassess its strategic risks.

Key outcomes and next steps from the workshop include:

- A comprehensive review of the Risk Appetite Statement
- Re-evaluation of strategic risks to ensure alignment with both the strategic objectives and the updated Risk Appetite Statement
- Identification and consideration of any emerging strategic risks

Strategic risks are reported to the ARC Committee at least annually. As the last report was presented in August 2025 and the next ELT review is yet to occur, strategic risks have been excluded from this current report.

Operational Risks

In accordance with reporting requirements, the Town must present operational risks with a residual rating of *High* or *Extreme* to the ARC Committee on a quarterly basis. These risks have been reviewed and are detailed in Attachment 1.

Additionally, Attachment 2 provides key statistics from the full operational risk register, including all risk levels from *Low* to *Extreme*, offering a comprehensive overview of the Town's operational risk landscape.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of medium significance. This is based on the potential impact of operational risks on the organisation's strategic objectives, service delivery, financial sustainability, and reputation.

CONSULTATION

Internal

- Executive Leadership Team
- Strategic Leadership Team

External Agencies

Nil.

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

- AS ISO31000:2018 Risk Management Guidelines
- 1/022 Risk Management Policy
- Town of Port Hedland Risk Management Framework

FINANCE AND RESOURCE IMPLICATIONS

Certain risks outlined in the Risk Register could potentially have financial implications for the Town should they materialise. These specific risks and their corresponding financial implications have been thoroughly documented within the Risk Register.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A (Strategic Community Plan)

The following sections of the Town’s Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

Access and Inclusion

The following outcome/s of the Town’s Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil

Council Plan Part B (Corporate Business Plan)

The following service of the Town’s Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Leadership:

Governance: Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Compliance
Cause	Inconsistent application of risk management procedures across departments

Effect	Potential non-compliance with internal policies and inaccurate reporting
Risk Treatment	Treat
<p>There is an operational risk associated with this item caused by inconsistent application of risk management procedures across the organisation, leading to potential non-compliance with internal policies and inaccurate reporting.</p> <p>The risk rating is considered to be Medium (6) which is determined by a likelihood of Unlikely (2) and a consequence of Moderate (3).</p> <p>This risk has been treated through quarterly reviews between the Audit and Risk team and risk owners, supported by corporate training and awareness initiatives to promote consistency in risk practices across the organisation.</p>	

OPTIONS

- Option 1 – Adopt officer’s recommendation
- Option 2 – Amend officer’s recommendation
- Option 3 – Do not adopt officer’s recommendation

CONCLUSION

The Town continues to strengthen its risk management practices through structured processes, robust documentation, and regular engagement with internal stakeholders. The integration of strategic and operational risk oversight ensures that risks are identified, assessed, and managed in alignment with the Town’s strategic objectives and risk appetite.

This quarterly report provides the ARC Committee with a clear overview of the Town’s current risk profile, including key operational risks and progress on strategic risk review activities.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Q1 2025-26 Operational Risk Register (High & Extreme Residual) [11.4.1 - 1 page]
2. CONFIDENTIAL REDACTED - Key Statistics Operational Risk Register [11.4.2 - 1 page]

11.5	Strategic Internal Audit Plan - 2024-2025 Review 2 - Regulation 5
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Author: Senior Audit, Risk & Insurance Advisor
Authorising Officer: Manager Governance
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/018 COMMITTEE DECISION	
MOVED: CMM Jessica Shaw	SECONDED: Stephen Brown
That the Audit, Risk and Compliance Committee:	
<ol style="list-style-type: none"> 1. Receive the 2024–25 Financial Year Internal Audit Report on Regulation 5 (Financial Management), as provided in Attachment 1. 2. Recommend that Council receive the 2024–25 Financial Year Internal Audit Report on Regulation 5 (Financial Management), as provided in Attachment 1. 	
<i>CARRIED BY SIMPLE MAJORITY (5/0)</i>	
<i>For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown</i>	
<i>Against: Nil</i>	

PURPOSE

The purpose of this report is to present the findings of the 2024–25 Financial Year Internal Audit conducted in accordance with Regulation 5 of the *Local Government (Financial Management) Regulations 1996*. The agreed management actions arising from the audit will be recorded in the Town of Port Hedland’s (the ‘Town’) Audit Log, with progress updates provided to the Audit, Risk and Compliance (ARC) Committee as part of routine reporting.

DETAIL

On 9 May 2023, the Town of Port Hedland awarded a contract to Paxon Group to deliver the Three-Year Strategic Internal Audit Plan for the period FY2023–24 to FY2025–26. Following this engagement, Paxon Group developed a Strategic Three-Year Rolling and Annual Internal Audit Plan, which was considered and adopted by the ARC Committee on 8 August 2023 (Committee Decision: ARC202324/004).

In line with the adopted Internal Audit Plan, Paxon Group was engaged to undertake a Financial Management Review on behalf of the Chief Executive Officer (CEO), as

required under Regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*, which states:

"The CEO is to – undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews."

The Regulation 5 Review focused on the risk that the Town's systems and procedures relating to financial management are not appropriate and effective. The following specific areas were reviewed:

- Proper collection of all money owing to the local government
- Safe custody and security of all money collected or held by the local government
- Maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process)
- Ensure proper accounting for all income, expenditure, assets, liabilities of the municipal or trust funds
- Ensure proper authorisation for the incurring of liabilities and the making of payments
- Maintenance of payroll, stock control and costing records
- Preparation of budgets, budget reviews, accounts and reports required by the Act or regulations

This included a review of processes and key controls within these areas.

The review covered the period from 1 July 2024 to 28 February 2025, with information received from the Town between May and September 2025.

The internal audit identified a total of five findings: one rated as high risk, three as medium risk, and one as low risk.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of medium significance. While the audit does not present immediate or critical threats, the presence of a high-risk finding and several medium-risk issues warrants attention from the ARC Committee to ensure appropriate corrective actions are implemented and monitored.

CONSULTATION

Internal

- ELT
- Manager Financial Services
- Manager Governance
- Senior Procurement & Contracting Advisor

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External Agencies

- Paxon Group

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

Regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*, states:

"The CEO is to – undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews."

FINANCE AND RESOURCE IMPLICATIONS

The review was estimated to take 100 hours to complete, with a total cost of \$15,400 incl GST.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A (Strategic Community Plan)

The following sections of the Town's Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

Access and Inclusion

The following outcome of the Town's Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil.

Council Plan Part B (Corporate Business Plan)

The following service of the Town's Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Leadership:

Governance: Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee.

Customer Service: Customer Service Strategy and Charter; general enquiries; cat/dog registration and payments.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Reputational
Cause	Inadequate response to internal audit findings or delays in implementing corrective actions.
Effect	Loss of stakeholder confidence, negative public perception, and potential scrutiny from regulators.
Risk Treatment	Treat
<p>There is an operational reputational risk associated with this item, caused by potential delays or insufficient follow-through on internal audit recommendations. This could lead to reduced stakeholder confidence and reputational damage.</p> <p>The risk rating is considered Medium (6), based on a Possible (3) likelihood and a Minor (2) consequence.</p> <p>This risk will be treated through quarterly meetings between the Audit & Risk team and Action Owners, ongoing monitoring via the Audit Log, and regular reporting to the ARC Committee.</p>	

OPTIONS

- Option 1 – Adopt officer’s recommendation
- Option 2 – Amend officer’s recommendation
- Option 3 – Do not adopt officer’s recommendation

CONCLUSION

The 2024–25 Financial Year Internal Audit Report on Regulation 5 (Financial Management) provides valuable insights into the effectiveness of the Town’s financial management systems and procedures. The identification of one high-risk, three medium-risk, and one low-risk finding highlights areas requiring attention to strengthen internal controls and ensure ongoing compliance with legislative requirements.

The Town has committed to addressing the findings through documented management actions, which will be tracked via the Audit Log and reported to the ARC

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26 November 2025

Committee. This process supports continuous improvement, transparency, and sound governance practices.

It is recommended that the ARC Committee receive and note the report and endorse its submission to Council as required by the *Local Government (Financial Management) Regulations 1996*.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - 20251030 Town of Port Hedland Final Regulation 5 Report [**11.5.1** - 17 pages]

11.6	Procurement Report on Panels Usage
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Author: Senior Procurement & Contracting Advisor
Authorising Officer: Manager Governance
Disclosure of Interest: The Author and/or Authorising officer declare that they have a financial interest in relation to this item.

ARC202526/019 COMMITTEE DECISION

MOVED: CMM Ronald Yuryevich **SECONDED:** CMM Martin Aldridge

That the Audit, Risk and Compliance Committee note 'Nil' identified non-compliance with Policy 2/022 Panels of Pre-Qualified Suppliers for Quarter 1 Financial Year 2025-26.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

The purpose of this report is for Council to consider as part of Panels of Pre-Qualified Suppliers Policy 2/022, Section 3 Compliance and Reporting the Town shall on a quarterly basis report to the Town's Audit, Risk and Compliance Committee any identified non-compliance with the Policy.

DETAIL

In accordance with Regulation 24AC of the Local Government (Functions and General) Regulations 1996, the Town established the following Panels of Pre-Qualified Suppliers.

Panel Number	Pre-Qualified Panel Name	Total Active Contracts	No. of Contract Extensions (1 year)
RFT2324-01	Construction	6	6
RFT2324-05	Trades	13	13
RFT2324-20	Construction Professionals	31	31
RFT2324-19	Contractors & Trades	15	15
RFT2324-22	Civil Construction Material	4	4

RFT2425-11	Graphic Design	7	Extensions in progress for January 2026.
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As per section 2.2 of Policy 2/022 Panels of Pre-Qualified Suppliers, the Town exercises one of the following options for the distribution of work:

- a) The Town will obtain quotations from each pre-qualified supplier on the panel for all purchases.

Or

- b) The Town will purchase goods and services exclusively from any prequalified supplier appointed to that panel.

The quotes obtained are authorised in accordance with the Town’s Delegation Register. All Business Units engaging under a Panel arrangement should document the suppliers from whom they have requested quotes as well as those who have provided quotes to increase oversight over panel contracts. Supporting documentation must be sighted to confirm that this process has been followed. By recording the suppliers approached against the supplier responses, we are demonstrating our commitment to engaging a diverse range of suppliers and highlighting the level of participation from local suppliers in the opportunity to join our Panels.

In every instance, a contract for an item of work with a prequalified supplier is not to exceed 12 months or include any options to renew or extend.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 ‘Significant Decision Making’, this matter is considered to be of N/A.

CONSULTATION

Internal

- Senior Procurement and Contracting Advisor

External Agencies

Nil.

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

- Policy 2/022 - Panels of Pre-Qualified Suppliers.
- Policy 2/007 - Procurement Policy
- Regulation 24AC of the Local Government (Functions and General) Regulations 1996

FINANCE AND RESOURCE IMPLICATIONS

Nil.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A (Strategic Community Plan)

The following sections of the Town’s Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

Access and Inclusion

The following outcome/s of the Town’s Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil.

Council Plan Part B (Corporate Business Plan)

The following service of the Town’s Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Leadership:

Governance: Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Financial
Cause	Failure to implement the right procedure.
Effect	Non-compliance with industry best practice.
Risk Treatment	The risk will be mitigated by ensuring officers follow the procedures as per the procurement requirements in accordance with the Town’s Policy documents.
There is a Operational, risk associated with this item caused by because failure to implement the right procedure will result in non-compliance with industry best practice.	

The risk rating is considered to be Medium (6) which is determined by a likelihood of Possible (3) and a consequence of Minor (2).

This risk will be treated by ensuring officers follow the procedures as per the procurement requirements in accordance with the Town's Policy documents.

OPTIONS

Option 1 – Adopt officer's recommendation

Option 2 – Amend officer's recommendation

Option 3 – Do not adopt officer's recommendation

CONCLUSION

In accordance with the Panels of Pre-Qualified Suppliers Policy 2/022, Section 3, Compliance and Reporting, this report presents the Audit, Risk and Compliance Committee with an overview of the Procurement findings for non-compliance with the Panels Policy for the quarter 01 July to 30 June 2025.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Panels Engagement Report Q 1 202526 [**11.6.1** - 1 page]
2. CONFIDENTIAL REDACTED - Panels Contracts Usage - One Connect - Q 1 202526 [**11.6.2** - 1 page]
3. CONFIDENTIAL REDACTED - Vendor Panel Supplier Engagement Q 1 202526 [**11.6.3** - 1 page]

11.7	Enterprise Resource Planning Implementation Progress Report
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Author: **Manager ERP Project**
Authorising Officer: **Director Corporate Services**
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/020 COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED: Stephen Brown**

That the Audit Risk and Compliance Committee review the progress report on the OneConnect Enterprise Resource Planning Phase 2 Optimisation program.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

This report is to inform the Audit Risk and Compliance Committee on the progress of the Town of Port Hedland’s Enterprise Resource Planning (ERP) Implementation Project Control Group (PCG).

DETAIL

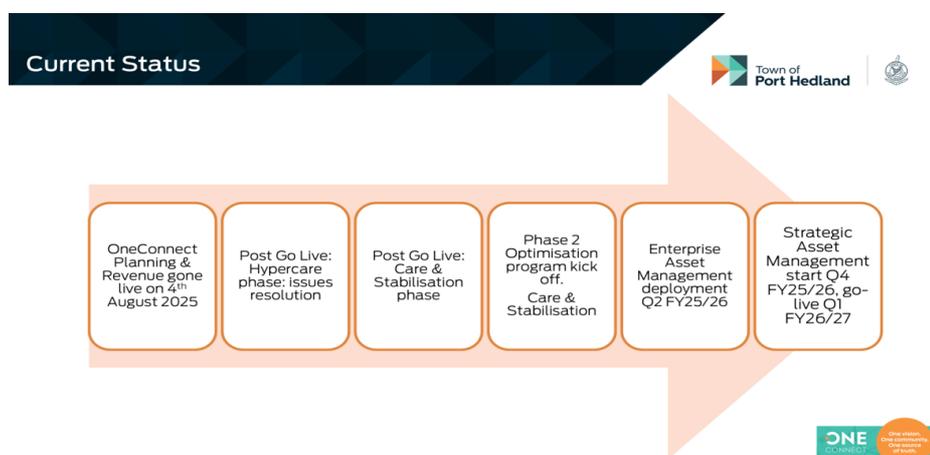
Background

At the 30 June 2021 Ordinary Council Meeting report 11.1.3 Award of RFT 2021022 – Enterprise Resource Planning (ERP) Software SAAS was endorsed by Council. Awarded to Technology One, it was initially proposed as a 5-year project with forecast project expenditure of \$6,383,000. Project budget funds are allocated annually.

	20/21	21/22	22/23	23/24	24/25	Total
Operating	174	450	306	312	-	1,242
Capital	500	2,000	1,464	997	180	5,141
Total	674	2,450	1,770	1,309	180	6,383

→ Approved Budget-OCM 30 June 2021

The provision of Technology One license fees and implementation were estimated at \$2,680,412 (excluding GST and CPI contracted increases). The balance of \$3,596,109 was budgeted for costs relating to:



- Appointment of a dedicated ERP project team;
- Organisational change management processes;
- Organisational training; and
- Data cleansing and data migration processes.

The initial ERP contract period is six (6) years, however there are a further two (2) by three (3) year contract option extensions and one (1) by two (2) years. This represents a total potential contract term of fourteen (14) years (1Jul21 – 30Jun35).

At the previous Audit Risk and Compliance committee meeting 12 August 2025, the ERP project reconciliation, forecast review and variation requests along with carry over 2024-2025 funding details, revised the project forecast to \$9.118M. The project’s financial history is included as **Attachment 1**.

Project Update: November 2025

Summary timeline

Updates since the previous report, are currently:

- Enterprise Asset Management redeployed Q1 FY25/26.
- Strategic Asset Management pushed to start Q4 FY25/26 to go-live Q1 FY26/27. Providing enough time for users to mature with the EAM module and improved data integrity.
- Phase 2 Optimisation program commenced Q2 FY25/26 including Human Resources (HR) & Finance Gaps from Release 1a and modules Grants, MySafety, Digital Experience Platform, Customer Relationship Management, and remaining HR Modules.

Module Delivery Overview

The OneCouncil ERP Program has progressed significantly across its phased implementation program:

- **Phase 1 – Core Platform (FY20/21 to FY23/24):**
- Of the 23 foundational modules:
 - 16 modules have been fully delivered and are operational.
 - 4 modules are partially delivered, with final optimisation planned for FY25/26.
 - 3 modules are not yet delivered and are included in the Phase 2 Optimisation scope.

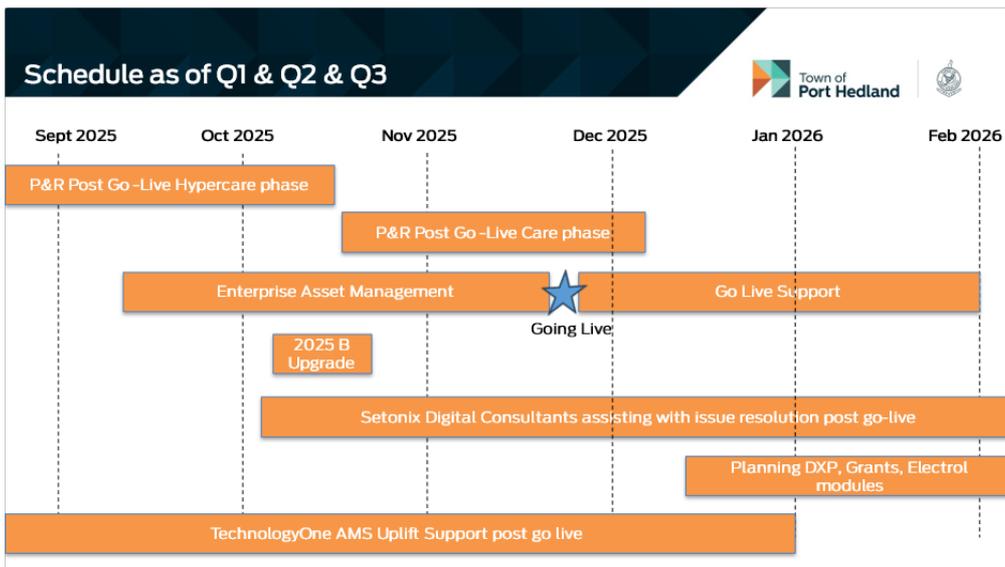
- **Phase 2 – Planning and Regulatory (PnR) (FY24/25):**
- This phase comprises 13 modules. As of July 2025:
 - 2 modules have been delivered.
 - 11 modules are currently in advanced stages of data migration, configuration, and user acceptance testing, with a scheduled go-live date of August 2025.

- **Phase 2 – Optimisation (FY25/26):**
- Six modules are scheduled for delivery in FY25/26, contingent on resourcing and funding confirmation. These modules support improved functionality, user experience, and digital integration aligned with business improvement initiatives.

Module Name	License Purchased	Notes
Phase 2 Planning & Revenue		
Spatial Management	Y	Deployed
Portals (externals accessing)	Y	Deployed
Revenue Management	Y	End of Care Phase Q3
Debtors Management	Y	End of Care Phase Q3
Enterprise Cash Receipting	Y	End of Care Phase Q3
Billing	Y	End of Care Phase Q3
Property and Rating	Y	End of Care Phase Q3
Request Management	Y	End of Care Phase Q3
Property & Land Management	Y	End of Care Phase Q3
Name Management	Y	End of Care Phase Q3
Policy & Compliance	Y	End of Care Phase Q3
Development Applications	Y	End of Care Phase Q3
Enterprise Content Management	Y	Deployed
Phase 2 Optimisation Modules		
V10 DXP	Y	Q4 FY25/26 Go live
V12 Grants	Y	Q4 FY25/26 Go live
Strategic Asset Management (SaaS)	Y	Q4 FY25/26 Go live
V13 MySafety <i>*Replaces WHS Monitor Software</i>	Y	Q4 FY25/26 Go live
Mobile & Field Apps	Y	Q2 FY25/26 Go live
V14 Electoral	Y	Q4 FY25/26 Go live

Project Timeline

The P&R Phase 2 went live on the 4th of August 2025. Post Go Live, the project entered Hypercare and Care phase. New modules planned for Phase 2 Optimisation scheduled kick-off in Q3 & Q4 FY25/26.



Current position of the OneConnect Implementation.

Key milestones:

- **Successful Rates Billing Using OneConnect**
- The 2025/26 Rates Billing cycle was completed within OneConnect, confirming the system's accuracy, reliability, and readiness to support ongoing financial operations.
- **Enterprise Content Management (ECM) Data Migration Completed**
- ECM data migration was successfully delivered during hypercare and moved into the live environment, ensuring continued access to corporate records and compliance with governance standards.
- **Post-Go-Live Stabilisation Program Implemented**
- A structured stabilisation program is underway, focusing on system performance, defect resolution, and process optimisation in partnership with business units and TechnologyOne AMS.

Project Risks and Mitigations

- **Knowledge Transition and Consulting Continuity**

The dismantlement of the KPMG Consulting team following go-live has created a knowledge and capability gap across core ERP functional areas. This presents a risk to continuity in issue resolution, configuration management, and the delivery of remaining Phase 2 optimisation items.

Mitigation: A new consulting partner has been engaged to support the Town through the Hypercare and Care phases. Structured handover sessions with updated configuration documentation, and parallel shadowing with the incoming consultants are underway to ensure retention of project knowledge, technical continuity, and process integrity.
- **Hypercare Support and Issue Resolution Capacity**

The post-go-live Hypercare period has generated a significant volume of service requests and defect remediation activities, which could exceed available consultant and internal team capacity. Delayed issue resolution risks undermining user confidence and slowing operational stabilisation.

Mitigation: A prioritised incident management framework is in place, coordinated through the ERP Project Office. Issues are categorised by severity, tracked through the OneConnect Helpdesk, and reviewed weekly with TechnologyOne and consulting partners to ensure escalation and timely closure. A reporting dashboard provides visibility of resolution trends to the Project Control Group.

- **Training Gaps and Staff Readiness**

Reduced access to structured training following go-live has resulted in uneven user competency across business units, leading to inconsistent process execution and ongoing reliance on legacy practices.

Mitigation: A targeted refresher training program has been launched, focusing on module-specific and role-based learning. The ERP team, in collaboration with consultants, is developing quick-reference materials, on-demand eLearning modules, and in-person coaching sessions to improve confidence and consistency of system use.

- **Project Team Wellbeing and Retention**

The sustained workload across go-live, Hypercare, and the transition into Phase 2 Optimisation has placed ongoing pressure on the ERP Project Team. Risks include fatigue, reduced productivity, and potential staff turnover, which could affect delivery continuity and project governance.

Mitigation: Leadership is actively managing workloads, prioritising critical deliverables, and staggering Phase 2 activities to balance capacity. Wellbeing initiatives include flexible work arrangements, leave planning, and regular check-ins to monitor morale and resilience. Key positions are being reviewed to ensure sustainable resourcing through the optimisation phase.

Commercial:

TechnologyOne (T1) Contract

A significant amount of time has been spent reviewing the TechnologyOne (T1) contract. One of the ERP project benefits has been the introduction of a contract management module, which has supported this review process.

While this is a commercial alignment, it has had a material impact on the project's current budget position. The contract variation includes:

- CPI increases applied to contract rates; and
- License fee uplifts in line with TechnologyOne's current pricing structure.

These adjustments reflect valid obligations already incurred and ensure the contract accurately reflects services delivered to date. This alignment improves transparency and provides a more reliable foundation for future contract management and forecasting.

In addition, the Town has utilised TechnologyOne AMS Uplift Support services during the Hypercare and Care period to assist with issue resolution, configuration

refinements, and post-go-live stabilisation activities. This uplift arrangement provides access to specialised consultants and priority response pathways, ensuring continuity of service and timely remediation of system defects during the transition to Phase 2 Optimisation.

Chartertech (KPMG) Contract – Not Extended

The Chartertech (KPMG) contract was not extended beyond the original scope of work. Following an internal review, the contract did not meet the Town's *value for money* requirements under the procurement framework.

While KPMG contributed significant expertise during the build and implementation phases, post-go-live evaluation identified a lack of alignment between ongoing deliverables, consultant continuity, and the Town's future ERP optimisation requirements.

Setonix Digital Engagement

To maintain momentum and continuity through the post-go-live period, Setonix Digital was engaged to provide targeted consulting support across technical and functional streams. Their role includes assisting with the issue of triage, environment management, and defect resolution, while also supporting internal staff training and capability development.

Setonix Digital is also contributing to the Phase 2 Optimisation Program, assisting in forward planning, scoping outstanding modules, and delivering enhancement activities. This engagement strengthens the Town's delivery capacity and ensures a consistent consulting presence as the OneConnect system transitions into its optimisation and maturity phases.

The Project Control Group (PCG) summary of project tasks is included as **Attachment 2**.

Next Steps

- Complete System Stabilisation and Close Hypercare.
- Commence Phase 2 Optimisation Program
- Embed Knowledge Transfer and Capability Building
- Continue contract governance, financial oversight, and reporting to support transparency and accountability.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 ‘Significant Decision Making’, this matter is considered to be significant. A decision that will significantly affect the capacity of the Council to carry out any activity identified in the strategic plan.

CONSULTATION

Internal

- Town of Port Hedland Staff

External Agencies

- Technology One Vendor Support
 - Town staff attended the Showcase Release 26-27 in Melbourne
- KPMG consultancy
- Sentonix Digital

Community

- Public feedback through request logging mechanisms

LEGISLATION AND POLICY CONSIDERATIONS

- Digital Roadmap 2024 – 2027
- ISO/IEC 27001 Compliance for cybersecurity measures

FINANCE AND RESOURCE IMPLICATIONS

Current project actual cost and future estimates are as follows:

FY 25/26 Phase 2 Optimisation Project Budget Forecasts	
Employee Costs	\$612,742
Additional Variations Requested	\$341,430
Optimisation FY25/26 Implementation costs	\$750,000
SaaS Annual Licence	\$535,000
	\$2,239,172 ERP Phase 2 Optimisation FY25/26
Total Project Actuals YTD 30 June 2025	\$6,879,725
Plus FY 25/26 Phase 2 Optimisation	\$9,118,897 ERP Project Implementation Forecast Cost

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A (Strategic Community Plan)

The following sections of the Town’s Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

Our Leadership:

4.2.2 Transparent and regular financial reporting and communication to the community is undertaken.

4.2.3 Transparent and regular governance reporting and communication to the community is undertaken.

4.3.1 High-quality and responsive customer service is provided.

There are no significant identifiable environmental, social or economic impacts relating to this item

Access and Inclusion

The following outcome/s of the Town's Access and Inclusion Plan 2023-2026 apply in relation to this item:

Nil.

Council Plan Part B (Corporate Business Plan)

The following service of the Town's Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Corporate Services:

Governance and Procurement - Provide high standards of governance and leadership.

Financial Management and Rates - Financial management services compliant with legislation to enable the Town to sustainably provide services to the community.

Information Communications Technology - To provide a reliable and cost-effective Information Communications Technology (ICT) solution that meets users' needs.

Records Management - Records managed effectively in accordance with the State Records Act.

Strategic and Corporate Planning - Planning for the Future (Integrated Planning and Reporting): community vision, clear strategic direction and financial sustainability.

Audit and Risk Management - Committed to organisation wide risk management principles, systems and processes that ensure consistent, efficient and effective assessment of risk in all planning, decision making and operational processes.

Customer Service - High quality and responsive customer service is provided.

Our Infrastructure Services:

Projects and Assets - Effective and efficient project and asset management.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational Project
Risk Category	Financial Service Interruption
Cause	Resource demands
Effect	Organisational capacity and service delivery
Risk Treatment	Additional resources and effective project management
<p>There is both a Project and Operational risk associated with this item caused by the need to manage resource demands and meet task milestones, leading to increased workload which impacts day to day service delivery.</p> <p>The risk rating is considered to be Medium (9) which is determined by a likelihood of Possible (3) and a consequence of Moderate (3).</p> <p>This risk will be accepted through effective project management and oversight reporting.</p>	

OPTIONS

Option 1 – Adopt officer’s recommendation

Option 2 – Do not adopt officer’s recommendation

CONCLUSION

The Town of Port Hedland Enterprise Resource Planning Implementation Project integrates several Corporate Business Plan initiatives and strategies, including the Digital Road Map, Customer Service Strategy and Asset Management.

A forward program of works to implement core modules and then achieve optimal effectiveness of the system has been established with a 12-month timeframe remaining.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - ERP Project Variations and ARC Reporting (004)
[11.7.1 - 4 pages]

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26 November 2025

2. CONFIDENTIAL REDACTED - ERP - PCG - Attachment S L 2525 Nov [**11.7.2** - 2 pages]

11.8	Asset Management Framework Progress Report
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Author: **Acting Senior Asset Management**
Authorising Officer: **Director Corporate Services**
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

ARC202526/021 COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED:** CMM Ronald Yuryevich

That the Audit Risk and Compliance Committee receive the progress report on the Asset Management Framework.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

PURPOSE

This report provides an update to the Audit Risk and Compliance Committee regarding the progress made by the Asset Management Framework (AMF) Project Control Group in advancing the implementation of the Town’s AMF.

DETAIL

The Town has made notable progress in implementing its AMF since the last report. The table below provides the current status of each focus area.

Focus Area	Status Update
Prior Audit Findings	<p>1. Asset Movement Report Movement report completed in OneConnect; Was reviewed and sent back to contractor for minor adjustments</p> <p>2. Land & Buildings Revaluation Completed revaluation. OneConnect updated and currently awaiting outcome of Audit</p>

	<p>3. Auditors</p> <p>Assets have been reinstated and revalued as per Auditors request and are currently being assessed.</p> <p>4. Automated Workflow for the creation for new assets</p> <p>An automated workflow has been implemented within OneConnect. The process follows the identification of new assets by the Projects Team, the creation and attribute updates by the Engineers and Asset Team, and the capitalisation by the Finance team.</p> <p>This workflow streamlines the process from asset creation through to capitalisation, ensuring accountability across various teams</p> <p>5. Project Closeout (PC)</p> <p>All Capital Projects will only reach PC once the Engineers and Assets Team receive all asset attributes from contractor. This will ensure all new assets are identified, created and updated prior to capitalisation can take place, ensuring the integrity of the data.</p>
<p>Roles and Responsibilities</p>	<p>A document setting out the detailed roles and responsibilities for the different aspects of Asset Management, has been endorsed by AMF PCG on 5 August 2025. Included as attachment 2.</p>
<p>Asset Management Plans</p>	<p>1. AMP version 2</p> <p>The initial version of the Asset Management Plans (AMPs) has been completed. Following this, the AMF PCG has requested the development of a more comprehensive second version, with a completion deadline set for 31 January 2026.</p> <p>This new version of the AMPs will incorporate both Maintenance and Renewal Schedules, providing greater detail regarding cost projections and ongoing maintenance requirements. The intention is to deliver a more robust and informative framework for the continued management of assets.</p>

	<p>To facilitate the preparation of AMPs version 2, a contractor has been engaged. The updated plans will specifically address the following asset classes:</p> <ul style="list-style-type: none"> • Roads • Plant and Equipment <ul style="list-style-type: none"> • IT Equipment • CCTV Equipment • Heavy & Light Fleet • Drainage • Parks, Open Space, and Public Art • Footpaths • Buildings and Structure <p style="text-align: center;">2. Forward Capital Works Projections (FCWP)</p> <p>Currently in progress. Infrastructure Services are actively reviewing the program of new, and renewal works and their associated estimates, deadline 30 November 2025.</p> <p style="text-align: center;">3. Senior – Asset Management</p> <p>The organisation has engaged a new Senior Asset Management professional to further strengthen its asset management capabilities. The appointed individual is scheduled to commence duties on Monday, 17 November 2025.</p> <p>This strategic hire is expected to support the delivery of key asset management initiatives and provide leadership in the ongoing improvement of asset-related processes and outcomes.</p>
<p>Registers</p>	<p style="text-align: center;">1. Definition Document</p> <p>A document has been developed and endorsed by AMF PCG on 25 August 2025, that aligns asset component definitions between ASPEC and financial standards. Included as attachment 1.</p>

2. Naming Convention

Asset renaming is progressing by class in line with ISO 55001. Buildings—both Specialised and Non-Specialised—are complete, with remaining asset classes to be addressed next.

4. SOP Asset Creation

SOP for Asset Creation will go to the next AM PCG for endorsement

3. Roads Revaluation Project for FY25/26

In alignment with the established revaluation schedule, the Roads asset class is scheduled for valuation in 2025/2026 (FY25/26). The Engineering and Asset team is currently undertaking a dedicated project to incorporate attribute data.

This effort ensures that asset information remains accurate and up to date. As part of this project, a total of 6,443 Road assets and components require updates specifically related to their Straight-Line Kilometres (SLK's) and material composition.

This comprehensive update is essential for maintaining the integrity and reliability of the asset register in preparation for the upcoming valuation process. Asset Register to be updated by the beginning of March

Finance will engage the valuer and Engineering team will approve of the final assets and figures, ensuring we meet the Auditors requirements.

4. Marina Assets

PPA provided asset data that doesn't offer sufficient financial breakdown for capitalising the Gifted Assets.

External consultants have been engaged and is now identifying assets

Assets need to be capitalised within FY25/26 as instructed by Auditors

	<p style="text-align: center;">5. Portable and Attractive Assets (PAA)</p> <p>As part of the ongoing Enterprise Asset Management (EAM) update, a comprehensive Portable and Attractive Asset (PAA) Register will be integrated into Technology One.</p> <p>This initiative will ensure that all Portable and Attractive Assets—including items such as furniture—are recorded and managed within Technology One.</p> <p>By consolidating these assets into the centralised system, the process will enhance data accuracy, improve asset tracking, and streamline overall asset management practices.</p> <p style="text-align: center;">6. Storeroom Inventory</p> <p>Inventory system data entry underway, with testing completion expected by 31 December 2025. Staff can begin using the updated system on 1 March 2026.</p>
GIS Strategy	GIS Road Map have been endorsed by AMF PCG on 30 October 2025

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be significant. The matter will have implications for the present and future social, economic, environmental, and cultural well-being of Port Hedland.

CONSULTATION

Internal

- Projects Teams
- Operations & Maintenance Teams
- Engineering Assets Team
- Financial Services Team
- Digital Services Team
- ERP Team

External Agencies

- National Transport Research Organisation – Consultancy services for AMFv2

Community

Nil.

LEGISLATION AND POLICY CONSIDERATIONS

- Local Government (Administration) Regulations 1996
19DA. Corporate business plans, requirements for (Act s. 5.56)
(3) A corporate business plan for a district is to —
 - (c) develop and integrate matters relating to resources,
including asset management, workforce planning and long-term
financial planning.
- DLGSC Asset Management Framework and Guidelines
- 9/010 Asset Management Policy

FINANCE AND RESOURCE IMPLICATIONS

- Town of Port Hedland Long Term Financial Planning (LTFP)
- Town of Port Hedland Annual Budget
- New position established and recruited – Senior Asset Management
- Advertised previously vacant position - Project Engineer - Asset Management

STRATEGIC SUSTAINABILITY IMPLICATIONS**Council Plan: Part A (Strategic Community Plan)**

The following sections of the Town's Council Plan (Strategic Community Plan) 2025-2035 are applicable in consideration of this item:

Our Built and Natural Environment:

3.2.1 1 Identify, plan and develop the present and future needs for serviced land and infrastructure provision.

3.3.2 The community has access to attractive natural habitats, built form, parks and amenities.

Our Leadership:

4.3.4 Efficiency strategies across the town's infrastructure and amenity assets are implemented.

Effective asset management is essential for the Town to achieve positive social, environmental, and economic outcomes. By maintaining and planning for assets

wisely, the Town can deliver reliable services, protect natural resources, and ensure long-term financial sustainability, supporting a vibrant and resilient community.

Access and Inclusion

The following outcome of the Town’s Access and Inclusion Plan 2023-2026 apply in relation to this item:

- Outcome 2 – Buildings and Facilities
Considered through the renewal of community assets planning process

Council Plan Part B (Corporate Business Plan)

The following service of the Town’s Council Plan (Corporate Business Plan) 2025-2035 apply in relation to this item:

Our Infrastructure Services:

Projects and Assets - Effective and efficient project and asset management

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Health & Safety Financial Service Interruption Compliance Reputational
Cause	Insufficient enterprise asset management stems from poor visibility into asset condition, lack of structured lifecycle planning, and misalignment between asset strategies and financial frameworks. This leads to reactive maintenance, inadequate risk prioritisation, and gaps in governance and compliance processes. Without integrated systems and clear accountability, organisations struggle to maintain safe environments, meet service expectations, and uphold regulatory standards.
Effect	These deficiencies result in increased safety incidents, financial inefficiencies, and service disruptions. Compliance breaches and audit failures become more likely, while reputational damage grows due to public scrutiny and stakeholder dissatisfaction. Ultimately, the organisation faces diminished trust, constrained funding opportunities, and reduced capacity to deliver reliable and sustainable services

Risk Treatment	The implementation of the Enterprise Asset Management Framework, which provides structured lifecycle planning, improves asset visibility, and aligns asset strategies with financial and compliance requirements. This framework supports proactive maintenance, informed decision-making, and consistent service delivery across critical infrastructure.
The risk rating is considered to be Medium (9) which is determined by a likelihood of Possible (3) and a consequence of Moderate (3).	

OPTIONS

- Option 1 – Adopt officer’s recommendation
- Option 2 – Do not adopt officer’s recommendation

CONCLUSION

The reported progress has substantially enhanced asset management practices in the Town. Through the completion of documentation and the advancement of strategic initiatives, the Town is better positioned to effectively maintain its assets and support the community’s ongoing needs.

ATTACHMENTS

- Definition Document
- Asset Lifecycle Management Tracker

12 Motions of Which Previous Notice have been given

Nil.

13 New Business of an Urgent Nature (Late Items)

Nil.

14 Matters for Which Meeting May be Closed (Confidential Matters)

ARC202526/022 COMMITTEE DECISION

MOVED: CMM Jessica Shaw

SECONDED: CMM Ronald Yuryevich

That the Audit, Risk and Compliance Committee close the meeting to members of the public as prescribed in section 5.23(2) of the Local Government Act 1995, to consider item 14.1.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown

Against: Nil

14.1	Town Debtors
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Author: **Manager Financial Services**
Authorising Officer: **Director Corporate Services**
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

Reasons for Confidentiality

e(iii). a matter that if disclosed, would reveal information about the business, professional, commercial or financial affairs of a person, where the information is held by, or is about, a person other than the local government.

ARC202526/023 COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED: Stephen Brown**

That the Audit, Risk and Compliance Committee receives the report on Town Debt and endorses the recovery actions as described.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

ARC202526/024 AMENDMENT MOTION COMMITTEE DECISION

MOVED: CMM Jessica Shaw **SECONDED: CMM Martin Aldridge**

That Council consider implementing interest charges on overdue sundry debts to encourage timely payment and reduce the risk of long-term outstanding balances.

CARRIED BY SIMPLE MAJORITY (5/0)

For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil

ARC202526/025 COMMITTEE DECISION

MOVED: CMM Ronald Yuryevich

SECONDED: Stephen Brown

That the Audit, Risk and Compliance Committee reopen the meeting to members of the public.

CARRIED BY SIMPLE MAJORITY (5/0)

*For: Baptiste Isambert, CMM Jessica Shaw, CMM Martin Aldridge, CMM Ronald Yuryevich and Stephen Brown
Against: Nil*

15 Closure

15.1 Date of Next Meeting

There will be a Special Audit, Risk and Compliance Committee Meeting held on Thursday 4 December 2025 commencing at 5:30pm.

The next Audit, Risk and Compliance Committee Meeting will be held on Tuesday 10 March 2026 commencing at 5:30pm.

15.2 Closure

There being no further business, the Presiding Member declared the meeting closed at 12:05pm.

1. Purpose of the Terms of Reference

The purpose of this document is to define the Terms of Reference (TOR) for the Audit, Risk and Compliance Committee (the "ARC Committee" or "Committee").

These TOR describe the Committee's purpose, authority, membership, functions, reporting requirements and responsibilities.

2. Establishment and Appointment

The ARC Committee is a formally appointed committee of the Council for the Town of Port Hedland (the "Town") pursuant to section 7.1A of the *Local Government Act 1995* ("the Act").

3. Role

The ARC Committee is to provide guidance and assistance to Council concerning matters within its Terms of Reference. It assumes a key role in assisting the Town of Port Hedland (the "Town") in fulfilling its governance and oversight obligations related to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability, and internal and external audit functions.

4. Objectives

The primary objective of the ARC Committee is to assume responsibility for the annual external audit and establish effective communication with the Town's external auditor. This ensures that Council can be satisfied with the performance of the local government in managing its financial affairs.

Further objectives of the Audit, Risk and Compliance Committee are to oversee:

4.1 The scope of work, objectivity, performance and independence of the external auditor.

4.2 The integrity of internal and external financial reporting, including accounting policies.

- 4.3 The establishment, effectiveness and maintenance of controls and systems to safeguard the Town's financial and physical resources.
- 4.4 The systems or procedures that are designed to ensure that the Town comply with relevant statutory and regulatory requirements.
- 4.5 The process and systems which protect the Council against risk, fraud and irregularities.
- 4.6 Compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance.
- 4.7 Provide guidance and assistance to Council as to the carrying out the functions of the local government in relation to audits.

5. Authority and Independence

The ARC Committee does not have executive powers or authority to implement actions in areas over which the administration (management) has responsibility. Furthermore, the ARC Committee does not have any delegated financial responsibility. This ensures that the Committee is able to fulfill its function as an impartial advisory body separate from the Town's management, thereby ensuring objective assessments and guidance.

Under the Town's Register of Delegated Authority – Statutory, the ARC Committee:

- 5.1 Has the authority to meet with the Town's Auditor at least once every year on behalf of the Council [s.7.12A(2) of the Act].
- 5.2 Has the authority to:
 - i. Examine an audit report received by the local government.
 - ii. Determine if any matters raised by the audit report, require action to be taken by the local government; and
 - iii. Ensure that appropriate action is taken in respect of those matters.

- 5.3 Has the authority to review and endorse the Town's report on any actions taken in response to an Auditor's report, prior to it being forwarded to the Minister [s.7.12A(4) of the Act].

6. Membership

Composition

- 6.1 The ARC Committee will comprise of a minimum of three and a maximum of five Elected Members, with one member being an independently appointed member, where possible. All members shall have full voting rights and will be appointed by an absolute majority vote of the Council [s5.10(1)(a) of the Act].
- 6.2 Council may appoint by an absolute majority up to three (3) Councillors to be Deputy Members of the Committee. Any Deputy Member may perform the functions of any Committee Member when the Member is unable to do so by reason of illness, absence or other cause. A Deputy of a Member of a Committee, while acting as a Member, has all the functions of and all the protection given to a member [s.5.11A(2)(a),(3) and (4) of the Act].
- 6.3 Deputy Members do not operate as substitutes for individual members. In situations where more than one Deputy Member is in attendance at a Committee meeting, the Committee will conduct a vote to designate which Deputy Member is authorised to perform the duties of the absent member.

Term

- 6.4 In compliance with section 5.11 of the Act, all members will be appointed by Council, and will remain a member until:
- a) the term of the person's appointment as a committee member expires; or
 - b) the local government removes the person from the office of committee member or the office of committee member otherwise becomes vacant; or
 - c) the committee is disbanded; or
 - d) the next ordinary elections day

Appointment

- 6.5 The Presiding Member and Deputy Presiding Member will be appointed by the ARC Committee Members at the Committee's first meeting following an Election.

Skills and Experience

- 6.6 Collectively, the group of Committee members possess a diverse set of skills and expertise encompassing risk management, assurance, business acumen and background in related fields.
- 6.7 Members may seek advice from an external independent advisor. The independent advisor must be able to demonstrate expertise and knowledge in at least one of the disciplines of financial risk management, corporate governance, risk management or auditing. The independent advisor will also have demonstrated understanding and/or experience in:
- Accounting Standards (AASB)
 - *Local Government Act 1995*
 - Local Government experience and/or Band 1 Council
- 6.8 New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

Declaration of an Interest

- 6.9 ARC Committee members are required by the Act and Code of Conduct in observing the requirements of declaring any proximity, financial or impartiality interests that relate to any matter to be considered at each meeting.

Resignation from the Committee

- 6.10 In accordance with Part 2, Regulation 4 of the *Local Government (Administration) Regulations 1996*, A Committee member may resign from membership of the Committee by giving the CEO or the Committee's presiding member written notice of the resignation. It is recommended that ARC Committee members provide a notice period of three (3) months.

Management excluded from membership

6.11 The Chief Executive Officer and Employees are not members of the Committee (Section 7.1A(3)&(4) of the Act).

Management attendance

6.12 The following individuals from the Town's administration will be present at ARC Committee Meetings to offer advice, guidance, and undertake the responsibility of recording minutes:

- Chief Executive Officer
- Director Corporate Services
- Manager Governance
- Manager Financial Services
- Senior Audit, Risk and Insurance Advisor
- Audit, Risk and Insurance Support Officer

7. Meetings

7.1 The Committee shall meet at least quarterly.

7.2 The Presiding Member of the Committee has the authority to convene extra meetings, or such meetings may be convened upon the request of the Chief Executive Officer.

7.3 The Committee meetings are generally open to the public unless the Presiding Member or Chief Executive Officer deem it necessary to proceed behind closed doors pursuant to Section 5.23 of the Act.

7.4 All Elected Members are invited to attend each Audit, Risk and Compliance Committee meeting, but will not be eligible to vote on any items presented at the meeting.

7.5 Meeting attendance is subject to Electronic Meetings and Electronic Attendance Policy 4/011.

- 7.6 As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).
- 7.7 The Chief Executive Officer will facilitate the meetings of the Committee and invite members of management, internal and external auditors or others to attend meetings as observers and to provide pertinent information, as necessary.
- 7.8 The Committee will develop a forward meeting schedule that includes the dates, location, and proposed work plan for each meeting for the forthcoming year, which covers the responsibilities outlined in this terms of reference.
- 7.9 Meeting agendas will be prepared and provided at least 72 hours in advance to members, along with appropriate briefing materials.
- 7.10 Minutes will be taken at each meeting and presented to the subsequent meeting for confirmation.
- 7.11 Pursuant to Regulation 13 of the *Local Government (Administration) Regulations 1996*, the unconfirmed minutes of the Committee meeting will be published within 7 days after the meeting is held.
- 7.12 Voting is in accordance with Section 5.21 of the Act.

8. Responsibilities

The Committee will fulfill the following responsibilities:

Risk Management

- 8.1 Review and suggest improvements to whether management has in place a current and fit-for-purpose risk management framework and associated procedures for effective identification and management of the Town's risks, including fraud.
- 8.2 Determine whether a sound and effective approach has been followed in managing the Town's major risks including those associated with individual projects, program implementation, and activities.

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- 8.3 Assess the impact of the Town's risk management framework on its control environment.
- 8.4 Review and suggest improvements to the process of developing and implementing the Town's fraud control arrangements and satisfy itself the Town has appropriate processes and systems in place to detect, capture and effectively respond to fraud-related information.
- 8.5 Determine whether the Town has a sound and effective approach for business continuity planning arrangements, including whether business continuity and disaster recovery plans have been periodically reviewed and tested.

Internal Control and Internal Audit

- 8.6 Ensure adequate systems of internal control are in place to mitigate key business risks and promote the effectiveness and efficiency of operations.
- 8.7 Approve, review and suggest improvements to the Internal Audit Plan and ensure the Internal Audit function is operating effectively, independently and in accordance with the Institute of Internal Auditor's International Standards for the Professional Practice of Internal Auditing.
- 8.8 Receive and review all audit reports and provide advice to the Council on significant issues identified in audit reports and action to be taken on issues raised, including identification and dissemination of good practice.
- 8.9 Monitor management's implementation of internal audit recommendations, processes and practices to ensure that the independence of the audit function is maintained.
- 8.10 Oversee the coordination of planned activities among the four lines of defence, delineating ownership, accountabilities, resources and governance of risk management activities within the Town.

Financial Reporting

- 8.11 Review and suggest improvements to significant accounting and reporting issues, including complex or unusual transactions and highly judgemental areas,

and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report.

- 8.12 Review and suggest improvements to the process for the consolidation of financial information of the Town related entities into the financial reports of the Town.
- 8.13 Review with management and the external auditors all matters required to be communicated to the Audit, Risk and Compliance Committee under the Australian Auditing Standards, and suggest improvements if required.
- 8.14 Review and suggest improvements (subject to legislation) to the draft Annual Financial Statements (subject to legislation) and recommend the adoption of the Annual Financial Statements to Council.

Compliance

- 8.15 Review and suggest improvements to the systems and processes to monitor effectiveness of the system for monitoring compliance with legislation and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- 8.16 Keep informed of the findings of any examinations by regulatory agencies and any auditor (internal or external) observations and monitor management's response to these findings.
- 8.17 Obtain regular updates from management about compliance matters.
- 8.18 Review and suggest improvements to the annual Compliance Audit Return and report to the Council the results of the review.

External Audit

- 8.19 Meet with the Office of the Auditor General to discuss the audit plan (audit entrance meeting) and the results of the financial audit (audit exit meeting).

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- 8.20 Consider the findings and recommendations of relevant Performance Audits undertaken by the external auditor and ensure the Town implements relevant recommendations.
- 8.21 Provide an opportunity for the ARC Committee to meet with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed privately.
- 8.22 Annually review and suggest improvements to the performance of external audit including the level of satisfaction with the external audit function.
- 8.23 Monitor management’s implementation of external audit recommendations.

Reporting

- 8.24 Report regularly to the Council ARC Committee activities, issues, and related recommendations through circulation of minutes.
- 8.25 Monitor that open communication between the internal auditor, the external auditors, and the Town’s management occurs.

Other Responsibilities

- 8.26 Perform other activities related to this terms of reference as requested by the Council or through audit recommendations.
- 8.27 Request that the Chief Executive Officer perform a review after an Election, suggest improvements to and assess the adequacy of the Audit, Risk and Compliance Committee terms of reference, request Council approval for proposed changes, and ensure appropriate disclosure as might be required by legislation or regulation.

9. Definitions

Term	Definition
ARC Committee	The Audit, Risk and Compliance Committee
CEO	The Chief Executive Officer
Committee	The Audit, Risk and Compliance Committee

The Act	The <i>Local Government Act 1995</i>
The Town	The Town of Port Hedland
TOR	The Terms of Reference

10. Version Control

Version	Meeting
V1	<i>Adopted by Council at its Ordinary Meeting held 16 November 2011.</i>
V2	<i>Amended by Council at its Ordinary Meeting held 23 October 2013.</i>
V3	<i>Amended by Council at its Ordinary Meeting held on 11 December 2013.</i>
V4	<i>Amended by Council at its Ordinary Meeting held on 27 May 2015.</i>
V5	<i>Amended by Council at its Ordinary Meeting held on 28 October 2015.</i>
V6	<i>Amended by Council at its Ordinary Meeting held on 22 June 2016.</i>
V7	<i>Amended by Council at its Ordinary Meeting held on 24 May 2017.</i>
V8	<i>Re-Adopted by Council at its Ordinary Meeting held on 1 November 2017.</i>
V9	<i>Re-Adopted by Council at its Ordinary Meeting held on 19 December 2019.</i>
V10	<i>Amended by Council at its Ordinary Meeting held on 23 September 2020.</i>
V11	<i>Amended by Council at its Ordinary Meeting held on 7 September 2022.</i>
V12	<i>Amended by Council at its Ordinary Meeting held on 29 May 2024.</i>



TOWN OF PORT HEDLAND

AUDIT, RISK AND IMPROVEMENT COMMITTEE

TERMS OF REFERENCE

1. Purpose

The purpose of this document is to define the Terms of Reference (TOR) for the Audit, Risk and Improvement Committee (the "ARIC" or "Committee").

These TOR describe the Committee's purpose, authority, membership, functions, reporting requirements and responsibilities.

2. Establishment and Appointment

- 2.1 The ARIC is a formally appointed committee of the Council for the Town of Port Hedland (the "Town") pursuant to section 7.1A of the *Local Government Act 1995* ("the Act").
- 2.2 Appointment of members is by absolute majority of Council in accordance with section 7.1A(2) of the Act.

3. Role

The ARIC is to provide guidance and assistance to Council concerning matters within its Terms of Reference. It assumes a key role in assisting the Town of Port Hedland (the "Town") in fulfilling its governance and oversight obligations related to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability, and internal and external audit functions.

4. Authority and Independence

The ARIC does not have executive powers or authority to implement actions in areas over which the administration (management) has responsibility. Furthermore, the ARIC does not have any delegated financial responsibility. This ensures that the ARIC can fulfill its function as an impartial advisory body separate from the Town's management, thereby ensuring objective assessments and guidance.

Under the Town's Register of Delegated Authority – Statutory, the ARIC:

- 4.1 Has the authority to meet with the Town's Auditor at least once every year on behalf of the Council [s.7.12A(2) of the Act].
- 4.2 Has the authority to:
 - i. Examine an audit report received by the local government.
 - ii. Determine if any matters raised by the audit report, require action to be taken by the local government; and
 - iii. Ensure that appropriate action is taken in respect of those matters.
- 4.3 Has the authority to review and endorse the Town's report on any actions taken in response to an Auditor's report, prior to it being forwarded to the Minister [s.7.12A(4) of the Act].

5. Membership

Composition

- 5.1 The ARIC will comprise of three (3) to five (5) members.
- 5.2 A minimum of two (2) independent members is required.
- 5.3 Other members may be elected members of Council and/or additional independent members, provided the maximum of five (5) is not exceeded.
- 5.4 The Chief Executive Officer and employees of the Town are not members of the Committee.
- 5.5 All members shall have full voting rights and will be appointed by an absolute majority vote of the Council [s5.10(1)(a) of the Act].
- 5.6 The Presiding Member cannot be a Council member of the local government or of any other local government.
- 5.7 Any Deputy Presiding Member cannot be a Council member of the local government or of any other local government.
- 5.8 Council may appoint by an absolute majority up to three (3) Councillors to be Deputy Members of the Committee. Any Deputy Member may perform the functions of any Committee Member when the Member is unable to do so by reason of illness, absence or other cause. A Deputy of a Member of a Committee, while acting as a Member, has all the functions of and all the protection given to a member [s.5.11A(2)(a),(3) and (4) of the Act].
- 5.9 Deputy Members do not operate as substitutes for individual members. In situations where more than one Deputy Member attends a Committee meeting, the Committee will conduct a vote to designate which Deputy Member is authorised to perform the duties of the absent member.

Term

- 5.10 In compliance with section 5.11 of the Act, all members will be appointed by Council, and will remain a member until:
 - a) the term of the person's appointment as a committee member expires; or
 - b) the local government removes the person from the office of committee member, or the office of committee member otherwise becomes vacant; or
 - c) the committee is disbanded; or
 - d) the next ordinary elections day

Appointment

- 5.11 The Presiding Member and Deputy Presiding Member will be appointed by the Council at a meeting of the Council following an Election.

Skills and Experience

- 5.12 Collectively, the group of Committee members possess a diverse set of skills and expertise encompassing risk management, assurance, business acumen and background in related fields.
- 5.13 Members may seek advice from an external independent advisor. The independent advisor must be able to demonstrate expertise and knowledge in at least one of the disciplines of financial risk management, corporate governance, risk management or auditing. The independent advisor will also have demonstrated understanding and/or experience in:
- Accounting Standards (AASB)
 - *Local Government Act 1995*
 - Local Government experience and/or Band 1 Council
- 5.14 New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

Declaration of an Interest

- 5.15 Committee members are required by the Act and Code of Conduct in observing the requirements of declaring any proximity, financial or impartiality interests that relate to any matter to be considered at each meeting.

Resignation from the Committee

- 5.16 In accordance with Part 2, Regulation 4 of the *Local Government (Administration) Regulations 1996*, A Committee member may resign from membership of the Committee by giving the CEO or the Committee's presiding member written notice of the resignation. It is recommended that Committee members provide a notice period of three (3) months.

Administration attendance

- 5.17 The following individuals from the Town's administration will be present at Committee Meetings to offer advice, guidance, and undertake the responsibility of recording minutes:
- Chief Executive Officer
 - Director Corporate Services
 - Manager Governance
 - Manager Financial Services
 - Senior Audit, Risk and Insurance Advisor
 - Audit, Risk and Insurance Officer

6. Meetings

- 6.1 The Committee shall meet at least quarterly.

- 6.2 The Presiding Member of the Committee has the authority to convene extra meetings, or such meetings may be convened upon the request of the Chief Executive Officer.
- 6.3 The Committee meetings are generally open to the public unless the Presiding Member or Chief Executive Officer deem it necessary to proceed behind closed doors pursuant to Section 5.23 of the Act.
- 6.4 All Elected Members are invited to attend each Committee meeting but will not be eligible to vote on any items presented at the meeting.
- 6.5 Meeting attendance is subject to Electronic Meetings and Electronic Attendance Policy 4/011.
- 6.6 As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).
- 6.7 The Chief Executive Officer will facilitate the meetings of the Committee and invite members of management, internal and external auditors or others to attend meetings as observers and to provide pertinent information, as necessary.
- 6.8 The Committee will develop a forward meeting schedule that includes the dates, location, and proposed work plan for each meeting for the forthcoming year, which covers the responsibilities outlined in these terms of reference.
- 6.9 Meeting agendas will be prepared and provided at least 72 hours in advance to members, along with appropriate briefing materials.
- 6.10 Minutes will be taken at each meeting and presented to the subsequent meeting for confirmation.
- 6.11 Pursuant to Regulation 13 of the *Local Government (Administration) Regulations 1996*, the unconfirmed minutes of the Committee meeting will be published within 7 days after the meeting is held.
- 6.12 Voting is in accordance with Section 5.21 of the Act.

7. Responsibilities

The Committee will fulfill the following responsibilities:

7.1 Improvement

- Review and advise on the effectiveness of improvement initiatives, including those arising from internal audits, external reviews, and strategic planning processes.
- Monitor the implementation of agreed recommendations to ensure they are actioned appropriately and contribute to enhanced organisational performance.
- Identify systemic issues or trends that may require broader organisational attention or policy-level responses.

7.2 Risk Management and Fraud Risk Management

- Reviews and advises on the adequacy and appropriateness of the Town's risk management framework and its capacity to effectively identify, assess, and manage key risks.
- Assesses whether a sound and effective approach has been adopted in managing major risks across the organisation, including those associated with strategic projects, program delivery, and operational activities.
- Reviews the development and implementation of fraud control arrangements and provides assurance that appropriate systems and processes are in place to detect, report, and respond to fraud-related matters.
- Advises on the effectiveness of business continuity and disaster recovery planning, including whether these plans are subject to regular review and testing to ensure organisational resilience.
- Considers emerging risk trends and systemic issues, and reports these to Council where appropriate.

7.3 Internal Control and Internal Audit

- Ensure adequate systems of internal control are in place to mitigate key business risks and promote the effectiveness and efficiency of operations.
- Approve, review and suggest improvements to the Internal Audit Plan and ensure the Internal Audit function is operating effectively, independently and in accordance with the Institute of Internal Auditor's International Standards for the Professional Practice of Internal Auditing.
- Receive and review all audit reports and provide advice to the Council on significant issues identified in audit reports and action to be taken on issues raised, including identification and dissemination of good practice.
- Monitor management's implementation of internal audit recommendations, processes and practices to ensure that the independence of the audit function is maintained.
- Oversee the coordination of planned activities among the four lines of defence, delineating ownership, accountabilities, resources and governance of risk management activities within the Town.

7.4 External Audit

- Meet with the Office of the Auditor General to discuss the audit plan (audit entrance meeting) and the results of the financial audit (audit exit meeting).
- Consider the findings and recommendations of relevant Performance Audits undertaken by the external auditor and ensure the Town implements relevant recommendations.

- Meet with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed privately.
- Annually review and suggest improvements to the performance of external audit including the level of satisfaction with the external audit function.
- Monitor management's implementation of external audit recommendations.

7.5 Financial Reporting

- Review and suggest improvements to significant accounting and reporting issues, including complex or unusual transactions and highly judgemental areas, and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report.
- Review and suggest improvements to the process for the consolidation of financial information of the Town related entities into the financial reports of the Town.
- Review with management and the external auditors all matters required to be communicated to the ARIC under the Australian Auditing Standards and suggest improvements if required.
- Review and suggest improvements (subject to legislation) to the draft Annual Financial Statements (subject to legislation) and recommend the adoption of the Annual Financial Statements to Council.

7.6 Compliance

- Review and suggest improvements to the systems and processes to monitor effectiveness of the system for monitoring compliance with legislation and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- Keep informed of the findings of any examinations by regulatory agencies and any auditor (internal or external) observations and monitor management's response to these findings.
- Obtain updates from management about compliance matters.
- Review and suggest improvements to the annual Compliance Audit Return (subject to legislation) and report to the Council the results of the review.

7.7 Reporting

- Report regularly to the Council on Committee activities, issues, and related recommendations through circulation of minutes.

7.8 Other Responsibilities

- Perform other activities related to these terms of reference as requested by the Council or through audit recommendations.
- Request that the Chief Executive Officer perform a review after an Election, suggest improvements to and assess the adequacy of the Committee terms of reference, request Council approval for proposed changes, and ensure appropriate disclosure as might be required by legislation or regulation.

8. Definitions

Term	Definition
Act	<i>Local Government Act 1995</i>
ARIC	Audit, Risk & Improvement Committee
Audit Regulations	<i>Local Government (Audit) Regulations 1996</i>
Committee	Audit, Risk & Improvement Committee
Council	Council of the Town of Port Hedland
Town	The Town of Port Hedland
TOR	The Terms of Reference

9. Version Control

Version	Meeting
V1	<i>Adopted by Council at its Ordinary Meeting held 16 November 2011.</i>
V2	<i>Amended by Council at its Ordinary Meeting held 23 October 2013.</i>
V3	<i>Amended by Council at its Ordinary Meeting held on 11 December 2013.</i>
V4	<i>Amended by Council at its Ordinary Meeting held on 27 May 2015.</i>
V5	<i>Amended by Council at its Ordinary Meeting held on 28 October 2015.</i>
V6	<i>Amended by Council at its Ordinary Meeting held on 22 June 2016.</i>
V7	<i>Amended by Council at its Ordinary Meeting held on 24 May 2017.</i>
V8	<i>Re-Adopted by Council at its Ordinary Meeting held on 1 November 2017.</i>
V9	<i>Re-Adopted by Council at its Ordinary Meeting held on 19 December 2019.</i>
V10	<i>Amended by Council at its Ordinary Meeting held on 23 September 2020.</i>
V11	<i>Amended by Council at its Ordinary Meeting held on 7 September 2022.</i>
V12	<i>Amended by Council at its Ordinary Meeting held on 29 May 2024.</i>
V13	<i>Amended by Council at its Ordinary Meeting held on 10 December 2025.</i>



TOWN OF PORT HEDLAND

**AUDIT, RISK AND COMPLIANCE IMPROVEMENT
COMMITTEE**

Commented [SS1]: The Local Government Amendment Act 2024 (s86(2)) recommends renaming audit committees to reflect their expanded role in continuous improvement.

TERMS OF REFERENCE

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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~~1. Purpose of the Terms of Reference~~
Purpose

The purpose of this document is to define the Terms of Reference (TOR) for the Audit, Risk and ~~Compliance Improvement~~ Committee (the "ARIC ~~Committee~~" or "Committee").

These TOR describe the Committee's purpose, authority, membership, functions, reporting requirements and responsibilities.

~~2. Establishment and Appointment~~

~~2.1~~ The ARIC ~~Committee~~ is a formally appointed committee of the Council for the Town of Port Hedland (the "Town") pursuant to section 7.1A of the *Local Government Act 1995* ("the Act").

~~2.2~~ Appointment of members is by absolute majority of Council in accordance with section 7.1A(2) of the Act.

Commented [SS2]: Including for formal acknowledgement of this requirement.

~~3. Role~~

The ARIC ~~Committee~~ is to provide guidance and assistance to Council concerning matters within its Terms of Reference. It assumes a key role in assisting the Town of Port Hedland (the "Town") in fulfilling its governance and oversight obligations related to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability, and internal and external audit functions.

~~4. Objectives~~

~~The primary objective of the ARC Committee is to assume responsibility for the annual external audit and establish effective communication with the Town's external auditor. This ensures that Council can be satisfied with the performance of the local government in managing its financial affairs.~~

~~Further objectives of the Audit, Risk and Compliance Committee are to oversee:~~

~~4.1 The scope of work, objectivity, performance and independence of the external auditor.~~

~~4.2 The integrity of internal and external financial reporting, including accounting policies.~~

~~4.3 The establishment, effectiveness and maintenance of controls and systems to safeguard the Town's financial and physical resources.~~

~~4.4 The systems or procedures that are designed to ensure that the Town comply with relevant statutory and regulatory requirements.~~

~~4.5 The process and systems which protect the Council against risk, fraud and irregularities.~~

~~4.6 Compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance.~~

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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~~4.7 Provide guidance and assistance to Council as to the carrying out the functions of the local government in relation to audits.~~

Commented [SS3]: Removed as this is essentially a duplication of key points under the responsibilities section.

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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~~45. Authority and Independence~~

The ~~ARIC RC Committee~~ does not have executive powers or authority to implement actions in areas over which the administration (management) has responsibility. Furthermore, the ~~ARIC C Committee~~ does not have any delegated financial responsibility. This ensures that the ~~Committee-ARIC is able to can~~ fulfill its function as an impartial advisory body separate from the Town's management, thereby ensuring objective assessments and guidance.

Under the Town's Register of Delegated Authority – Statutory, the ~~ARIC C Committee~~:

~~54.1~~ Has the authority to meet with the Town's Auditor at least once every year on behalf of the Council [s.7.12A(2) of the Act].

~~45.2~~ Has the authority to:

- i. Examine an audit report received by the local government.
- ii. ~~D~~etermine if any matters raised by the audit report, require action to be taken by the local government; and
- iii. Ensure that appropriate action is taken in respect of those matters.

~~45.3~~ Has the authority to review and endorse the Town's report on any actions taken in response to an Auditor's report, prior to it being forwarded to the Minister [s.7.12A(4) of the Act].

~~56. Membership~~

Composition

~~56.1~~ The ARIC ~~Committee~~ will comprise ~~of three (3) to five (5) members.~~

Commented [SS4]: No change to number of members on the committee.

~~5.2~~ ~~of a~~ minimum of ~~three two (2) independent members is required.~~

Commented [SS5]: This requirement ensures the committee has diverse and independent representation, while also enabling appropriate provision for the appointment of a Presiding Member (PM) and Deputy Presiding Member (DPM), both of whom must be independent of the local government's Council, in accordance with legislative requirements (s7.1A(3) and (4) of the Local Government Amendment Act 2024.

~~5.3~~ ~~Other members may be elected members of Council and/or additional independent members, provided the and a maximum of five Elected Members(5) is not exceeded, with one member being an independently-appointed member, where possible.~~

~~5.4~~ ~~The Chief Executive Officer and employees of the Town are not members of the Committee.~~

~~5.5~~ All members shall have full voting rights and will be appointed by an absolute majority vote of the Council [s5.10(1)(a) of the Act].

~~5.6~~ ~~The Presiding Member cannot be a Council member of the local government or of any other local government.~~

Commented [SS6]: As per s7.1A(3) of the Local Government Amendment Act 2024.

~~5.7~~ ~~Any Deputy Presiding Member cannot be a Council member of the local government or of any other local government.~~

Commented [SS7]: As per s7.1A(4) of the Local Government Amendment Act 2024.

~~5.86-2~~ Council may appoint by an absolute majority up to three (3) Councillors to be Deputy Members of the Committee. Any Deputy Member may perform the functions of any Committee Member when the Member is unable to do so by reason of illness, absence

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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or other cause. A Deputy of a Member of a Committee, while acting as a Member, has all the functions of and all the protection given to a member [s.5.11A(2)(a),(3) and (4) of the Act].

~~5.96.3~~ Deputy Members do not operate as substitutes for individual members. In situations where more than one Deputy Member ~~is in attendance at~~ attends a Committee meeting, the Committee will conduct a vote to designate which Deputy Member is authorised to perform the duties of the absent member.

Term

~~56.104~~ In compliance with section 5.11 of the Act, all members will be appointed by Council, and will remain a member until:

- a) the term of the person's appointment as a committee member expires; or
- b) the local government removes the person from the office of committee ~~member~~member, or the office of committee member otherwise becomes vacant; or
- c) the committee is disbanded; or
- d) the next ordinary elections day

Appointment

~~5.11~~

~~6.5~~ The Presiding Member and Deputy Presiding Member will be appointed by the ~~ARC Committee Members at Council~~ at the Committee's first meeting a meeting of the Council following an Election.

Commented [558]: Amended. The PM and DPM must now be appointed by Council as per s5.12 of the Local Government Amendment Act 2024.

Skills and Experience

~~56.126~~ Collectively, the group of Committee members possess a diverse set of skills and expertise encompassing risk management, assurance, business acumen and background in related fields.

~~56.137~~ Members may seek advice from an external independent advisor. The independent advisor must be able to demonstrate expertise and knowledge in at least one of the disciplines of financial risk management, corporate governance, risk management or auditing. The independent advisor will also have demonstrated understanding and/or experience in:

- Accounting Standards (AASB)
- Local Government Act 1995
- Local Government experience and/or Band 1 Council

~~56.14.8~~ New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

Declaration of an Interest

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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~~56.159~~ ~~Committee ARC Committee~~ members are required by the Act and Code of Conduct in observing the requirements of declaring any proximity, financial or impartiality interests that relate to any matter to be considered at each meeting.

Resignation from the Committee

~~56.160~~ In accordance with Part 2, Regulation 4 of the *Local Government (Administration) Regulations 1996*, A Committee member may resign from membership of the Committee by giving the CEO or the Committee's presiding member written notice of the resignation. It is recommended that ~~Committee ARC Committee~~ members provide a notice period of three (3) months.

Management excluded from membership

~~6.11~~ The Chief ~~Executive Officer~~ and ~~Employees~~ are not members of the Committee (Section 7.1A(3)&(4) of the Act).

Commented [SS9]: Moved to Composition (s5.4 of these TOR).

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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ManagementAdministration attendance

~~56.172~~ The following individuals from the Town's administration will be present at ~~ARC~~ Committee Meetings to offer advice, guidance, and undertake the responsibility of recording minutes:

- Chief Executive Officer
- Director Corporate Services
- Manager Governance
- Manager Financial Services
- Senior Audit, Risk and Insurance Advisor
- Audit, Risk and Insurance ~~Support~~ Officer

~~76.~~ Meetings

~~67.1~~ The Committee shall meet at least quarterly.

~~67.2~~ The Presiding Member of the Committee has the authority to convene extra meetings, or such meetings may be convened upon the request of the Chief Executive Officer.

~~76.3~~ The Committee meetings are generally open to the public unless the Presiding Member or Chief Executive Officer deem it necessary to proceed behind closed doors pursuant to Section 5.23 of the Act.

~~76.4~~ All Elected Members are invited to attend each ~~Audit, Risk and Compliance~~ Committee meeting, ~~but~~ meeting but will not be eligible to vote on any items presented at the meeting.

~~67.5~~ Meeting attendance is subject to Electronic Meetings and Electronic Attendance Policy 4/011.

~~67.6~~ As prescribed by Section 5.19 of the Act, the quorum for Committee meetings shall be at least 50% of the number of offices of the Committee (whether vacant or not).

~~76.7~~ The Chief Executive Officer will facilitate the meetings of the Committee and invite members of management, internal and external auditors or others to attend meetings as observers and to provide pertinent information, as necessary.

~~76.8~~ The Committee will develop a forward meeting schedule that includes the dates, location, and proposed work plan for each meeting for the forthcoming year, which covers the responsibilities outlined in ~~this termsthese terms~~ of reference.

~~67.9~~ Meeting agendas will be prepared and provided at least 72 hours in advance to members, along with appropriate briefing materials.

~~67.10~~ Minutes will be taken at each meeting and presented to the subsequent meeting for confirmation.

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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~~67.11 Pursuant to Regulation 13 of the *Local Government (Administration) Regulations 1996*, the unconfirmed minutes of the Committee meeting will be published within 7 days after the meeting is held.~~

~~67.12 Voting is in accordance with Section 5.21 of the Act.~~

78. Responsibilities

The Committee will fulfill the following responsibilities:

7.1 Improvement

- ~~• Review and advise on the effectiveness of improvement initiatives, including those arising from internal audits, external reviews, and strategic planning processes.~~
- ~~• Monitor the implementation of agreed recommendations to ensure they are actioned appropriately and contribute to enhanced organisational performance.~~
- ~~• Identify systemic issues or trends that may require broader organisational attention or policy-level responses.~~

7.2 Risk Management and Fraud Risk Management

- ~~• 8.1 — Review and suggest improvements to whether management has in place a current and fit for purpose risk management framework and associated procedures for effective identification and management of the Town's risks, including fraud.~~
- ~~• Reviews and advises on the adequacy and appropriateness of the Town's risk management framework and its capacity to effectively identify, assess, and manage key risks.~~
- ~~• Assesses whether a sound and effective approach has been adopted in managing major risks across the organisation, including those associated with strategic projects, program delivery, and operational activities.~~
- ~~• Reviews the development and implementation of fraud control arrangements and provides assurance that appropriate systems and processes are in place to detect, report, and respond to fraud-related matters.~~
- ~~• Advises on the effectiveness of business continuity and disaster recovery planning, including whether these plans are subject to regular review and testing to ensure organisational resilience.~~
- ~~• Considers emerging risk trends and systemic issues, and reports these to Council where appropriate.~~

Commented [SS10]: Streamlined previous dot points.

~~8.2 Determine whether a sound and effective approach has been followed in managing the Town's major risks including those associated with individual projects, program implementation, and activities.~~

~~8.3 Assess the impact of the Town's risk management framework on its control environment.~~

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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~~8.4 Review and suggest improvements to the process of developing and implementing the Town's fraud control arrangements and satisfy itself the Town has appropriate processes and systems in place to detect, capture and effectively respond to fraud related information.~~

~~8.5 Determine whether the Town has a sound and effective approach for business continuity planning arrangements, including whether business continuity and disaster recovery plans have been periodically reviewed and tested.~~

7.3 Internal Control and Internal Audit

- ~~8.6~~ — Ensure adequate systems of internal control are in place to mitigate key business risks and promote the effectiveness and efficiency of operations.
- ~~8.7~~ — Approve, review and suggest improvements to the Internal Audit Plan and ensure the Internal Audit function is operating effectively, independently and in accordance with the Institute of Internal Auditor's International Standards for the Professional Practice of Internal Auditing.
- ~~8.8~~ — Receive and review all audit reports and provide advice to the Council on significant issues identified in audit reports and action to be taken on issues raised, including identification and dissemination of good practice.
- ~~8.9~~ — Monitor management's implementation of internal audit recommendations, processes and practices to ensure that the independence of the audit function is maintained.
- ~~8.10~~ — Oversee the coordination of planned activities among the four lines of defence, delineating ownership, accountabilities, resources and governance of risk management activities within the Town.

7.4 External Audit

- ~~Meet with the Office of the Auditor General to discuss the audit plan (audit entrance meeting) and the results of the financial audit (audit exit meeting).~~
- ~~Consider the findings and recommendations of relevant Performance Audits undertaken by the external auditor and ensure the Town implements relevant recommendations.~~
- ~~Meet with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed privately.~~
- ~~Annually review and suggest improvements to the performance of external audit including the level of satisfaction with the external audit function.~~
- ~~Monitor management's implementation of external audit recommendations.~~

7.5 Financial Reporting

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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- ~~8.11~~ — Review and suggest improvements to significant accounting and reporting issues, including complex or unusual transactions and highly judgemental areas, and recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report.
- ~~8.12~~ — Review and suggest improvements to the process for the consolidation of financial information of the Town related entities into the financial reports of the Town.
- ~~8.13~~ — Review with management and the external auditors all matters required to be communicated to the ~~Audit, Risk and Compliance Committee~~ ARIC under the Australian Auditing ~~Standards, and~~ Standards and suggest improvements if required.
- ~~8.14~~ — Review and suggest improvements (subject to legislation) to the draft Annual Financial Statements (subject to legislation) and recommend the adoption of the Annual Financial Statements to Council.

7.6 Compliance

- ~~8.15~~ — Review and suggest improvements to the systems and processes to monitor effectiveness of the system for monitoring compliance with legislation and regulations and the results of management’s investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- ~~8.16~~ — Keep informed of the findings of any examinations by regulatory agencies and any auditor (internal or external) observations and monitor management’s response to these findings.
- ~~8.17~~ — Obtain regular updates from management about compliance matters.
- ~~8.18~~ — Review and suggest improvements to the annual Compliance Audit Return (subject to legislation) and report to the Council the results of the review.

External Audit

- ~~8.19~~ — Meet with the Office of the Auditor General to discuss the audit plan (audit entrance meeting) and the results of the financial audit (audit exit meeting).
- ~~8.20~~ — Consider the findings and recommendations of relevant Performance Audits undertaken by the external auditor and ensure the Town implements relevant recommendations.
- ~~8.21~~ — Provide an opportunity for the ARC Committee to meet with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed privately.
- ~~8.22~~ — Annually review and suggest improvements to the performance of external audit including the level of satisfaction with the external audit function.
- ~~8.23~~ — Monitor management’s implementation of external audit recommendations.

Commented [SS11]: Moved to s7.4 under Internal Audit for continuity.

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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7.7 Reporting

- ~~8.24~~ Report regularly to the Council ~~on ARC~~ Committee activities, issues, and related recommendations through circulation of minutes.
- ~~8.25 Monitor that open communication between the internal auditor, the external auditors, and the Town's management occurs.~~

7.8 Other Responsibilities

- ~~8.26~~ Perform other activities related to ~~this terms~~ these terms of reference as requested by the Council or through audit recommendations.
- ~~8.27~~ Request that the Chief Executive Officer perform a review after an Election, suggest improvements to and assess the adequacy of the ~~Audit, Risk and Compliance~~ Committee terms of reference, request Council approval for proposed changes, and ensure appropriate disclosure as might be required by legislation or regulation.

89. Definitions

Term	Definition
ARC CommitteeAct	The Audit, Risk and Compliance Committee Local Government Act 1995
CEQARIC	The Chief Executive Officer Audit, Risk & Improvement Committee
Committee Audit Regulations	The Audit, Risk and Compliance Committee Local Government (Audit) Regulations 1996
Committee	Audit, Risk & Improvement Committee
The Act Council	The Local Government Act 1995 Council of the Town of Port Hedland
The Town Town	The Town of Port Hedland
TOR	The Terms of Reference

940. Version Control

Version	Meeting
V1	Adopted by Council at its Ordinary Meeting held 16 November 2011.
V2	Amended by Council at its Ordinary Meeting held 23 October 2013.
V3	Amended by Council at its Ordinary Meeting held on 11 December 2013.
V4	Amended by Council at its Ordinary Meeting held on 27 May 2015.
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V10	Amended by Council at its Ordinary Meeting held on 23 September 2020.
V11	Amended by Council at its Ordinary Meeting held on 7 September 2022.
V12	Amended by Council at its Ordinary Meeting held on 29 May 2024.

~~AUDIT, RISK & COMPLIANCE COMMITTEE TERMS OF REFERENCE — VERSION 12~~

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V13 *Amended by Council at its Ordinary Meeting held on 10 December 2025.*

TOWN OF PORT HEDLAND
MONTHLY FINANCIAL REPORT
(Containing the required statement of financial activity and statement of financial position)
For the period ended 21 Nov 2025

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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**TOWN OF PORT HEDLAND
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 21 NOVEMBER 2025**

Note	Adopted Budget (a) \$	Amended Budget (b)	YTD Budget Estimates (b) \$	YTD Actual (c) \$	Variance* \$ (c) - (b)	Variance* % (c) - (b)/(b)	Var.
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates	88,332,115	88,332,115	88,054,884	88,087,651	32,667	0.04%	
Grants, subsidies and contributions	3,329,000	3,329,000	518,333	1,205,823	687,490	132.63%	▲
Fees and charges	15,971,260	15,971,260	8,096,380	8,447,319	350,939	4.33%	
Interest revenue	9,320,262	9,320,262	3,909,046	3,255,916	(653,130)	(6.11%)	▼
Other revenue	5,304,260	5,304,260	3,217,992	1,512,187	(1,705,805)	(53.01%)	▼
Profit on asset disposals	208,000	208,000	17,000	-	(17,000)	(100.00%)	▼
	122,464,897	122,464,897	103,813,635	102,508,796	(1,304,839)	(1.26%)	
Expenditure from operating activities							
Employee costs	(39,039,309)	(39,039,309)	(15,805,891)	(15,692,675)	113,216	0.72%	
Materials and contracts	(33,582,718)	(35,133,488)	(13,899,632)	(11,139,529)	2,760,103	19.86%	▲
Utility charges	(5,969,593)	(5,969,593)	(2,648,675)	(1,547,645)	1,101,030	41.57%	▲
Depreciation	(26,757,875)	(26,757,875)	(10,876,014)	(12,337,106)	(1,461,092)	(13.43%)	▼
Finance costs	(1,013,136)	(1,013,136)	(435,496)	(430,907)	4,589	1.05%	
Insurance	(1,933,683)	(1,933,683)	(784,251)	(803,349)	(19,098)	(2.44%)	
Other expenditure	(2,099,686)	(2,099,686)	(801,053)	(311,865)	489,188	61.07%	▲
	(110,396,000)	(111,946,770)	(45,251,012)	(42,263,076)	2,987,936	6.60%	
Non cash amounts excluded from operating activities	25,625,715	25,625,715	10,545,514	12,337,106	1,791,592	16.99%	▲
Amount attributable to operating activities	37,694,612	36,143,842	69,108,137	72,582,826	3,474,689	5.03%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions	19,908,494	26,531,940	-	1,259,277	1,259,277	0.00%	
Proceeds from disposal of assets	418,000	418,000	-	165,887	165,887	0.00%	
	20,326,494	26,949,940	-	1,425,164	1,425,164	0.00%	
Outflows from investing activities							
Acquisition of property, plant and equipment	(19,893,520)	(21,707,110)	(783,371)	(2,252,473)	(1,469,103)	(187.54%)	▼
Acquisition of infrastructure	(25,659,084)	(53,075,167)	(12,792,492)	(12,290,199)	502,293	3.93%	
	(45,552,604)	(74,782,277)	(13,575,863)	(14,542,672)	(966,809)	(7.12%)	
Amount attributable to investing activities	(25,226,110)	(47,832,337)	(13,575,863)	(13,117,508)	458,355	3.38%	
FINANCING ACTIVITIES							
Inflows from financing activities							
Transfer from reserves	41,967,316	66,124,313	13,575,863	27,409,763	13,833,900	101.90%	▲
	41,967,316	66,124,313	13,575,863	27,409,763	13,833,900	101.90%	
Outflows from financing activities							
Payments for principal portion of lease liabilities	(48,518)	(48,518)	(20,167)	(20,167)	-	0.00%	
Repayment of borrowings	(2,098,783)	(2,098,783)	(863,306)	(863,306)	-	0.00%	
Transfer to reserves	(58,714,934)	(58,714,934)	-	(14,755,380)	(14,755,380)	0.00%	
	(60,862,235)	(60,862,235)	(883,473)	(15,638,853)	(14,755,380)	(1670.16%)	
Amount attributable to financing activities	(18,894,919)	5,262,078	12,692,390	11,770,910	(921,480)	(7.26%)	
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year	6,500,000	6,500,000	6,500,000	6,533,172	33,172	0.51%	
Amount attributable to operating activities	37,694,612	36,143,842	69,108,137	72,582,826	3,474,689	5.03%	
Amount attributable to investing activities	(25,226,110)	(47,832,337)	(13,575,863)	(13,117,508)	458,355	3.38%	
Amount attributable to financing activities	(18,894,919)	5,262,078	12,692,390	11,770,910	(921,480)	(7.26%)	
Surplus or deficit after imposition of general rates	73,583	73,583	74,724,664	77,769,400	3,044,736	4.07%	

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data outside the adopted materiality threshold.

▲ Indicates a variance with a positive impact on the financial position.

▼ Indicates a variance with a negative impact on the financial position.

Refer to Note 5 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying notes.

**TOWN OF PORT HEDLAND
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 21 NOVEMBER 2025**

	Actual 30 June 2025	Actual as at 21 November 2025
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	42,469,609	14,772,795
Trade and other receivables	11,563,423	61,112,695
Other financial assets	155,000,000	185,000,000
Inventories	1,002,714	1,002,713
Other assets	3,475,781	4,973,013
TOTAL CURRENT ASSETS	213,511,527	266,861,216
NON-CURRENT ASSETS		
Trade and other receivables	21,392	21,392
Other financial assets	159,239	159,239
Other Asset	1,264,441	1,264,441
Property, plant and equipment	185,973,411	180,504,044
Infrastructure	459,899,749	467,445,118
Right-of-use assets	270,154	233,829
Investment property	41,692,184	41,692,184
Intangible assets	10,421,725	10,421,725
TOTAL NON-CURRENT ASSETS	699,702,295	701,741,972
TOTAL ASSETS	913,213,822	968,603,188
CURRENT LIABILITIES		
Trade and other payables	7,844,564	2,923,127
Other liabilities	11,197,910	10,920,390
Lease liabilities	48,960	28,793
Borrowings	2,098,787	1,235,481
Employee related provisions	2,604,302	2,585,104
Other provisions	70,410	57,096
TOTAL CURRENT LIABILITIES	23,864,933	17,749,991
NON-CURRENT LIABILITIES		
Trade and other Payables	16,671	15,971
Other liabilities	36,683,190	36,683,190
Lease liabilities	224,970	224,970
Borrowings	17,871,610	17,871,609
Employee related provisions	693,914	693,914
Other provisions	14,913,670	14,913,670
TOTAL NON-CURRENT LIABILITIES	70,404,025	70,403,324
TOTAL LIABILITIES	94,268,958	88,153,315
NET ASSETS	818,944,864	880,449,873
EQUITY		
Retained surplus	345,081,845	406,123,730
Reserve accounts	188,629,087	189,092,213
Revaluation surplus	285,233,932	285,233,930
TOTAL EQUITY	818,944,864	880,449,873

This statement is to be read in conjunction with the accompanying notes.

TOWN OF PORT HEDLAND
 SUPPLEMENTARY INFORMATION
 FOR THE PERIOD ENDED 21 NOVEMBER 2025

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$6.50 M	\$6.50 M	\$6.53 M	\$0.03 M
Closing	\$0.07 M	\$74.72 M	\$77.77 M	\$3.04 M

Refer to Statement of Financial Activity

Cash and cash equivalents			Payables		Receivables			
	\$199.77 M	% of total		\$2.92 M	% Outstanding		\$4.76 M	% Collected
Unrestricted Cash	\$23.80 M	11.9%	Trade Payables	\$0.21 M		Rates Receivable	\$56.35 M	38.1%
Restricted Cash	\$175.97 M	88.1%	0 to 30 Days		100.0%	Other Receivable	\$4.76 M	% Outstanding
			Over 30 Days		0.0%	Over 30 Days		61.4%
			Over 90 Days		0.0%	Over 90 Days		38.6%

Key Operating Activities

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$37.69 M	\$69.11 M	\$72.58 M	\$3.47 M

Refer to Statement of Financial Activity

Rates Revenue			Grants and Contributions			Fees and Charges		
YTD Actual	\$88.09 M	% Variance	YTD Actual	\$1.21 M	% Variance	YTD Actual	\$8.45 M	% Variance
YTD Budget	\$88.05 M	0.0%	YTD Budget	\$0.52 M	132.6%	YTD Budget	\$8.10 M	4.3%

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$25.23 M)	(\$13.58 M)	(\$13.12 M)	\$0.46 M

Refer to Statement of Financial Activity

Proceeds on sale			Asset Acquisition			Capital Grants		
YTD Actual	\$0.00 M	%	YTD Actual	\$14.54 M	% Spent	YTD Actual	\$1.26 M	% Received
Adopted Budget	\$0.00 M		Adopted Budget	\$74.78 M	(51.8%)	Adopted Budget	\$19.78 M	(93.6%)

Refer to 3 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$18.89 M)	\$12.69 M	\$11.77 M	(\$0.92 M)

Refer to Statement of Financial Activity

Borrowings		Reserves		Lease Liability	
Principal repayments	(\$0.86 M)	Reserves balance	\$175.97 M	Principal repayments	(\$0.02 M)
Interest expense	\$0.00 M	Net Movement	(\$12.65 M)	Interest expense	\$0.00 M
Principal due	\$19.11 M			Principal due	\$0.25 M

Refer to 7 - Borrowings

Refer to 4 - Cash Reserves

Refer to Note 8 - Lease Liabilities

This information is to be read in conjunction with the accompanying Financial Statements and notes.

**TOWN OF PORT HEDLAND
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 21 NOVEMBER 2025**

2 NET CURRENT ASSETS INFORMATION

(a) Net current assets used in the Statement of Financial Activity

	Adopted Budget Opening	Actual as at	Actual as at
Note	1 July 2025	30 June 2025	21 November 2025
	\$	\$	\$
Current assets			
Cash and cash equivalents	31,132,960	42,469,609	14,772,795
Trade and other receivables	11,563,426	11,563,423	61,112,695
Other financial assets	175,000,000	155,000,000	185,000,000
Inventories	1,002,712	1,002,714	1,002,713
Other assets	3,413,664	3,475,781	4,973,013
	<u>222,112,762</u>	<u>213,511,527</u>	<u>266,861,216</u>
Less: current liabilities			
Trade and other payables	(7,844,564)	(7,844,566)	(2,923,127)
Other liabilities	(11,197,911)	(11,197,910)	(10,920,390)
Lease liabilities	(58,085)	(48,960)	(28,793)
Borrowings	(2,193,054)	(2,098,787)	(1,235,481)
Employee related provisions	(2,475,371)	(2,604,302)	(2,585,104)
Other provisions	1,769,161	(70,410)	(57,096)
	<u>(21,999,824)</u>	<u>(23,864,935)</u>	<u>(17,749,991)</u>
Net current assets	200,112,938	189,646,592	249,111,225
Less: Total adjustments to net current assets	2(b) (167,496,708)	(183,113,420)	(171,341,825)
Closing funding surplus / (deficit)	32,616,230	6,533,172	77,769,400

(b) Current assets and liabilities excluded from budgeted deficiency

Adjustments to net current assets			
Less: Reserve accounts	(172,201,826)	(188,629,087)	(175,974,704)
Less: Current assets not expected to be received at end of year	-	-	-
- Current financial assets at amortised cost - self supporting loans	-	-	-
- Rates receivable	(21,392)	-	-
- Prepaid lease legal fee	-	(31,611)	(31,611)
Add: Current liabilities not expected to be cleared at the end of the year	-	-	-
- Current portion of lease liabilities	58,085	48,960	28,793
- Current portion of borrowings	2,193,054	2,098,787	1,235,481
- Deferred Income	-	-	685
- Current portion of employee benefit provisions held in reserve	2,475,371	2,475,371	2,475,371
- Current portion of prepaid lease income	-	924,160	924,160
Total adjustments to net current assets	2(a) (167,496,708)	(183,113,420)	(171,341,825)

(c) Non-cash amounts excluded from operating activities

	Adopted Budget Estimates	YTD Budget Estimates	YTD Actual
	30 June 2026	21 November 2025	21 November 2025
	\$	\$	\$
Adjustments to operating activities			
Less: Reversal of prior year loss on revaluation of non-current assets	(418,000)	(418,000)	-
Add: Loss on asset disposals	210,000	87,500	-
Add: Depreciation	26,757,875	10,876,014	12,337,106
Add: Prepaid lease	-	-	-
Non-cash movements in non-current assets and liabilities:			
- Other provisions	(924,160)	-	-
Total non-cash amounts excluded from operating activities	25,625,715	10,545,514	12,337,106

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the local governments' operational cycle.

TOWN OF PORT HEDLAND
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 21 NOVEMBER 2025

INVESTING ACTIVITIES

3 CAPITAL ACQUISITIONS

Capital acquisitions	Budget	Adopted Amended budget	YTD Budget	YTD Actual	YTD Variance
	\$	\$	\$	\$	\$
Land	-	457,000	57,767	59,495	1,728
Buildings	12,844,620	13,481,501	316,784	268,072	(48,711)
Buildings - specialised	4,017,900	15,654,102	298,127	1,082,958	784,832
Furniture and equipment	-	4,219,116	110,693	239,594	128,900
Plant and equipment	3,031,000	1,818,346	-	529,715	529,715
Acquisition of property, plant and equipment	19,893,520	35,630,065	783,371	2,179,835	1,396,464
Infrastructure - roads	12,573,219	17,588,336	10,012,544	8,480,849	(1,531,695)
Infrastructure - Drainage	800,000	1,817,511	159,645	231,138	71,492
Infrastructure - Paths & Cycleways	2,120,540	2,321,920	5,027	104,421	99,394
Infrastructure - Parks & Ovals	9,020,625	9,474,983	159,862	75,219	(84,643)
Infrastructure - Other	1,144,700	7,949,462	2,455,414	3,471,068	1,015,654
Infrastructure - Bus Shelters	-	-	-	144	144
Acquisition of infrastructure	25,659,084	39,152,211	12,792,492	12,362,838	(429,655)
Total capital acquisitions	45,552,604	74,782,276	13,575,863	14,542,672	966,809
Capital Acquisitions Funded By:					
Capital grants and contributions	19,777,716	26,401,161	-	1,259,277	1,259,277
Other (disposals & C/Fwd)	418,000	418,000	-	165,887	165,887
Reserve accounts					
Reserves cash backed - Employee Leave Reserve	-	-	-	-	-
Reserves cash backed - Plant Reserve	1,783,000	1,783,000	-	-	-
Reserves cash backed - Airport Reserve	-	-	-	-	-
Reserves cash backed - Landfill remediation reserve	-	-	-	-	-
Reserves cash backed - Unfinished Works & Committed Works Reserve	-	22,606,227	7,434,369	-	(7,434,369)
Reserves cash backed - Housing Reserve	150,000	150,000	112,705	-	(112,705)
Reserves cash backed - Spoilbank Reserve	-	-	-	-	-
Reserves cash backed - Asset Management Reserve	9,374,418	9,374,418	348,243	-	(348,243)
Reserves cash backed - Waste Management Reserve	-	-	-	-	-
Reserves cash backed - Strategic Reserve	13,269,470	13,269,470	138,661	-	(138,661)
Reserves cash backed - Cyclone Emergency Response Reserve	-	-	-	-	-
Reserves cash backed - Financial Risk Reserve	-	-	-	-	-
Unallocated reserve funding	-	-	5,541,884	13,117,508	7,575,624
Contribution - operations	780,000	780,000	-	-	-
Capital funding total	45,552,604	74,782,276	13,575,863	14,542,672	966,809

KEY INFORMATION

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Town includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Town's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

TOWN OF PORT HEDLAND
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 21 NOVEMBER 2025

4 RESERVE ACCOUNTS

Reserve account name	Budget				Actual			
	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
Reserve accounts restricted by Council								
Reserves cash backed - Employee Leave Reserve	2,182,510	-	-	2,182,510	2,475,371	-	-	2,475,371
Reserves cash backed - Plant Reserve	1,046,723	2,834,158	(1,783,000)	2,097,881	2,835,398	-	-	2,835,398
Reserves cash backed - Airport Reserve	1,595,891	53,055	-	1,648,946	1,595,891	-	-	1,595,891
Reserves cash backed - Landfill remediation reserve	9,297,763	1,331,104	-	10,628,867	10,296,920	-	-	10,296,920
Reserves cash backed - Unfinished Works & Committed Works Reserve	2,873,173	-	(2,873,173)	-	24,156,997	-	-	24,156,997
Reserves cash backed - Housing Reserve	973,957	5,032,379	(150,000)	5,856,336	1,473,957	5,000,000	-	6,473,957
Reserves cash backed - Spoilbank Reserve	126,360	4,201	-	130,561	126,360	-	-	126,360
Reserves cash backed - Asset Management Reserve	18,031,334	22,132,356	(9,374,418)	30,789,272	22,975,186	-	-	22,975,186
Reserves cash backed - Waste Management Reserve	13,212,134	1,381,480	-	14,593,614	14,630,722	-	-	14,630,722
Reserves cash backed - Strategic Reserve	86,242,007	20,249,246	(13,269,470)	93,221,783	87,201,738	9,292,255	-	96,493,993
Reserves cash backed - Cyclone Emergency Response Reserve	1,193,338	2,912,846	-	4,106,184	2,181,529	-	-	2,181,529
Reserves cash backed - Financial Risk Reserve	18,679,018	620,984	(14,292,255)	5,007,747	18,679,018	-	(14,292,255)	4,386,763
Reserves cash backed - Public Art Reserve	-	463,125	-	463,125	-	463,125	-	463,125
Reserves cash backed - Kingsford Smith Development Reserve	-	1,700,000	(225,000)	1,475,000	-	-	-	-
Unallocated reserve funding							(13,117,508)	(13,117,508)
	155,454,208	58,714,934	(41,967,316)	172,201,826	188,629,087	14,755,380	(27,409,763)	175,974,704

(b) Reserve Accounts - Purposes

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Reserve name	Reserve name	Purpose of the reserve
(a) Reserves cash backed - Employee Leave Reserve	Ongoing	To ensure that adequate funds are available to finance employee leave entitlements such as annual leave and long service leave
(b) Reserves cash backed - Plant Reserve	Ongoing	To fund the plant replacement program.
(c) Reserves cash backed - Unfinished Works & Committed Works Reserve	Ongoing	To transfer unspent municipal funded expenditure on specific projects to enable identification of carryover expenditure into the next financial year.
(d) Reserves cash backed - Housing Reserve	Ongoing	To fund the maintenance, refurbishment, redevelopment and construction of Local Government provided housing.
(e) Reserves cash backed - Asset Management Reserve	Ongoing	To fund the ongoing maintenance, refurbishment, renewal, replacement and development of Council owned infrastructure assets within the Town of Port Hedland
(f) Reserves cash backed - Strategic Reserve	Ongoing	To fund strategic projects as included in the Town's Strategic Community Plan and Corporate Business Plan.
(g) Reserves cash backed - Cyclone Emergency Response Reserve	Ongoing	To fund cyclone and emergency related projects.
(h) Reserves cash backed - Financial Risk Reserve	Ongoing	To provide funds to mitigate against financial risks including legal cases with penalties awarded against the Town, SAT rulings upholding valuation objections on high value properties likely to cause significantly large refunds and other unknown events potentially resulting in financial loss to the Town.
(i) Reserves cash backed - Airport Reserve	Ongoing	To fund the future Port Hedland International Airport Capital Works commitments.
(j) Reserves cash backed - Waste Management Reserve	Ongoing	To fund the development, operation, maintenance and capital expenditure for the Council's waste management facilities including the landfill and waste collection operations.
(k) Reserves cash backed - Landfill establishment Reserve	Ongoing	To fund the closure and repatriation of the existing landfill facility
(l) Reserves cash backed - Spoilbank Reserve	Ongoing	To fund the Port Hedland Spoilbank development

**TOWN OF PORT HEDLAND
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 21 NOVEMBER 2025**

5 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.

The material variance adopted by Council for the 2025-26 year is \$10,000 and 10.00% whichever is the greater.

Description	Var. \$	Var. %	
	\$	%	
Revenue from operating activities			
Grants, subsidies and contributions	687,490	132.63%	▲
Favourable variance is due to recognition of developer art contributions (\$463k) as revenue to fund new art reserve and receipt of FY24/25 BHP grants (\$140k)			
Interest revenue	(653,130)	(16.71%)	▼
Interest Revenue can vary from the budget due to investment terms and interest rates available.			
Other revenue	(1,705,805)	(53.01%)	▼
Timing of settlement of the sale of Kingsford Smith Business Park land blocks (\$1,542k). One block has settled YTD. Unfavorable balance due to timing of Spoilbank reimbursements (\$395k), Waste Services internal waste (\$205k), offset by favourable Infrastructure Projects crossover works income (\$428K)			
Profit on asset disposals	(17,000)	(100.00%)	▼
The variance is due to no asset disposals processed YTD			
Expenditure from operating activities			
Materials and contracts	2,760,103	19.86%	▲
Delay in budget adoption limited spending to Contractors and Consultants			
Utility charges	1,101,030	41.57%	▲
Utility costs can vary per billing cycle due to usage and timing			
Depreciation	(1,461,092)	(13.43%)	▼
The budgeted depreciation estimate didn't include subsequent audit asset adjustments required			
Other expenditure	489,188	61.07%	▲
Variation of Grants expenditure and commissioner payments timing			
Outflows from investing activities			
Acquisition of property, plant and equipment	(1,469,103)	(187.54%)	▼
Unfavourable due to expense on CCTV project (10213) (\$111) from commitments raised in FY24/25 and works brought forward on Yacht Club Refurb (10224) (\$730k) and Fleet Replacement (10198) (\$529k)			
Inflows from financing activities			
Transfer from reserves	13,833,900	101.90%	▲
Delayed start and ongoing review of capital works projects reducing reserve funding usage.			

TOWN OF PORT HEDLAND
CEO's Delegated Payments List - Regulation 13 (1) Local Government (Financial Management) Regulations 1996
List of Payments - Payment details for Month of November 2025

Payment Date	Reference Number	Invoice Date	Description	Document Type	Invoice Total	Payment Total
Creditor: 10001 - Australian Taxation Office						
6/11/2025	F 04/11/2025	4/11/2025	Withholding Tax (PAYG)	\$HRPAYJNL	298,038.00	0.00
6/11/2025	F 04/11/2025	4/11/2025	Extra Tax	\$HRPAYJNL	880.00	0.00
6/11/2025	F 04/11/2025	4/11/2025	HELP	\$HRPAYJNL	7,198.00	0.00
6/11/2025	F 04/11/2025	4/11/2025	TSL	\$HRPAYJNL	1,866.00	0.00
6/11/2025	F 04/11/2025	4/11/2025	Withholding Tax (PAYG)	\$HRPAYJNL	278.00	0.00
6/11/2025	021688	6/11/2025		Funds Transfer Payment	0.00	308,260.00
20/11/2025	F 18/11/2025	18/11/2025	Withholding Tax (PAYG)	\$HRPAYJNL	299,538.00	0.00
20/11/2025	F 18/11/2025	18/11/2025	Extra Tax	\$HRPAYJNL	880.00	0.00
20/11/2025	F 18/11/2025	18/11/2025	HELP	\$HRPAYJNL	8,346.00	0.00
20/11/2025	F 18/11/2025	18/11/2025	TSL	\$HRPAYJNL	2,102.00	0.00
20/11/2025	F 18/11/2025	18/11/2025	Withholding Tax (PAYG)	\$HRPAYJNL	5,384.00	0.00
20/11/2025	F 18/11/2025	18/11/2025	ETP Tax - Code O	\$HRPAYJNL	219.00	0.00
20/11/2025	F 18/11/2025	18/11/2025	HELP	\$HRPAYJNL	72.00	0.00
20/11/2025	022023	20/11/2025		Funds Transfer Payment	0.00	316,541.00
Total:					624,801.00	624,801.00
Creditor: 10002 - Aware Super (Clearing House)						
4/11/2025	F 21/10/2025	21/10/2025	Employee Additional Contrib	\$HRPAYJNL	30,079.62	0.00
4/11/2025	F 21/10/2025	21/10/2025	SGC Employer Contribution	\$HRPAYJNL	152,710.29	0.00
4/11/2025	F 21/10/2025	21/10/2025	Super - Additional Council Contribution	\$HRPAYJNL	14,177.16	0.00
4/11/2025	021687	3/11/2025		Funds Transfer Payment	0.00	196,967.07
10/11/2025	F 04/11/2025	4/11/2025	Employee Additional Contrib	\$HRPAYJNL	30,542.04	0.00
10/11/2025	F 04/11/2025	4/11/2025	SGC Employer Contribution	\$HRPAYJNL	154,688.51	0.00
10/11/2025	F 04/11/2025	4/11/2025	Super - Additional Council Contribution	\$HRPAYJNL	13,734.62	0.00
10/11/2025	021868	10/11/2025		Funds Transfer Payment	0.00	198,965.17
19/11/2025	RFP_AWARE SUPER_13112025	13/11/2025	Commissioner Super Payments November 2025	Creditors Invoice	4,715.67	0.00
19/11/2025	022022	18/11/2025		Funds Transfer Payment	0.00	4,715.67
21/11/2025	F 18/11/2025	18/11/2025	Employee Additional Contrib	\$HRPAYJNL	30,203.21	0.00
21/11/2025	F 18/11/2025	18/11/2025	SGC Employer Contribution	\$HRPAYJNL	153,933.70	0.00
21/11/2025	F 18/11/2025	18/11/2025	Super - Additional Council Contribution	\$HRPAYJNL	13,957.84	0.00
21/11/2025	022178	21/11/2025		Funds Transfer Payment	0.00	198,094.75
Total:					598,742.66	598,742.66
Creditor: 10005 - Easifleet Management						
6/11/2025	244751	31/10/2025	GST on Easi Invoice	Creditors Invoice	114.22	0.00
6/11/2025	F 04/11/2025	4/11/2025	EasiFleet - Pre Tax	\$HRPAYJNL	556.51	0.00
6/11/2025	F 04/11/2025	4/11/2025	EasiFleet - Post Tax	\$HRPAYJNL	585.67	0.00
6/11/2025	021689	6/11/2025		Funds Transfer Payment	0.00	1,256.40
20/11/2025	246407	14/11/2025	GST on Easi Invoice	Creditors Invoice	114.22	0.00
20/11/2025	F 18/11/2025	18/11/2025	EasiFleet - Pre Tax	\$HRPAYJNL	556.51	0.00
20/11/2025	F 18/11/2025	18/11/2025	EasiFleet - Post Tax	\$HRPAYJNL	585.67	0.00
20/11/2025	022024	20/11/2025		Funds Transfer Payment	0.00	1,256.40
Total:					2,512.80	2,512.80

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Creditor: 10006 - Salary Packaging Australia Pty Limited						
6/11/2025	04112025	4/11/2025	GST on SPA Invoice	Creditors Invoice	581.85	0.00
6/11/2025	F 04/11/2025	4/11/2025	SPA - Pre Tax	\$HRPAYJNL	17,469.57	0.00
6/11/2025	F 04/11/2025	4/11/2025	SPA - Post Tax	\$HRPAYJNL	5,074.25	0.00
6/11/2025	021690	6/11/2025		Funds Transfer Payment	0.00	23,125.67
20/11/2025	18112025	18/11/2025	GST on SPA Invoice	Creditors Invoice	582.89	0.00
20/11/2025	F 18/11/2025	18/11/2025	SPA - Pre Tax	\$HRPAYJNL	16,420.50	0.00
20/11/2025	F 18/11/2025	18/11/2025	SPA - Post Tax	\$HRPAYJNL	4,821.76	0.00
20/11/2025	F 18/11/2025	18/11/2025	SPA - Pre Tax	\$HRPAYJNL	1,759.45	0.00
20/11/2025	F 18/11/2025	18/11/2025	SPA - Post Tax	\$HRPAYJNL	252.49	0.00
20/11/2025	022025	20/11/2025		Funds Transfer Payment	0.00	23,837.09
Total:					46,962.76	46,962.76
Creditor: 10007 - Town of Port Hedland Social Club						
3/11/2025	TEST12345	3/11/2025		Creditors Invoice	1.00	0.00
3/11/2025	CNTEST12345	3/11/2025		\$APCREDIT	-1.00	0.00
6/11/2025	F 04/11/2025	4/11/2025	Social Club	\$HRPAYJNL	620.00	0.00
6/11/2025	021691	6/11/2025		Funds Transfer Payment	0.00	620.00
20/11/2025	F 18/11/2025	18/11/2025	Social Club	\$HRPAYJNL	610.00	0.00
20/11/2025	022026	20/11/2025		Funds Transfer Payment	0.00	610.00
Total:					1,230.00	1,230.00
Creditor: 10008 - Jupps Floorcoverings Port Hedland						
13/11/2025	PH032818	29/10/2025	SHL Install Blinds	Creditors Invoice	1,188.00	0.00
13/11/2025	PH032996	6/11/2025	Install Flooring	Creditors Invoice	3,685.00	0.00
13/11/2025	021869	13/11/2025		Funds Transfer Payment	0.00	4,873.00
20/11/2025	PH032571	12/11/2025	CC Stair Noising	Creditors Invoice	1,606.00	0.00
20/11/2025	022027	20/11/2025		Funds Transfer Payment	0.00	1,606.00
Total:					6,479.00	6,479.00
Creditor: 10016 - Rawlinsons (W.A.)						
6/11/2025	INV-8467	28/10/2025	Tender Analysis Report for Key Worker Housing	Creditors Invoice	8,133.84	0.00
6/11/2025	021692	6/11/2025		Funds Transfer Payment	0.00	8,133.84
Total:					8,133.84	8,133.84
Creditor: 10017 - Gadget Locksmiths						
6/11/2025	9505	26/10/2025	JDH Storeroom 5 New Lock & Keys	Creditors Invoice	437.27	0.00
6/11/2025	021693	6/11/2025		Funds Transfer Payment	0.00	437.27
20/11/2025	9503	26/10/2025	GAC Cabinet Keys	Creditors Invoice	130.01	0.00
20/11/2025	9563	18/11/2025	SHL Keys	Creditors Invoice	122.50	0.00
20/11/2025	9562	18/11/2025	GAC Lockers	Creditors Invoice	2,641.28	0.00
20/11/2025	022028	20/11/2025		Funds Transfer Payment	0.00	2,893.79
Total:					3,331.06	3,331.06
Creditor: 10018 - Norda Architects Pty Ltd						
6/11/2025	CT000134 CLAIM 030 - OCT 2025	28/10/2025	JDH Stage 3 Outdoor Elements Detailed Design October 2025	Creditors Invoice	5,615.50	0.00
6/11/2025	021694	6/11/2025		Funds Transfer Payment	0.00	5,615.50

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20/11/2025	2510-20	11/11/2025	Superintendents Representative Services Yacht Club	Creditors Invoice	10,410.40	0.00
20/11/2025	022029	20/11/2025		Funds Transfer Payment	0.00	10,410.40
Total:					16,025.90	16,025.90
Creditor: 10021 - MPS Unit Trust						
6/11/2025	MPSINV100579	31/10/2025	HVAC Remedial Works SH Bowling Club	Creditors Invoice	1,292.50	0.00
6/11/2025	MPSINV100585	31/10/2025	Depot Chemical Bays	Creditors Invoice	716.98	0.00
6/11/2025	MPSINV100576	31/10/2025	HVAC Maintenance Stadium	Creditors Invoice	4,382.13	0.00
6/11/2025	MPSINV100581	31/10/2025	HVAC Maintenance One Tree Day Care	Creditors Invoice	110.00	0.00
6/11/2025	MPSINV100583	31/10/2025	HVAC Maintenance SH Bowls Club	Creditors Invoice	224.58	0.00
6/11/2025	021695	6/11/2025		Funds Transfer Payment	0.00	6,726.19
13/11/2025	MPSINV100898	31/10/2025	HVAC Maintenance CC October 2025	Creditors Invoice	3,643.77	0.00
13/11/2025	MPSINV100888	31/10/2025	HVAC CC East Wing Repairs	Creditors Invoice	572.00	0.00
13/11/2025	MPSINV100895	31/10/2025	Replace Fan Motor JDH	Creditors Invoice	6,765.00	0.00
13/11/2025	MPSINV100900	31/10/2025	Water Treatment JDH August and November 2025	Creditors Invoice	445.50	0.00
13/11/2025	MPSINV100896	31/10/2025	HVAC Remedial Works Depot	Creditors Invoice	2,200.00	0.00
13/11/2025	MPSINV100897	31/10/2025	HVAC Remedial Works JDH	Creditors Invoice	968.00	0.00
13/11/2025	MPSINV100899	11/11/2025	HVAC Maintenance PHCC October 2025	Creditors Invoice	1,032.90	0.00
13/11/2025	MPSINV100893	31/10/2025	HVAC Maintenance Depot October 2025	Creditors Invoice	834.80	0.00
13/11/2025	MPSINV100892	31/10/2025	HVAC Maintenance Stadium October 2025	Creditors Invoice	4,382.13	0.00
13/11/2025	MPSINV100883	31/10/2025	Reset Electrical Breaker at JDH	Creditors Invoice	429.00	0.00
13/11/2025	MPSINV100894	31/10/2025	HVAC Temperature Sensor Gratwick Hall	Creditors Invoice	1,287.00	0.00
13/11/2025	MPSINV99521	30/09/2025	HVAC Maintenance Depot September 2025	Creditors Invoice	834.80	0.00
13/11/2025	MPSINV99526	30/09/2025	HVAC Maintenance PHCC September 2025	Creditors Invoice	1,032.90	0.00
13/11/2025	021870	13/11/2025		Funds Transfer Payment	0.00	24,427.80
Total:					31,153.99	31,153.99
Creditor: 10027 - Reddings Electrical Pty Ltd						
6/11/2025	7899	4/11/2025	Lights at JDH Courts	Creditors Invoice	500.00	0.00
6/11/2025	7893	29/10/2025	Circuit Breaker Faulty SHL	Creditors Invoice	1,127.90	0.00
6/11/2025	7879	4/11/2025	Cemetery Duties	Creditors Invoice	2,650.00	0.00
6/11/2025	7895	4/11/2025	Removal of BBQ at Yikara Park	Creditors Invoice	3,080.00	0.00
6/11/2025	7904	4/11/2025	Removal of BBQ at Salt Bridge	Creditors Invoice	1,210.00	0.00
6/11/2025	7908	4/11/2025	Heat Paint for Electric Boards	Creditors Invoice	6,595.60	0.00
6/11/2025	7881A	28/10/2025	Repair BBQ at Pretty Pool	Creditors Invoice	770.00	0.00
6/11/2025	021696	6/11/2025		Funds Transfer Payment	0.00	15,933.50
20/11/2025	7924	14/11/2025	Replace Kitchen Powerpoint	Creditors Invoice	225.50	0.00
20/11/2025	7917	14/11/2025	Rectify Flood Lights at CMO	Creditors Invoice	550.00	0.00
20/11/2025	7910	13/11/2025	Repair BBQs at Mara Park	Creditors Invoice	300.00	0.00
20/11/2025	7928	14/11/2025	Fix Power to New Water Fountain GAC	Creditors Invoice	200.00	0.00
20/11/2025	7926	14/11/2025	Stores External Security Light	Creditors Invoice	534.35	0.00
20/11/2025	7923	14/11/2025	Repair GPO on Fuel Storage	Creditors Invoice	294.00	0.00
20/11/2025	7922	14/11/2025	Repair Depot Entry & Exit Gates	Creditors Invoice	1,275.50	0.00
20/11/2025	7913	14/11/2025	Removal of Retic Box Koombana Look Out	Creditors Invoice	825.00	0.00
20/11/2025	7915	14/11/2025	Rectify Power issue at Standpipe	Creditors Invoice	330.00	0.00
20/11/2025	7932	19/11/2025	Repair BBQ at JDH	Creditors Invoice	290.00	0.00
20/11/2025	022030	20/11/2025		Funds Transfer Payment	0.00	4,824.35
Total:					20,757.85	20,757.85
Creditor: 10028 - Yurra Pty Ltd						
6/11/2025	017517	16/10/2025	Irrigation Testing October 2025	Creditors Invoice	14,714.70	0.00
6/11/2025	021697	6/11/2025		Funds Transfer Payment	0.00	14,714.70

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13/11/2025	CT000453 CLAIM 08 - OCT 2025	11/11/2025	Spoilbank Marina Playground October 2025	Creditors Invoice	1,241,739.84	0.00
13/11/2025	021871	13/11/2025		Funds Transfer Payment	0.00	1,241,739.84
20/11/2025	017622	6/11/2025	Inspect Retic	Creditors Invoice	744.33	0.00
20/11/2025	017629	6/11/2025	Retic Check	Creditors Invoice	272.79	0.00
20/11/2025	017630	6/11/2025	Retic Issues	Creditors Invoice	2,039.62	0.00
20/11/2025	017625	6/11/2025	Retic Check	Creditors Invoice	364.04	0.00
20/11/2025	017623	6/11/2025	Irrigation Repairs Cemetery Beach	Creditors Invoice	1,270.19	0.00
20/11/2025	017684	8/11/2025	Mainline Repairs	Creditors Invoice	6,435.00	0.00
20/11/2025	017683	8/11/2025	Replace Irrigation for McGregor Compound	Creditors Invoice	12,408.00	0.00
20/11/2025	017628	6/11/2025	Replace Retic	Creditors Invoice	3,095.82	0.00
20/11/2025	017681	8/11/2025	Retic Check	Creditors Invoice	570.41	0.00
20/11/2025	017682	8/11/2025	Cottonwood Tree Trim	Creditors Invoice	1,113.77	0.00
20/11/2025	017624	6/11/2025	Install Tree Bubblers Cemetery Beach	Creditors Invoice	708.45	0.00
20/11/2025	017680	8/11/2025	Mainline Repair Elements Park	Creditors Invoice	3,729.44	0.00
20/11/2025	022031	20/11/2025		Funds Transfer Payment	0.00	32,751.86
Total:					1,289,206.40	1,289,206.40
Creditor: 10029 - Oresome Aircon Cleaning Pty Ltd						
6/11/2025	218400	31/10/2025	AC Clean	Creditors Invoice	148.50	0.00
6/11/2025	218252	8/09/2025	AC Service	Creditors Invoice	351.60	0.00
6/11/2025	219966	28/10/2025	Install AC	Creditors Invoice	2,783.00	0.00
6/11/2025	220056	31/10/2025	Split Bag for Workshop	Creditors Invoice	198.00	0.00
6/11/2025	021698	6/11/2025		Funds Transfer Payment	0.00	3,481.10
13/11/2025	218248	5/11/2025	AC Clean Stadium	Creditors Invoice	175.80	0.00
13/11/2025	219748	10/11/2025	AC Clean	Creditors Invoice	159.50	0.00
13/11/2025	021872	13/11/2025		Funds Transfer Payment	0.00	335.30
20/11/2025	220141	7/11/2025	Replace AC	Creditors Invoice	154.00	0.00
20/11/2025	220278	14/11/2025	AC Clean PH Library	Creditors Invoice	175.50	0.00
20/11/2025	022032	20/11/2025		Funds Transfer Payment	0.00	329.50
Total:					4,145.90	4,145.90
Creditor: 10031 - Pilbara Pressure Force Pty Ltd						
6/11/2025	INV-14198	30/10/2025	South Hedland Public Open Spaces October 2025	Creditors Invoice	207,552.40	0.00
6/11/2025	021699	6/11/2025		Funds Transfer Payment	0.00	207,552.40
20/11/2025	INV-14197	30/10/2025	Cleaning Contract October 2025	Creditors Invoice	206,560.20	0.00
20/11/2025	INV-14288	18/11/2025	Repair Spitwater	Creditors Invoice	1,034.71	0.00
20/11/2025	INV-14136	20/10/2025	Pallet Sorting Landfill	Creditors Invoice	1,760.00	0.00
20/11/2025	022033	20/11/2025		Funds Transfer Payment	0.00	209,354.91
Total:					416,907.31	416,907.31
Creditor: 10034 - Helpcon Enterprises Pty Ltd						
20/11/2025	2357A	7/11/2025	Pot Hole Repairs	Creditors Invoice	25,245.00	0.00
20/11/2025	2359A	9/11/2025	Kerbing Repairs Throssel Road Roundabout	Creditors Invoice	14,762.00	0.00
20/11/2025	022034	20/11/2025		Funds Transfer Payment	0.00	40,007.00
Total:					40,007.00	40,007.00
Creditor: 10040 - Up Your Grass Garden Maintenance (UYG)						
6/11/2025	9220	31/10/2025	Garden Maintenance	Creditors Invoice	264.00	0.00
6/11/2025	9224	31/10/2025	Garden Maintenance	Creditors Invoice	286.00	0.00
6/11/2025	9219	31/10/2025	Garden Maintenance	Creditors Invoice	385.00	0.00

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6/11/2025	9221	31/10/2025	Garden Maintenance	Creditors Invoice	264.00	0.00
6/11/2025	9171	30/10/2025	Garden Maintenance	Creditors Invoice	231.00	0.00
6/11/2025	9184A	30/10/2025	Garden Maintenance	Creditors Invoice	231.00	0.00
6/11/2025	9218	31/10/2025	Garden Maintenance	Creditors Invoice	385.00	0.00
6/11/2025	9253	29/10/2025	Garden Maintenance	Creditors Invoice	374.00	0.00
6/11/2025	021700	6/11/2025		Funds Transfer Payment	0.00	2,420.00
13/11/2025	9290	28/10/2025	Tree Looping Services	Creditors Invoice	1,765.50	0.00
13/11/2025	9332	8/11/2025	Tree Looping Services	Creditors Invoice	3,613.50	0.00
13/11/2025	9225	31/10/2025	Garden Maintenance	Creditors Invoice	286.00	0.00
13/11/2025	021873	13/11/2025		Funds Transfer Payment	0.00	5,665.00
20/11/2025	9297A	14/11/2025	Garden Maintenance	Creditors Invoice	374.00	0.00
20/11/2025	9289	13/11/2025	Garden Maintenance	Creditors Invoice	346.50	0.00
20/11/2025	9291	4/11/2025	Tree Looping Services	Creditors Invoice	6,308.50	0.00
20/11/2025	9334A	8/11/2025	Tree Looping Services	Creditors Invoice	3,613.50	0.00
20/11/2025	022035	20/11/2025		Funds Transfer Payment	0.00	10,642.50
Total:					18,727.50	18,727.50
Creditor: 10045 - Everything Earth Pty Ltd						
13/11/2025	INV-1021	10/11/2025	Wet Hire Water Cart for Fire Suppression	Creditors Invoice	2,079.00	0.00
13/11/2025	021874	13/11/2025		Funds Transfer Payment	0.00	2,079.00
Total:					2,079.00	2,079.00
Creditor: 10048 - Regroup Australia Pty Ltd (AK Evans Group Australia T/A)						
6/11/2025	33062	31/10/2025	Volvo Excavator Hire October 2025	Creditors Invoice	14,572.80	0.00
6/11/2025	021701	6/11/2025		Funds Transfer Payment	0.00	14,572.80
Total:					14,572.80	14,572.80
Creditor: 10052 - Shawmac Pty Ltd						
6/11/2025	00012444	30/10/2025	SP1 & SP2 Wedgefield Route 1	Creditors Invoice	2,889.43	0.00
6/11/2025	021702	6/11/2025		Funds Transfer Payment	0.00	2,889.43
Total:					2,889.43	2,889.43
Creditor: 10055 - TEC Services (Total Electrical & Communicati						
20/11/2025	CT000507 CLAIM 02 - OCT 2025	1/11/2025	Port Hedland Yacht Club Base Build & Kitchen Works October 2025	Creditors Invoice	408,723.69	0.00
20/11/2025	022036	20/11/2025		Funds Transfer Payment	0.00	408,723.69
Total:					408,723.69	408,723.69
Creditor: 10057 - Goodline						
6/11/2025	223333	30/10/2025	JDH Electrical Inspection	Creditors Invoice	6,811.20	0.00
6/11/2025	021703	6/11/2025		Funds Transfer Payment	0.00	6,811.20
13/11/2025	223588	11/11/2025	Double Door Replacement	Creditors Invoice	5,067.70	0.00
13/11/2025	223546	7/11/2025	Silicone Bedroom Floor	Creditors Invoice	620.41	0.00
13/11/2025	222138	15/09/2025	Patch & Paint	Creditors Invoice	563.20	0.00
13/11/2025	222142	15/09/2025	Wall Patchwork	Creditors Invoice	2,428.80	0.00
13/11/2025	223577	7/11/2025	Patch & Paint	Creditors Invoice	9,826.96	0.00
13/11/2025	223487	5/11/2025	JDH Ceiling Damage	Creditors Invoice	145.20	0.00
13/11/2025	021875	13/11/2025		Funds Transfer Payment	0.00	18,652.27
20/11/2025	223695	14/11/2025	Stain Blocking & Re-Painting Ceiling JDH	Creditors Invoice	1,780.37	0.00
20/11/2025	223430	5/11/2025	Skirting Replacement	Creditors Invoice	3,461.70	0.00

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20/11/2025	223668	13/11/2025	Front Entrance Door Closer Courthouse Gallery	Creditors Invoice	521.40	0.00
20/11/2025	022037	20/11/2025		Funds Transfer Payment	0.00	5,763.47
Total:					31,226.94	31,226.94
Creditor: 10059 - Complete Office Supplies Pty Ltd						
20/11/2025	14605182	13/11/2025	Stores Stock	Creditors Invoice	53.91	0.00
20/11/2025	022038	20/11/2025		Funds Transfer Payment	0.00	53.91
Total:					53.91	53.91
Creditor: 10062 - Cleanaway Pty Ltd - 73291687						
6/11/2025	19445719	31/10/2025	JDH Bin Service	Creditors Invoice	570.24	0.00
6/11/2025	021704	6/11/2025		Funds Transfer Payment	0.00	570.24
13/11/2025	19448201	31/10/2025	CMP Grease Trap Service	Creditors Invoice	853.03	0.00
13/11/2025	19448200	31/10/2025	Grease Trap Service Mara Park	Creditors Invoice	1,326.03	0.00
13/11/2025	19447676	31/10/2025	KSO Bin Service	Creditors Invoice	262.06	0.00
13/11/2025	021876	13/11/2025		Funds Transfer Payment	0.00	2,441.12
20/11/2025	19445661	31/10/2025	Marina Bin Service October 2025	Creditors Invoice	2,718.59	0.00
20/11/2025	022039	20/11/2025		Funds Transfer Payment	0.00	2,718.59
Total:					5,729.95	5,729.95
Creditor: 10067 - Sigma Telford Group (Cromag Pty Ltd T/A)						
6/11/2025	194110/01	27/10/2025	SHAC Sodium Bicarbonate & Bisulphate	Creditors Invoice	5,565.65	0.00
6/11/2025	021705	6/11/2025		Funds Transfer Payment	0.00	5,565.65
13/11/2025	194368/01	10/11/2025	Water Testing Machines SHAC & GAC	Creditors Invoice	6,416.30	0.00
13/11/2025	194447/01	10/11/2025	Cyanuric Acid for GAC	Creditors Invoice	181.50	0.00
13/11/2025	021877	13/11/2025		Funds Transfer Payment	0.00	6,597.80
Total:					12,163.45	12,163.45
Creditor: 10069 - Cleverpatch Pty Ltd						
6/11/2025	600794	15/10/2025	Christmas Craft Materials	Creditors Invoice	252.66	0.00
6/11/2025	021706	6/11/2025		Funds Transfer Payment	0.00	252.66
Total:					252.66	252.66
Creditor: 10074 - St John Ambulance Western Australia Ltd						
6/11/2025	FAINV01348295	24/10/2025	Provide First Aid Training	Creditors Invoice	180.00	0.00
6/11/2025	021707	6/11/2025		Funds Transfer Payment	0.00	180.00
13/11/2025	CYINV00394941	14/10/2025	First Aid Supplies	Creditors Invoice	31.16	0.00
13/11/2025	021878	13/11/2025		Funds Transfer Payment	0.00	31.16
Total:					211.16	211.16
Creditor: 10077 - Pilbara Medical Holdings Pty Ltd						
20/11/2025	500837	14/11/2025	Pre-Vac Serology for Hep A & B 20517	Creditors Invoice	68.20	0.00
20/11/2025	500836	14/11/2025	Pre-Vac Serology for Hep A & B 20268	Creditors Invoice	68.20	0.00
20/11/2025	022040	20/11/2025		Funds Transfer Payment	0.00	136.40
Total:					136.40	136.40

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Creditor: 10085 - LGIS WA						
6/11/2025	100-162526	3/10/2025	Insurance Adj 30/6/2024 to 30/6/20 Adjustments 2024-2025	Creditors Invoice	78,295.22	0.00
6/11/2025	021708	6/11/2025		Funds Transfer Payment	0.00	78,295.22
Total:					78,295.22	78,295.22
Creditor: 10087 - Elgas Limited						
13/11/2025	1680904983	4/11/2025	45Kg LPG Cylinder SHAC	Creditors Invoice	64.90	0.00
13/11/2025	021879	13/11/2025		Funds Transfer Payment	0.00	64.90
20/11/2025	1674592668	12/11/2025	Stadium Gas Supplied	Creditors Invoice	3,656.92	0.00
20/11/2025	022041	20/11/2025		Funds Transfer Payment	0.00	3,656.92
Total:					3,721.82	3,721.82
Creditor: 10091 - Les Mills Asia Pacific (Garnama Pty Ltd T/A)						
20/11/2025	LMB1292013	3/11/2025	Stadium Monthly Fee November 2025	Creditors Invoice	1,179.26	0.00
20/11/2025	LMB1292104	3/11/2025	GAC License Fee November 2025	Creditors Invoice	1,004.12	0.00
20/11/2025	022042	20/11/2025		Funds Transfer Payment	0.00	2,183.38
Total:					2,183.38	2,183.38
Creditor: 10094 - Hedland Mobile Windscreens						
6/11/2025	49286	28/10/2025	LV23-216 Stone Chip Repair	Creditors Invoice	110.00	0.00
6/11/2025	021709	6/11/2025		Funds Transfer Payment	0.00	110.00
13/11/2025	49400	3/11/2025	VEH137 Stone Chip	Creditors Invoice	110.00	0.00
13/11/2025	021880	13/11/2025		Funds Transfer Payment	0.00	110.00
Total:					220.00	220.00
Creditor: 10104 - Avantgarde Technologies Pty Ltd						
6/11/2025	ES 2449	3/11/2025	CCTV Maintenance November 2025	Creditors Invoice	17,673.70	0.00
6/11/2025	021710	6/11/2025		Funds Transfer Payment	0.00	17,673.70
13/11/2025	4602	4/11/2025	Unified Threat Protection for 4 Fortiga	Creditors Invoice	12,097.89	0.00
13/11/2025	021881	13/11/2025		Funds Transfer Payment	0.00	12,097.89
20/11/2025	ES 2450	3/11/2025	CCTV Maintenance November 2025	Creditors Invoice	3,263.33	0.00
20/11/2025	022043	20/11/2025		Funds Transfer Payment	0.00	3,263.33
Total:					33,034.92	33,034.92
Creditor: 10108 - Inesperata Integrated Systems Pty Ltd						
6/11/2025	3840	4/11/2025	PHCC Meeting Room Door	Creditors Invoice	250.25	0.00
6/11/2025	3835	31/10/2025	SHL Security Function	Creditors Invoice	35.75	0.00
6/11/2025	3834	30/10/2025	SHLAuto Alarm Changes	Creditors Invoice	143.00	0.00
6/11/2025	021711	6/11/2025		Funds Transfer Payment	0.00	429.00
13/11/2025	3847A	11/11/2025	Landfill Damage Check	Creditors Invoice	250.25	0.00
13/11/2025	3832	7/11/2025	Alarm Adjustment for CC	Creditors Invoice	71.50	0.00
13/11/2025	3833	7/11/2025	Access Schedules for Christmas Period	Creditors Invoice	178.75	0.00
13/11/2025	3837	7/11/2025	JDH Access Requirements	Creditors Invoice	107.25	0.00
13/11/2025	021882	13/11/2025		Funds Transfer Payment	0.00	607.75
20/11/2025	3850	17/11/2025	CC Card Reader	Creditors Invoice	143.00	0.00
20/11/2025	022044	20/11/2025		Funds Transfer Payment	0.00	143.00
Total:					1,179.75	1,179.75

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Creditor: 10110 - Reece Pty Ltd						
6/1/2025	1017320033	29/10/2025	Irrigation Consumables	Creditors Invoice	192.35	0.00
6/1/2025	021712	6/11/2025		Funds Transfer Payment	0.00	192.35
13/1/2025	1017602182	7/11/2025	Irrigation Consumables	Creditors Invoice	140.66	0.00
13/1/2025	021883	13/11/2025		Funds Transfer Payment	0.00	140.66
20/11/2025	1017860634	17/11/2025	Plugs	Creditors Invoice	49.50	0.00
20/11/2025	022045	20/11/2025		Funds Transfer Payment	0.00	49.50
Total:					382.51	382.51
Creditor: 10111 - Port Hedland Visitor Centre (PH Seafarers Centre T/A)						
6/1/2025	00000060	30/09/2025	Management Fees October 2025	Creditors Invoice	43,867.18	0.00
6/1/2025	021713	6/11/2025		Funds Transfer Payment	0.00	43,867.18
13/1/2025	00000064	29/10/2025	Management Fees November 2025	Creditors Invoice	45,340.99	0.00
13/1/2025	021884	13/11/2025		Funds Transfer Payment	0.00	45,340.99
Total:					89,208.17	89,208.17
Creditor: 10112 - The Hedland Hotel						
6/1/2025	1060361	17/10/2025	Sports Awards Events	Creditors Invoice	12,310.00	0.00
6/1/2025	021714	6/11/2025		Funds Transfer Payment	0.00	12,310.00
Total:					12,310.00	12,310.00
Creditor: 10114 - Westbooks (J.D Caffey & Caffey Family Trust T/A)						
6/1/2025	352163	22/10/2025	Library Books	Creditors Invoice	12.57	0.00
6/1/2025	352414	31/10/2025	Library Books	Creditors Invoice	149.30	0.00
6/1/2025	352036	16/10/2025	Library Books	Creditors Invoice	42.89	0.00
6/1/2025	021715	6/11/2025		Funds Transfer Payment	0.00	204.76
13/1/2025	352411	31/10/2025	Library Books	Creditors Invoice	969.05	0.00
13/1/2025	352413	31/10/2025	Library Books	Creditors Invoice	821.91	0.00
13/1/2025	021885	13/11/2025		Funds Transfer Payment	0.00	1,790.96
Total:					1,995.72	1,995.72
Creditor: 10118 - Herbert Smith Freehills						
13/1/2025	51048513	31/10/2025	Legal Fees Template Lease for PH Yacht Club	Creditors Invoice	5,383.40	0.00
13/1/2025	021886	13/11/2025		Funds Transfer Payment	0.00	5,383.40
Total:					5,383.40	5,383.40
Creditor: 10121 - Auslec (L&H Group T/A)						
6/1/2025	4260045	30/10/2025	Lamps	Creditors Invoice	175.78	0.00
6/1/2025	021716	6/11/2025		Funds Transfer Payment	0.00	175.78
20/11/2025	4329628	13/11/2025	Lamps	Creditors Invoice	53.64	0.00
20/11/2025	022046	20/11/2025		Funds Transfer Payment	0.00	53.64
Total:					229.42	229.42
Creditor: 10124 - Department of Planning; Lands And Heritage						
20/11/2025	RFP_DPLH_13112025	13/11/2025	DAP Application Fee DAP/25/02965	Creditors Invoice	17,097.00	0.00
20/11/2025	022047	20/11/2025		Funds Transfer Payment	0.00	17,097.00
Total:					17,097.00	17,097.00

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Creditor: 10125 - Battery Sales & Service						
6/11/2025	155797	3/11/2025	HV24-244 Battery	Creditors Invoice	271.15	0.00
6/11/2025	021717	6/11/2025		Funds Transfer Payment	0.00	271.15
13/11/2025	155964	10/11/2025	HV20-203 UHF Receiver	Creditors Invoice	479.00	0.00
13/11/2025	021887	13/11/2025		Funds Transfer Payment	0.00	479.00
20/11/2025	156167	17/11/2025	HV23-235 Battery	Creditors Invoice	610.00	0.00
20/11/2025	022048	20/11/2025		Funds Transfer Payment	0.00	610.00
Total:					1,360.15	1,360.15
Creditor: 10128 - Royal Life Saving Society						
6/11/2025	AX-17186	29/10/2025	20550 Cert IV in Sport, Aquatics & Recreation	Creditors Invoice	1,560.00	0.00
6/11/2025	021718	6/11/2025		Funds Transfer Payment	0.00	1,560.00
Total:					1,560.00	1,560.00
Creditor: 10131 - Ampac Debt Recovery (WA) Pty Ltd						
6/11/2025	123909	31/10/2025	Collection Agency October 2025	Creditors Invoice	338.25	0.00
6/11/2025	021719	6/11/2025		Funds Transfer Payment	0.00	338.25
Total:					338.25	338.25
Creditor: 10136 - TJ Depiazzi & Sons						
20/11/2025	INV-12890	12/11/2025	Mulch & Lawn Mix	Creditors Invoice	20,486.14	0.00
20/11/2025	022049	20/11/2025		Funds Transfer Payment	0.00	20,486.14
Total:					20,486.14	20,486.14
Creditor: 10138 - Gissa International Pty Ltd						
6/11/2025	CT000144 CLAIM 031 OCTOBER 25	27/10/2025	Asset Management October 2025	Creditors Invoice	6,531.25	0.00
6/11/2025	021720	6/11/2025		Funds Transfer Payment	0.00	6,531.25
Total:					6,531.25	6,531.25
Creditor: 10142 - Los Tres Cleaning Services Pty Ltd						
6/11/2025	00004496	2/11/2025	Cleaning at CMP 02.11.2025	Creditors Invoice	165.00	0.00
6/11/2025	021721	6/11/2025		Funds Transfer Payment	0.00	165.00
13/11/2025	00004499	9/11/2025	Cleaning at CMP 09.11.2025	Creditors Invoice	165.00	0.00
13/11/2025	00004471	12/10/2025	Cleaning at CMP 12.10.2025	Creditors Invoice	165.00	0.00
13/11/2025	021888	13/11/2025		Funds Transfer Payment	0.00	330.00
20/11/2025	00004502	16/11/2025	Cleaning at CMP 16.11.2025	Creditors Invoice	165.00	0.00
20/11/2025	022050	20/11/2025		Funds Transfer Payment	0.00	165.00
Total:					660.00	660.00
Creditor: 10143 - Total Connections (Inlook Holdings Pty Ltd T/A)						
6/11/2025	IPH-49007	31/10/2025	HV23-221 Hydraulic Cylinder	Creditors Invoice	2,726.21	0.00
6/11/2025	021722	6/11/2025		Funds Transfer Payment	0.00	2,726.21
Total:					2,726.21	2,726.21
Creditor: 10144 - Industrial Automation						
6/11/2025	SINV-16070	30/10/2025	Router for Marquee Park	Creditors Invoice	1,888.78	0.00
6/11/2025	021723	6/11/2025		Funds Transfer Payment	0.00	1,888.78

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13/11/2025	SINV-16076	6/11/2025	Install Level Sensor	Creditors Invoice	1,130.38	0.00
13/11/2025	021889	13/11/2025		Funds Transfer Payment	0.00	1,130.38
20/11/2025	SINV-16084	14/11/2025	Electrical Works at SHHS	Creditors Invoice	923.49	0.00
20/11/2025	022051	20/11/2025		Funds Transfer Payment	0.00	923.49
Total:					3,942.65	3,942.65
Creditor: 10151 - Beacon Equipment						
20/11/2025	83507 #21	3/11/2025	PPE	Creditors Invoice	2,278.00	0.00
20/11/2025	83745 #21	15/11/2025	Parts	Creditors Invoice	192.00	0.00
20/11/2025	022052	20/11/2025		Funds Transfer Payment	0.00	2,470.00
Total:					2,470.00	2,470.00
Creditor: 10155 - Omnicom Media Group Australia Pty Ltd						
6/11/2025	1893864	31/10/2025	Adverts for RFT2526-06	Creditors Invoice	552.15	0.00
6/11/2025	1893859	31/10/2025	Adverts for RFT2526-08	Creditors Invoice	246.73	0.00
6/11/2025	1893862	31/10/2025	Advert for RFT2526-04	Creditors Invoice	569.73	0.00
6/11/2025	1893865	31/10/2025	Advert for EFT2526-09	Creditors Invoice	569.73	0.00
6/11/2025	1893857	31/10/2025	Advert for RFT2526-04	Creditors Invoice	288.38	0.00
6/11/2025	1893858	31/10/2025	Advert for 2526-06	Creditors Invoice	267.55	0.00
6/11/2025	1893861	31/10/2025	Adverts for RFT2526-05	Creditors Invoice	623.17	0.00
6/11/2025	1893860	31/10/2025	Adverts for RFT2526-09	Creditors Invoice	267.55	0.00
6/11/2025	1893863	31/10/2025		Creditors Invoice	578.53	0.00
6/11/2025	1893856	31/10/2025	Advert for RFT2526-05	Creditors Invoice	309.20	0.00
6/11/2025	021724	6/11/2025		Funds Transfer Payment	0.00	4,272.72
Total:					4,272.72	4,272.72
Creditor: 10162 - Waste Water Services Pty Ltd						
20/11/2025	INWWS00523	31/10/2025	Plant Operation & Supply of Chemicals for October 2025	Creditors Invoice	21,678.34	0.00
20/11/2025	022053	20/11/2025		Funds Transfer Payment	0.00	21,678.34
Total:					21,678.34	21,678.34
Creditor: 10166 - Geraldton Fuel Company Pty Ltd						
6/11/2025	02911031	5/11/2025	HV24-243 Mobil Delvac Modern	Creditors Invoice	1,133.85	0.00
6/11/2025	021725	6/11/2025		Funds Transfer Payment	0.00	1,133.85
Total:					1,133.85	1,133.85
Creditor: 10167 - Recharge Petroleum						
13/11/2025	31102025	31/10/2025	Fuel Charges October 2025	Creditors Invoice	6,828.40	0.00
13/11/2025	021890	13/11/2025		Funds Transfer Payment	0.00	6,828.40
Total:					6,828.40	6,828.40
Creditor: 10171 - AFGRI Equipment Australia Pty Ltd						
6/11/2025	3026160	30/10/2025	HV23-237 Parts	Creditors Invoice	457.60	0.00
6/11/2025	021726	6/11/2025		Funds Transfer Payment	0.00	457.60
13/11/2025	3029193	5/11/2025	HV24-242 Blade Kit	Creditors Invoice	575.08	0.00
13/11/2025	021891	13/11/2025		Funds Transfer Payment	0.00	575.08
Total:					1,032.68	1,032.68

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Creditor: 10175 - APV Valuers & Asset Management						
13/11/2025	INV-0339	25/09/2025	Comprehensive Land and Building Assets V Final Payment	Creditors Invoice	29,584.50	0.00
13/11/2025	021892	13/11/2025		Funds Transfer Payment	0.00	29,584.50
Total:					29,584.50	29,584.50
Creditor: 10176 - StrataGreen (Strata Corporation Pty Ltd T/A)						
20/11/2025	182672	11/11/2025	Bird Spike Deterrents	Creditors Invoice	418.00	0.00
20/11/2025	022054	20/11/2025		Funds Transfer Payment	0.00	418.00
Total:					418.00	418.00
Creditor: 10177 - XCY Pty Ltd						
6/11/2025	XCYS10431	31/10/2025	Monthly Support at ToPH October 2025	Creditors Invoice	12,430.00	0.00
6/11/2025	021727	6/11/2025		Funds Transfer Payment	0.00	12,430.00
Total:					12,430.00	12,430.00
Creditor: 10179 - Acacia Connection						
6/11/2025	98642	31/10/2025	EAP Services for October 2025	Creditors Invoice	5,635.30	0.00
6/11/2025	021728	6/11/2025		Funds Transfer Payment	0.00	5,635.30
Total:					5,635.30	5,635.30
Creditor: 10183 - CTI Records Management						
6/11/2025	0164563	31/10/2025	Records Management October 2025	Creditors Invoice	682.00	0.00
6/11/2025	021729	6/11/2025		Funds Transfer Payment	0.00	682.00
Total:					682.00	682.00
Creditor: 10186 - Tammy Wombwell						
20/11/2025	RFP_T WOMBWELL_18112025	18/11/2025	Travel Reimbursement	Creditors Invoice	222.68	0.00
20/11/2025	RFP_T WOMBWELL_17112025	17/11/2025	Utilities Reimbursement	Creditors Invoice	725.93	0.00
20/11/2025	022055	20/11/2025		Funds Transfer Payment	0.00	948.61
Total:					948.61	948.61
Creditor: 10188 - Creative.adm (Tovey Shearwood Pty Ltd T/A)						
6/11/2025	8642	31/10/2025	Design Layout of Council Plan	Creditors Invoice	1,504.80	0.00
6/11/2025	021730	6/11/2025		Funds Transfer Payment	0.00	1,504.80
Total:					1,504.80	1,504.80
Creditor: 10190 - Truckline (Specialist Wholesalers Pty Ltd T/A)						
6/11/2025	10446660	4/11/2025	Engine Oil Workshop	Creditors Invoice	266.90	0.00
6/11/2025	021731	6/11/2025		Funds Transfer Payment	0.00	266.90
Total:					266.90	266.90
Creditor: 10191 - Remote Construction Group Pty Ltd						
13/11/2025	INV-0564	7/11/2025	Solar Bollard Installation x 5 Dempster Street	Creditors Invoice	2,200.00	0.00
13/11/2025	021893	13/11/2025		Funds Transfer Payment	0.00	2,200.00
Total:					2,200.00	2,200.00

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Creditor: 10197 - Pilbara Tools & Fasteners Pty Ltd						
6/11/2025	10173559	5/11/2025	Bow Shackles	Creditors Invoice	50.82	0.00
6/11/2025	10173361	3/11/2025	Blue Spray Paint	Creditors Invoice	41.89	0.00
6/11/2025	10173163	30/10/2025	12.0Ah Battery	Creditors Invoice	430.10	0.00
6/11/2025	021732	6/11/2025		Funds Transfer Payment	0.00	522.81
Total:					522.81	522.81
Creditor: 10200 - Chaz Roberts						
20/11/2025	RFP_C ROBERTS_18112025	18/11/2025	Utilities Reimbursement	Creditors Invoice	664.75	0.00
20/11/2025	022056	20/11/2025		Funds Transfer Payment	0.00	664.75
Total:					664.75	664.75
Creditor: 10202 - ABCO Products Pty Ltd						
20/11/2025	INV1100204	10/11/2025	Toilet Roll Dispensers	Creditors Invoice	2,896.43	0.00
20/11/2025	022057	20/11/2025		Funds Transfer Payment	0.00	2,896.43
Total:					2,896.43	2,896.43
Creditor: 10206 - Julyardi Aboriginal Corporation						
6/11/2025	INV-0417	13/10/2025	Elder Panel Talk	Creditors Invoice	224.00	0.00
6/11/2025	021733	6/11/2025		Funds Transfer Payment	0.00	224.00
Total:					224.00	224.00
Creditor: 10208 - Hedland Electrical Pty Ltd						
20/11/2025	INV-4445	6/11/2025	Repair Light at Gratwick Hall	Creditors Invoice	341.00	0.00
20/11/2025	INV-4446	6/11/2025	Repair Security Lighting	Creditors Invoice	467.38	0.00
20/11/2025	022058	20/11/2025		Funds Transfer Payment	0.00	808.38
Total:					808.38	808.38
Creditor: 10210 - Ixom Operations Pty Ltd						
13/11/2025	85033400	31/10/2025	Chlorine Service Fee October 2025	Creditors Invoice	475.10	0.00
13/11/2025	021894	13/11/2025		Funds Transfer Payment	0.00	475.10
Total:					475.10	475.10
Creditor: 10212 - Continental Tyres Wedgefield Pty Ltd						
6/11/2025	54596	15/10/2025	HV24-206 Tyres	Creditors Invoice	210.00	0.00
6/11/2025	54722	31/10/2025	LV23-121 Tyre Repair	Creditors Invoice	60.00	0.00
6/11/2025	021734	6/11/2025		Funds Transfer Payment	0.00	270.00
13/11/2025	54775	7/11/2025	HV22-210 Tyres	Creditors Invoice	190.00	0.00
13/11/2025	021895	13/11/2025		Funds Transfer Payment	0.00	190.00
20/11/2025	54828	12/11/2025	HV23-226 Tyres	Creditors Invoice	583.00	0.00
20/11/2025	54827	12/11/2025	VEH025Tyres	Creditors Invoice	560.00	0.00
20/11/2025	54848	14/11/2025	LV19-101 Tyre Repair	Creditors Invoice	50.00	0.00
20/11/2025	022059	20/11/2025		Funds Transfer Payment	0.00	1,193.00
Total:					1,653.00	1,653.00
Creditor: 10213 - PPP Events (E Adz Pty Ltd T/A)						
6/11/2025	INV-3104	31/10/2025	EOY Function 40% 2nd Installment	Creditors Invoice	30,448.00	0.00

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6/11/2025	021735	6/11/2025		Funds Transfer Payment	0.00	30,448.00
13/11/2025	INV-3125	5/11/2025	Sunset FoodMarkets Final Payment	Creditors Invoice	43,973.60	0.00
13/11/2025	021896	13/11/2025		Funds Transfer Payment	0.00	43,973.60
20/11/2025	INV-3128	12/11/2025	Australia Day Event 2026 Deposit	Creditors Invoice	57,200.00	0.00
20/11/2025	022060	20/11/2025		Funds Transfer Payment	0.00	57,200.00
Total:					131,621.60	131,621.60
Creditor: 10217 - Active Discovery						
6/11/2025	CT000532 CLAIM 01 OCTOBER 2025	20/10/2025	Yacht Club Playground Replacement October 2025	Creditors Invoice	132,744.59	0.00
6/11/2025	021736	6/11/2025		Funds Transfer Payment	0.00	132,744.59
Total:					132,744.59	132,744.59
Creditor: 10227 - Comtec Data Pty Ltd						
20/11/2025	7100A	11/11/2025	Marquee Park Adjusted Lock	Creditors Invoice	176.00	0.00
20/11/2025	022061	20/11/2025		Funds Transfer Payment	0.00	176.00
Total:					176.00	176.00
Creditor: 10229 - Mobile Welding Services WA Pty Ltd						
6/11/2025	INV-5752	30/10/2025	Marie Marland Irrigation	Creditors Invoice	512.59	0.00
6/11/2025	021737	6/11/2025		Funds Transfer Payment	0.00	512.59
Total:					512.59	512.59
Creditor: 10238 - Telstra Limited - Retail						
6/11/2025	2206796902_25102025	25/10/2025	Supply and Usage	Creditors Invoice	5,114.04	0.00
6/11/2025	021738	6/11/2025		Funds Transfer Payment	0.00	5,114.04
13/11/2025	1335539233_07112025	7/11/2025	Supply and Usage	Creditors Invoice	55.00	0.00
13/11/2025	021897	13/11/2025		Funds Transfer Payment	0.00	55.00
20/11/2025	2054805813_12112025	12/11/2025	Supply and Usage	Creditors Invoice	555.20	0.00
20/11/2025	022062	20/11/2025		Funds Transfer Payment	0.00	555.20
Total:					5,724.24	5,724.24
Creditor: 10240 - Forpark Australia						
20/11/2025	INV104214	18/11/2025	Koombana Park Playground Platform	Creditors Invoice	2,250.58	0.00
20/11/2025	022063	20/11/2025		Funds Transfer Payment	0.00	2,250.58
Total:					2,250.58	2,250.58
Creditor: 10241 - Bucher Municipal						
6/11/2025	AUINV0020299	27/10/2025	HV24-244 Parts	Creditors Invoice	376.28	0.00
6/11/2025	021739	6/11/2025		Funds Transfer Payment	0.00	376.28
Total:					376.28	376.28
Creditor: 10242 - Landgate						
6/11/2025	76816405	14/10/2025	GRV Interim Valuations	Creditors Invoice	212.34	0.00
6/11/2025	76905793	29/10/2025	GRV Interim Valuation	Creditors Invoice	25.84	0.00
6/11/2025	021740	6/11/2025		Funds Transfer Payment	0.00	238.18
Total:					238.18	238.18

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Creditor: 10243 - Suzanne Mackay							
6/1/2025	RFP_S MACKAY	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
6/1/2025	021741	6/11/2025		Funds Transfer Payment	0.00	675.00	
13/11/2025	RFP_S MACKAY	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
13/11/2025	021898	13/11/2025		Funds Transfer Payment	0.00	675.00	
20/11/2025	RFP_S MACKAY	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
20/11/2025	022064	20/11/2025		Funds Transfer Payment	0.00	675.00	
Total:					2,025.00	2,025.00	
Creditor: 10247 - West Australian Newspapers Limited							
6/11/2025	1028531620251031	31/10/2025	Advertising October 2025	Creditors Invoice	2,482.03	0.00	
6/11/2025	021742	6/11/2025		Funds Transfer Payment	0.00	2,482.03	
Total:					2,482.03	2,482.03	
Creditor: 10250 - South Hedland Veterinary Hospital							
6/11/2025	101171	6/10/2025	Euthanasia	Creditors Invoice	1,397.00	0.00	
6/11/2025	021743	6/11/2025		Funds Transfer Payment	0.00	1,397.00	
Total:					1,397.00	1,397.00	
Creditor: 10252 - Centurion Transport							
6/11/2025	SI0785322	2/11/2025	Freight	Creditors Invoice	46.64	0.00	
6/11/2025	SI0785321	2/11/2025	Freight	Creditors Invoice	46.64	0.00	
6/11/2025	SI0783137	26/10/2025	Freight	Creditors Invoice	46.64	0.00	
6/11/2025	SI0783138	26/10/2025	Freight	Creditors Invoice	79.98	0.00	
6/11/2025	021744	6/11/2025		Funds Transfer Payment	0.00	219.90	
Total:					219.90	219.90	
Creditor: 10253 - Water Corporation - Perth							
6/11/2025	9025966056_BP4004220-5	4/11/2025	Yacht Club Watercorp Application	Creditors Invoice	273.67	0.00	
6/11/2025	9016429531_0108	31/10/2025	Supply and Usage	Creditors Invoice	63.18	0.00	
6/11/2025	9008395781_0177	31/10/2025	Supply and Usage	Creditors Invoice	329.56	0.00	
6/11/2025	9008381048_0195	31/10/2025	Supply and Usage	Creditors Invoice	293.10	0.00	
6/11/2025	9008382526_0190	31/10/2025	Supply and Usage	Creditors Invoice	5,278.33	0.00	
13/11/2025	9008353522_0192	14/08/2025	Supply and Usage	Creditors Invoice	1,507.90	0.00	
13/11/2025	9008353522_0191	14/07/2025	Supply and Usage	\$APCREDIT	-3,100.65	0.00	
6/11/2025	9008420828_0158	30/10/2025	Supply and Usage	Creditors Invoice	57.83	0.00	
6/11/2025	9008391350_0203	30/10/2025	Supply and Usage	Creditors Invoice	288.40	0.00	
6/11/2025	9008391334_0219	30/10/2025	Supply and Usage	Creditors Invoice	233.28	0.00	
6/11/2025	9008385858_0202	29/10/2025	Supply and Usage	Creditors Invoice	319.77	0.00	
6/11/2025	021745	6/11/2025		Funds Transfer Payment	0.00	7,137.12	
13/11/2025	9008353522_0193	16/10/2025	Supply and Usage	Creditors Invoice	1,968.14	0.00	
13/11/2025	90008395781_0178	6/11/2025	Supply and Usage	Creditors Invoice	787.90	0.00	
13/11/2025	9008365363_0441	23/10/2025	Supply and Usage	Creditors Invoice	116.26	0.00	
13/11/2025	021899	13/11/2025		Funds Transfer Payment	0.00	1,279.55	
20/11/2025	9025744330_0008	17/11/2025	Supply and Usage	Creditors Invoice	22,164.74	0.00	
20/11/2025	022065	20/11/2025		Funds Transfer Payment	0.00	22,164.74	
Total:					30,581.41	30,581.41	

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Creditor: 10258 - Claire Macintyre						
6/11/2025	RFP_C MACINTYRE	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
6/11/2025	021746	6/11/2025		Funds Transfer Payment	0.00	675.00
13/11/2025	RFP_C MACINTYRE	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
13/11/2025	021900	13/11/2025		Funds Transfer Payment	0.00	675.00
20/11/2025	RFP_C MACINTYRE	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
20/11/2025	022066	20/11/2025		Funds Transfer Payment	0.00	675.00
Total:					2,025.00	2,025.00
Creditor: 10259 - Youth Involvement Council Inc						
6/11/2025	00008626	30/09/2025	Accommodation	Creditors Invoice	2,240.00	0.00
6/11/2025	021747	6/11/2025		Funds Transfer Payment	0.00	2,240.00
Total:					2,240.00	2,240.00
Creditor: 10260 - Marque Haus						
6/11/2025	12939	11/09/2025	20405 Uniform	Creditors Invoice	317.64	0.00
6/11/2025	021748	6/11/2025		Funds Transfer Payment	0.00	317.64
13/11/2025	13251	4/11/2025	20492 Uniforms	Creditors Invoice	394.80	0.00
13/11/2025	13252	4/11/2025	20513 Uniforms	Creditors Invoice	320.25	0.00
13/11/2025	021901	13/11/2025		Funds Transfer Payment	0.00	715.05
20/11/2025	12943	11/09/2025	20444 Uniform	Creditors Invoice	349.31	0.00
20/11/2025	022067	20/11/2025		Funds Transfer Payment	0.00	349.31
Total:					1,382.00	1,382.00
Creditor: 10261 - M2M One Pty Ltd						
6/11/2025	161632-25926	3/11/2025	SIM Cards November 2025	Creditors Invoice	20.90	0.00
6/11/2025	021749	6/11/2025		Funds Transfer Payment	0.00	20.90
Total:					20.90	20.90
Creditor: 10268 - The Junction Co.						
20/11/2025	INV-2035A	12/11/2025	Portside Christmas Festival	Creditors Invoice	7,975.92	0.00
20/11/2025	022068	20/11/2025		Funds Transfer Payment	0.00	7,975.92
Total:					7,975.92	7,975.92
Creditor: 10269 - PCC Productions Pty Ltd						
6/11/2025	2858	31/10/2025	Teddy Bears Picnic	Creditors Invoice	1,487.15	0.00
6/11/2025	2857	30/10/2025	Teddy Bears Picnic	Creditors Invoice	500.01	0.00
6/11/2025	2856	30/10/2025	Community Sports Awards	Creditors Invoice	1,827.10	0.00
6/11/2025	021750	6/11/2025		Funds Transfer Payment	0.00	3,814.26
Total:					3,814.26	3,814.26
Creditor: 10270 - North West Entertainment Services						
6/11/2025	530A	4/11/2025	Administration & Show Duties	Creditors Invoice	9,267.50	0.00
6/11/2025	021751	6/11/2025		Funds Transfer Payment	0.00	9,267.50
Total:					9,267.50	9,267.50

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Creditor: 10273 - Hedland Pool Care (Pilbara Pool Supplies Pty Ltd T/A)							
6/11/2025	INV-9021	28/10/2025	Pool Maintenance	Creditors Invoice	121.00	0.00	
6/11/2025	INV-9020	28/10/2025	Pool Maintenance	Creditors Invoice	148.50	0.00	
6/11/2025	021752	6/11/2025		Funds Transfer Payment	0.00	269.50	
13/11/2025	INV-9095	3/11/2025	Pool Maintenance	Creditors Invoice	121.00	0.00	
13/11/2025	021902	13/11/2025		Funds Transfer Payment	0.00	121.00	
20/11/2025	INV-9219	14/11/2025	Pool Maintenance	Creditors Invoice	154.00	0.00	
20/11/2025	INV-9220	11/11/2025	Pool Maintenance	Creditors Invoice	121.00	0.00	
20/11/2025	INV-9218	14/11/2025	Pool Maintenance	Creditors Invoice	121.00	0.00	
20/11/2025	022069	20/11/2025		Funds Transfer Payment	0.00	396.00	
Total:					786.50	786.50	
Creditor: 10276 - BOC Gases							
6/11/2025	4040434442	30/10/2025	Gas Bottle	Creditors Invoice	57.35	0.00	
6/11/2025	4040422891	29/10/2025	Monthly Rental Fee October 2025	Creditors Invoice	257.00	0.00	
6/11/2025	021753	6/11/2025		Funds Transfer Payment	0.00	314.35	
Total:					314.35	314.35	
Creditor: 10279 - Daniels Printing Craftsmen Pty Ltd							
20/11/2025	97839	18/11/2025	Cyclone Booklet	Creditors Invoice	814.00	0.00	
20/11/2025	022070	20/11/2025		Funds Transfer Payment	0.00	814.00	
Total:					814.00	814.00	
Creditor: 10283 - Hedland Hardware							
6/11/2025	1242997	30/10/2025	SHL Parts	Creditors Invoice	35.51	0.00	
6/11/2025	1242543	29/10/2025	SHAC Materials	Creditors Invoice	20.22	0.00	
6/11/2025	021754	6/11/2025		Funds Transfer Payment	0.00	55.73	
13/11/2025	1249366	11/11/2025	Parts	Creditors Invoice	7.50	0.00	
13/11/2025	021903	13/11/2025		Funds Transfer Payment	0.00	7.50	
20/11/2025	1249560	12/11/2025	Tools	Creditors Invoice	25.00	0.00	
20/11/2025	1249730	12/11/2025	Parts	Creditors Invoice	20.25	0.00	
20/11/2025	022071	20/11/2025		Funds Transfer Payment	0.00	45.25	
Total:					108.48	108.48	
Creditor: 10288 - Port Hedland Chamber of Commerce & Industry Inc							
13/11/2025	INV-6573	10/11/2025	Meeting Room Hire 10.11.2022	Creditors Invoice	57.75	0.00	
13/11/2025	021904	13/11/2025		Funds Transfer Payment	0.00	57.75	
20/11/2025	INV-6576	12/11/2025	Meeting Room Hire 04.11.2025	Creditors Invoice	38.50	0.00	
20/11/2025	INV-6583	21/11/2025	Meeting Room Hire 21.11.2025	Creditors Invoice	250.25	0.00	
20/11/2025	022072	20/11/2025		Funds Transfer Payment	0.00	288.75	
Total:					346.50	346.50	
Creditor: 10290 - Sandra Brockwell							
20/11/2025	RFP_S BROCKWELL_14112025	14/11/2025	Travel Reimbursement	Creditors Invoice	145.96	0.00	
20/11/2025	022073	20/11/2025		Funds Transfer Payment	0.00	145.96	
Total:					145.96	145.96	

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Creditor: 10295 - Jessica Twaddle							
6/1/2025	RFP_J TWADDLE	1/1/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
6/1/2025	021755	6/1/2025		Funds Transfer Payment	0.00	675.00	
13/1/2025	RFP_J TWADDLE	8/1/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
13/1/2025	021905	13/1/2025		Funds Transfer Payment	0.00	675.00	
20/11/2025	RFP_J TWADDLE	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
20/11/2025	022074	20/11/2025		Funds Transfer Payment	0.00	675.00	
Total:					2,025.00	2,025.00	
Creditor: 10297 - WA Distributors Pty Ltd							
13/11/2025	1133162	28/10/2025	MDCC Kiosk Stocks	Creditors Invoice	594.30	0.00	
13/11/2025	021906	13/11/2025		Funds Transfer Payment	0.00	594.30	
Total:					594.30	594.30	
Creditor: 10308 - Smartrak Aust Pty Ltd							
13/11/2025	MI-10133	1/10/2025	Keymaster Support - October 2025	Creditors Invoice	318.96	0.00	
13/11/2025	021907	13/11/2025		Funds Transfer Payment	0.00	318.96	
Total:					318.96	318.96	
Creditor: 10309 - Coles Supermarkets Australia Pty Ltd							
6/1/2025	235986237	3/11/2025	Cyclone Food for AMF Pound	Creditors Invoice	210.00	0.00	
6/1/2025	236945062	30/10/2025		Creditors Invoice	230.92	0.00	
6/1/2025	235409769	17/10/2025	JDH Fruit	Creditors Invoice	49.90	0.00	
6/1/2025	236412696	31/10/2025	SALT Catering 03.11.2025	Creditors Invoice	64.89	0.00	
6/1/2025	237026965	31/10/2025	AGM Catering	Creditors Invoice	317.45	0.00	
6/1/2025	236819260	4/11/2025	Catering	Creditors Invoice	201.11	0.00	
6/1/2025	233862616	3/10/2025	Youth Zone Programing Term 4	Creditors Invoice	523.91	0.00	
6/1/2025	234285001	3/10/2025	Aqua Footy Catering	Creditors Invoice	53.00	0.00	
6/1/2025	236027996	21/10/2025	YAC Food Catering	Creditors Invoice	99.89	0.00	
6/1/2025	236045408	27/10/2025	Pool Days Catering	Creditors Invoice	221.90	0.00	
6/1/2025	235323347	21/10/2025	Youth Zone Programing Term 4	Creditors Invoice	354.48	0.00	
6/1/2025	236197547	29/10/2025	Office Consumables & Program Materials	Creditors Invoice	153.40	0.00	
6/1/2025	23568570	30/10/2025	Mosquito Repellent	Creditors Invoice	375.00	0.00	
6/1/2025	230376940	22/09/2025	JDH Kitchen Stocks	Creditors Invoice	135.75	0.00	
6/1/2025	234850495	28/10/2025	JDH Halloween Catering	Creditors Invoice	98.63	0.00	
6/1/2025	021756	6/11/2025		Funds Transfer Payment	0.00	3,090.23	
13/11/2025	238175658	10/11/2025	Employee Wellness	Creditors Invoice	60.39	0.00	
13/11/2025	236732049	7/11/2025	JDH Kitchen Stocks	Creditors Invoice	68.50	0.00	
13/11/2025	237756577	10/11/2025	JDH Fruit	Creditors Invoice	55.74	0.00	
13/11/2025	236426059	7/11/2025	Fruit	Creditors Invoice	126.55	0.00	
13/11/2025	237769206	6/11/2025	AGM Supplies	Creditors Invoice	122.25	0.00	
13/11/2025	237129316	6/11/2025	Kiosk Items	Creditors Invoice	340.25	0.00	
13/11/2025	021908	13/11/2025		Funds Transfer Payment	0.00	773.68	
20/11/2025	237878332	10/11/2025	SHAC Stocks	Creditors Invoice	106.70	0.00	
20/11/2025	233471489	10/11/2025	Landfill Stocks	Creditors Invoice	81.85	0.00	
20/11/2025	238362903	17/11/2025	AMF Food	Creditors Invoice	95.00	0.00	
20/11/2025	237716777	13/11/2025	Catering for Neighbour Network	Creditors Invoice	69.75	0.00	
20/11/2025	236900252	10/11/2025	OWLS Catering	Creditors Invoice	108.50	0.00	
20/11/2025	238385729	13/11/2025	JDH Kitchen Stocks	Creditors Invoice	52.25	0.00	
20/11/2025	237413234	12/11/2025	AMF Food	Creditors Invoice	51.90	0.00	
20/11/2025	238213388	14/11/2025	Stadium Stocks	Creditors Invoice	105.10	0.00	

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20/11/2025	237110854	5/11/2025	SALT Catering 10.11.2025	Creditors Invoice	66.60	0.00
20/11/2025	022075	20/11/2025		Funds Transfer Payment	0.00	737.65
Total:					4,601.56	4,601.56
Creditor: 10313 - Hayden Walsh						
6/11/2025	RFP_H WALSH_04112025	4/11/2025	Utilities Reimbursement	Creditors Invoice	1,071.00	0.00
6/11/2025	021757	6/11/2025		Funds Transfer Payment	0.00	1,071.00
Total:					1,071.00	1,071.00
Creditor: 10322 - Charismatic Photography						
6/11/2025	00026187	31/10/2025	Photography for Teddy Bears Picnic December 2025	Creditors Invoice	850.00	0.00
6/11/2025	021758	6/11/2025		Funds Transfer Payment	0.00	850.00
20/11/2025	00000559A	13/11/2025	Community Sports Awards 2025	Creditors Invoice	1,100.00	0.00
20/11/2025	022076	20/11/2025		Funds Transfer Payment	0.00	1,100.00
Total:					1,950.00	1,950.00
Creditor: 10327 - oOh!media Operations Pty Ltd						
6/11/2025	33305772	31/10/2025	Always on Detail for October 2025	Creditors Invoice	1,359.74	0.00
6/11/2025	021759	6/11/2025		Funds Transfer Payment	0.00	1,359.74
Total:					1,359.74	1,359.74
Creditor: 10330 - Town Team Movement Pty Ltd						
20/11/2025	INV-2064	12/11/2025	50 Quick Win Guides	Creditors Invoice	181.90	0.00
20/11/2025	022077	20/11/2025		Funds Transfer Payment	0.00	181.90
Total:					181.90	181.90
Creditor: 10340 - Lee-Anne Ober						
13/11/2025	0090	31/10/2025	Hypercare - Revenue ERP September 2025	Creditors Invoice	13,860.00	0.00
13/11/2025	0087	31/08/2025	Hyper Care - Revenue ERP August 2025	Creditors Invoice	18,900.00	0.00
13/11/2025	021909	13/11/2025		Funds Transfer Payment	0.00	32,760.00
20/11/2025	0092	31/10/2025	Hyper Care - Revenue October 2025	Creditors Invoice	12,700.00	0.00
20/11/2025	022078	20/11/2025		Funds Transfer Payment	0.00	12,700.00
Total:					45,460.00	45,460.00
Creditor: 10341 - Signswest						
13/11/2025	91696	6/10/2025	Commissioner Plates	Creditors Invoice	214.49	0.00
13/11/2025	021910	13/11/2025		Funds Transfer Payment	0.00	214.49
20/11/2025	91901	10/11/2025	Signage & Equipment for Festive Lights	Creditors Invoice	1,647.58	0.00
20/11/2025	022079	20/11/2025		Funds Transfer Payment	0.00	1,647.58
Total:					1,862.07	1,862.07
Creditor: 10342 - Kmart						
6/11/2025	402470	29/10/2025	Kiosk Items	Creditors Invoice	119.00	0.00
6/11/2025	402678	1/11/2025	Pool Toys for SHAC Activities	Creditors Invoice	101.00	0.00
6/11/2025	402347	28/10/2025	Term 4 Youth Materials	Creditors Invoice	362.00	0.00
6/11/2025	402222	28/10/2025	SALT Social Materials	Creditors Invoice	102.20	0.00
6/11/2025	402363	28/10/2025	Karlarra House Programming Prizes	Creditors Invoice	150.00	0.00

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6/11/2025	402355	28/10/2025	JDH Materials	Creditors Invoice	336.75	0.00
6/11/2025	021760	6/11/2025		Funds Transfer Payment	0.00	1,170.95
13/11/2025	403030	5/11/2025	Swim School Materials	Creditors Invoice	12.00	0.00
13/11/2025	402561	30/10/2025	Household Items	Creditors Invoice	85.50	0.00
13/11/2025	403311	7/11/2025	Materials for Programs	Creditors Invoice	237.75	0.00
13/11/2025	021911	13/11/2025		Funds Transfer Payment	0.00	335.25
20/11/2025	403379	7/11/2025	Term 4 Youth Supplies	Creditors Invoice	330.50	0.00
20/11/2025	403634	10/11/2025	Food Containers	Creditors Invoice	75.00	0.00
20/11/2025	403155	6/11/2025	SALT Supplies	Creditors Invoice	56.50	0.00
20/11/2025	404468	17/11/2025	Laptop Stand	Creditors Invoice	60.00	0.00
20/11/2025	404674	18/11/2025	Laptop Stand	Creditors Invoice	60.00	0.00
20/11/2025	404682	18/11/2025	Laptop Stand	Creditors Invoice	60.00	0.00
20/11/2025	404327	14/11/2025	Stadium Kitchen Items	Creditors Invoice	88.00	0.00
20/11/2025	022080	20/11/2025		Funds Transfer Payment	0.00	730.00
Total:					2,236.20	2,236.20
Creditor: 10348 - CS Legal						
20/11/2025	035062	29/08/2025	Matter 18295	Creditors Invoice	132.00	0.00
20/11/2025	022081	20/11/2025		Funds Transfer Payment	0.00	132.00
Total:					132.00	132.00
Creditor: 10349 - Karil Beresford						
6/11/2025	RFP_K BERESFORD	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
6/11/2025	021761	6/11/2025		Funds Transfer Payment	0.00	675.00
13/11/2025	RFP_K BERESFORD	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
13/11/2025	021912	13/11/2025		Funds Transfer Payment	0.00	675.00
20/11/2025	RFP_K BERESFORD	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
20/11/2025	022082	20/11/2025		Funds Transfer Payment	0.00	675.00
Total:					2,025.00	2,025.00
Creditor: 10351 - Market Creations Agency						
20/11/2025	GZ82-19	14/11/2025	Readspeaker Annual Licensing 02/10/2025-02/10/2026	Creditors Invoice	1,485.00	0.00
20/11/2025	022083	20/11/2025		Funds Transfer Payment	0.00	1,485.00
Total:					1,485.00	1,485.00
Creditor: 10352 - Professional Coaching Australia Pty Ltd						
20/11/2025	INV-02709	19/11/2025	Leadership Coaching	Creditors Invoice	2,134.00	0.00
20/11/2025	022084	20/11/2025		Funds Transfer Payment	0.00	2,134.00
Total:					2,134.00	2,134.00
Creditor: 10357 - DTMT Logisitics Ptd Ltd						
6/11/2025	INV-8772	28/10/2025	HV24-244 Transport	Creditors Invoice	3,668.50	0.00
6/11/2025	021762	6/11/2025		Funds Transfer Payment	0.00	3,668.50
Total:					3,668.50	3,668.50

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Creditor: 10358 - Initial Hygiene						
20/11/2025	98305173	14/07/2025	Initial Hygiene 20/08/2025 - 19/09/2025	Creditors Invoice	7,190.56	0.00
20/11/2025	022085	20/11/2025		Funds Transfer Payment	0.00	7,190.56
Total:					7,190.56	7,190.56
Creditor: 10361 - Essential First Aid Training Pty Ltd						
20/11/2025	RFP_ESSENTIAL FIRST AID	18/11/2025	Refund PDLQCERT-2025/001 - Liquor Certif	Creditors Invoice	73.00	0.00
20/11/2025	022086	20/11/2025		Funds Transfer Payment	0.00	73.00
Total:					73.00	73.00
Creditor: 10373 - Hedland Eye Care Pty Ltd						
13/11/2025	77488	7/11/2025	20212 Safety Glasses	Creditors Invoice	790.00	0.00
13/11/2025	021913	13/11/2025		Funds Transfer Payment	0.00	790.00
Total:					790.00	790.00
Creditor: 10375 - Considered Space						
20/11/2025	INV-25026	10/11/2025	SH Cemetery Columbarium Wall Design	Creditors Invoice	4,037.00	0.00
20/11/2025	022087	20/11/2025		Funds Transfer Payment	0.00	4,037.00
Total:					4,037.00	4,037.00
Creditor: 10381 - SAI Global Australia Pty Ltd						
13/11/2025	SAIG1IS-1415566	6/11/2025	C2V Addition	Creditors Invoice	97.25	0.00
13/11/2025	021914	13/11/2025		Funds Transfer Payment	0.00	97.25
Total:					97.25	97.25
Creditor: 10382 - Cabcharge Payments Pty Ltd						
20/11/2025	INV0000272601	3/11/2025	Cab Charges October 2025	Creditors Invoice	2,928.33	0.00
20/11/2025	022088	20/11/2025		Funds Transfer Payment	0.00	2,928.33
Total:					2,928.33	2,928.33
Creditor: 10402 - Alcolizer Technology (Alcolizer Pty Ltd T/A)						
20/11/2025	328847	13/11/2025	Data Management Fee	Creditors Invoice	1,111.00	0.00
20/11/2025	022089	20/11/2025		Funds Transfer Payment	0.00	1,111.00
Total:					1,111.00	1,111.00
Creditor: 10409 - Michael Pinkham						
6/11/2025	RFP_M PINKHAM	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
6/11/2025	021763	6/11/2025		Funds Transfer Payment	0.00	675.00
13/11/2025	RFP_M PINKHAM	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
13/11/2025	021915	13/11/2025		Funds Transfer Payment	0.00	675.00
20/11/2025	RFP_M PINKHAM	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
20/11/2025	022090	20/11/2025		Funds Transfer Payment	0.00	675.00
Total:					2,025.00	2,025.00

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Creditor: 10415 - West-Sure Security (West Sure Group Pty Ltd T/A)						
6/11/2025	34111	31/10/2025	Armed Security Cash Collection Oct 2025	Creditors Invoice	2,348.50	0.00
6/11/2025	021764	6/11/2025		Funds Transfer Payment	0.00	2,348.50
Total:					2,348.50	2,348.50
Creditor: 10423 - Repco						
6/11/2025	4660295085	4/11/2025	Cyclone Bags	Creditors Invoice	159.50	0.00
6/11/2025	021765	6/11/2025		Funds Transfer Payment	0.00	159.50
Total:					159.50	159.50
Creditor: 10428 - Australia Post						
13/11/2025	1014347804	3/11/2025	Postage	Creditors Invoice	7,985.85	0.00
13/11/2025	021916	13/11/2025		Funds Transfer Payment	0.00	7,985.85
Total:					7,985.85	7,985.85
Creditor: 10430 - Western Australian Local Government Association						
20/11/2025	SI-016608	13/11/2025	19803 Contract Administration & Management	Creditors Invoice	682.00	0.00
20/11/2025	022091	20/11/2025		Funds Transfer Payment	0.00	682.00
Total:					682.00	682.00
Creditor: 10435 - Sony Pictures Releasing Pty Ltd						
6/11/2025	875041-1	30/10/2025	Hotel Transylvania	Creditors Invoice	385.00	0.00
6/11/2025	021766	6/11/2025		Funds Transfer Payment	0.00	385.00
Total:					385.00	385.00
Creditor: 10443 - Pilbara Boats N Bikes						
6/11/2025	PI12130352	9/10/2025	Materials	Creditors Invoice	61.15	0.00
6/11/2025	021767	6/11/2025		Funds Transfer Payment	0.00	61.15
Total:					61.15	61.15
Creditor: 10446 - Local Government Professionals Australia WA						
6/11/2025	34903	1/07/2025	19505 2025-2026 Full Membership	Creditors Invoice	560.00	0.00
6/11/2025	021768	6/11/2025		Funds Transfer Payment	0.00	560.00
Total:					560.00	560.00
Creditor: 10447 - South Hedland Lotteries House						
13/11/2025	00008130	30/10/2025	Conference Room Hire	Creditors Invoice	79.00	0.00
13/11/2025	021917	13/11/2025		Funds Transfer Payment	0.00	79.00
Total:					79.00	79.00
Creditor: 10449 - Hedland Emporium & Office Supplies						
6/11/2025	437964	5/11/2025	Monitor Arm	Creditors Invoice	349.00	0.00
6/11/2025	437528	30/10/2025	A3 Laminator	Creditors Invoice	1,132.19	0.00
6/11/2025	437618	31/10/2025	Office Chair	Creditors Invoice	299.00	0.00
6/11/2025	437563	30/10/2025	Brochure Holders	Creditors Invoice	358.20	0.00
6/11/2025	021769	6/11/2025		Funds Transfer Payment	0.00	2,138.39

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13/11/2025	438368	11/11/2025	Senior Programming Materials	Creditors Invoice	124.03	0.00
13/11/2025	437978	6/11/2025	WHS	Creditors Invoice	349.00	0.00
13/11/2025	021918	13/11/2025		Funds Transfer Payment	0.00	473.03
20/11/2025	438346	11/11/2025	SHAC Stationery	Creditors Invoice	307.25	0.00
20/11/2025	022092	20/11/2025		Funds Transfer Payment	0.00	307.25
Total:					2,918.67	2,918.67
Creditor: 10452 - Winc Australia Pty Ltd						
6/11/2025	9049054301	28/10/2025	Stationery	Creditors Invoice	1,278.11	0.00
6/11/2025	9048992079	20/10/2025	Stationery	Creditors Invoice	238.79	0.00
6/11/2025	021770	6/11/2025		Funds Transfer Payment	0.00	1,516.90
13/11/2025	9049105055	5/11/2025	Insect Repellent	Creditors Invoice	67.45	0.00
13/11/2025	9049053732	28/10/2025	Stationery Library	Creditors Invoice	387.43	0.00
13/11/2025	9049123730	6/11/2025	Stores Stock	Creditors Invoice	277.73	0.00
13/11/2025	9049110573	5/11/2025	Stationery	Creditors Invoice	221.30	0.00
13/11/2025	9048937045	13/10/2025	Stationery	Creditors Invoice	9.86	0.00
13/11/2025	9049059408	29/10/2025	Stationery	Creditors Invoice	7.83	0.00
13/11/2025	9049101547	4/11/2025	Utility Trolley	Creditors Invoice	322.12	0.00
13/11/2025	9049101542	4/11/2025		Creditors Invoice	1,087.65	0.00
13/11/2025	9048474038	6/08/2025	Stationery	Creditors Invoice	121.00	0.00
13/11/2025	021919	13/11/2025		Funds Transfer Payment	0.00	2,502.37
Total:					4,019.27	4,019.27
Creditor: 10455 - BJ Young Earthmoving Pty Ltd						
6/11/2025	1278	29/10/2025	Landfill Supply of Clean Fill Material October 2025	Creditors Invoice	13,068.00	0.00
6/11/2025	021771	6/11/2025		Funds Transfer Payment	0.00	13,068.00
20/11/2025	1280	12/11/2025	Landfill Supply of Clean Fill Material November 2025	Creditors Invoice	13,068.00	0.00
20/11/2025	022093	20/11/2025		Funds Transfer Payment	0.00	13,068.00
Total:					26,136.00	26,136.00
Creditor: 10456 - Connect Call Centre Services						
20/11/2025	00120529	15/11/2025	Overcalls Fee October 2025	Creditors Invoice	572.44	0.00
20/11/2025	022094	20/11/2025		Funds Transfer Payment	0.00	572.44
Total:					572.44	572.44
Creditor: 10457 - Pilbara Motor Group						
6/11/2025	P120118807	21/10/2025	LV19-127 Parts	Creditors Invoice	151.43	0.00
6/11/2025	P120118788	3/10/2025	LV19-127 Parts	Creditors Invoice	98.29	0.00
6/11/2025	P120118793	8/10/2025	LV19-127 Parts	Creditors Invoice	3,786.49	0.00
6/11/2025	P133059288	3/11/2025	LV20-130 Service	Creditors Invoice	549.15	0.00
6/11/2025	P123053446	31/10/2025	LV20-131 Parts	Creditors Invoice	734.45	0.00
6/11/2025	J130154685	31/10/2025	LV20-160 Service	Creditors Invoice	342.94	0.00
6/11/2025	J130154684	31/10/2025	LV19-127 Service	Creditors Invoice	214.50	0.00
6/11/2025	RI10263901	10/09/2025	Purchase of LV25-179	Creditors Invoice	40,417.39	0.00
6/11/2025	021772	6/11/2025		Funds Transfer Payment	0.00	46,294.64
13/11/2025	J130154784	7/11/2025	LV23-113 Service	Creditors Invoice	664.96	0.00
13/11/2025	021920	13/11/2025		Funds Transfer Payment	0.00	664.96
Total:					46,959.60	46,959.60

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Creditor: 10462 - Universal Pictures International Australasia Pty Ltd						
13/11/2025	5410434002-1	23/10/2025	Jaws 50 Anniversary	Creditors Invoice	330.03	0.00
13/11/2025	021921	13/11/2025		Funds Transfer Payment	0.00	330.03
Total:					330.03	330.03
Creditor: 10466 - Pilbara Towing & Tilt Tray Services						
20/11/2025	20250484	5/11/2025	Towing Charges October 2025	Creditors Invoice	1,000.00	0.00
20/11/2025	022095	20/11/2025		Funds Transfer Payment	0.00	1,000.00
Total:					1,000.00	1,000.00
Creditor: 10469 - Broadcast Australia Pty Ltd						
6/11/2025	97022695	29/10/2025	Power Recovery	Creditors Invoice	634.72	0.00
6/11/2025	021773	6/11/2025		Funds Transfer Payment	0.00	634.72
Total:					634.72	634.72
Creditor: 10476 - Officeworks Ltd						
6/11/2025	624723078	30/10/2025	Stationary	Creditors Invoice	770.16	0.00
6/11/2025	021774	6/11/2025		Funds Transfer Payment	0.00	770.16
20/11/2025	624915493	10/11/2025	Velcro Dots	Creditors Invoice	187.45	0.00
20/11/2025	022096	20/11/2025		Funds Transfer Payment	0.00	187.45
Total:					957.61	957.61
Creditor: 10477 - North West Signs						
6/11/2025	INV-39842	31/10/2025	Cemetery Duties Signage	Creditors Invoice	1,276.00	0.00
6/11/2025	021775	6/11/2025		Funds Transfer Payment	0.00	1,276.00
Total:					1,276.00	1,276.00
Creditor: 10478 - Australian (Aust) Pest Management & Consultancy - Philip Het						
6/11/2025	00005003	13/10/2025	Pest Control at Depot	Creditors Invoice	220.00	0.00
6/11/2025	021776	6/11/2025		Funds Transfer Payment	0.00	220.00
Total:					220.00	220.00
Creditor: 10481 - Neverfail Springwater Limited						
6/11/2025	INV-002306280	29/10/2025	Depot Water	Creditors Invoice	605.20	0.00
6/11/2025	021777	6/11/2025		Funds Transfer Payment	0.00	605.20
Total:					605.20	605.20
Creditor: 10488 - Woolworths Group Limited						
6/11/2025	TI-039B9-178DB8	3/11/2025	Baby Oil & Consumables	Creditors Invoice	52.65	0.00
6/11/2025	TI-039B9-178DB6	28/10/2025	CC Order	Creditors Invoice	61.22	0.00
6/11/2025	021778	6/11/2025		Funds Transfer Payment	0.00	113.87
13/11/2025	TI-039B9-178DB7	3/11/2025	CC Fruit	Creditors Invoice	39.16	0.00
13/11/2025	TI-039B9-178DBA	7/11/2025	Governance Consumables	Creditors Invoice	115.66	0.00
13/11/2025	021922	13/11/2025		Funds Transfer Payment	0.00	154.82

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20/11/2025	TI-039B9-178DBD	14/11/2025	CC Fruit	Creditors Invoice	51.15	0.00
20/11/2025	TI-039B9-178DBB	10/11/2025	CC Fruit	Creditors Invoice	51.81	0.00
20/11/2025	022097	20/11/2025		Funds Transfer Payment	0.00	102.96
Total:					371.65	371.65
Creditor: 10489 - Waterchoice						
13/11/2025	INV-44535	1/11/2025	Monthly Rental Fee Water Filter	Creditors Invoice	59.60	0.00
13/11/2025	021923	13/11/2025		Funds Transfer Payment	0.00	59.60
Total:					59.60	59.60
Creditor: 10491 - Pirtek Port Hedland (Hodford Tek Pty Ltd T/A)						
13/11/2025	PH-T00088005	10/11/2025	HV23-230 Repair	Creditors Invoice	629.20	0.00
13/11/2025	PH-T00087921	4/11/2025	HV24-243 Parts	Creditors Invoice	3,246.05	0.00
13/11/2025	021924	13/11/2025		Funds Transfer Payment	0.00	3,875.25
Total:					3,875.25	3,875.25
Creditor: 10492 - WA Hino						
6/11/2025	320963	28/10/2025	VEH136 Parts	Creditors Invoice	3,732.77	0.00
6/11/2025	021779	6/11/2025		Funds Transfer Payment	0.00	3,732.77
Total:					3,732.77	3,732.77
Creditor: 10493 - T-Quip (TA TOCOJEP A Pty Ltd)						
6/11/2025	143854 #21	3/11/2025	HV24-205 Parts	Creditors Invoice	284.15	0.00
6/11/2025	021780	6/11/2025		Funds Transfer Payment	0.00	284.15
13/11/2025	143485 #32	23/10/2025	HV24-206 Parts	Creditors Invoice	9.24	0.00
13/11/2025	143491 #32	23/10/2025	HV24-206 Parts	Creditors Invoice	736.04	0.00
13/11/2025	143845 #32	3/11/2025	HV24-206 Parts	Creditors Invoice	423.21	0.00
13/11/2025	021925	13/11/2025		Funds Transfer Payment	0.00	1,168.49
Total:					1,452.64	1,452.64
Creditor: 10503 - Mandurah Safety & Training Services						
13/11/2025	00066747	27/10/2025	Excavator Course	Creditors Invoice	785.00	0.00
13/11/2025	021926	13/11/2025		Funds Transfer Payment	0.00	785.00
Total:					785.00	785.00
Creditor: 10507 - Links Modular Solutions Pty Ltd						
6/11/2025	IN2201288	1/11/2025	JDH Monthly Fee November 2025	Creditors Invoice	786.96	0.00
6/11/2025	021781	6/11/2025		Funds Transfer Payment	0.00	786.96
Total:					786.96	786.96
Creditor: 10513 - Coca-Cola Amatil (Aust) Pty Ltd - Matt Dan CC Account						
6/11/2025	0382926738	6/10/2025	Vending Machine Supplies JDH	Creditors Invoice	783.43	0.00
6/11/2025	021782	6/11/2025		Funds Transfer Payment	0.00	783.43
13/11/2025	237641408	26/09/2025	MDCC Kiosk Drinks	Creditors Invoice	613.86	0.00
13/11/2025	021927	13/11/2025		Funds Transfer Payment	0.00	613.86
Total:					1,397.29	1,397.29

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Creditor: 10516 - Department of Transport						
13/1/2025	8082901	11/1/2025	Disclosure of Information Fees	Creditors Invoice	30.60	0.00
13/1/2025	021928	13/1/2025		Funds Transfer Payment	0.00	30.60
Total:					30.60	30.60
Creditor: 10527 - Horizon Power						
6/1/2025	117495_05112025	5/11/2025	Supply and Usage	Creditors Invoice	2,634.86	0.00
6/1/2025	367155_05112025	5/11/2025	Supply and Usage	Creditors Invoice	376.62	0.00
6/1/2025	581794_03112025	3/11/2025	Supply and Usage	Creditors Invoice	698.38	0.00
6/1/2025	510142_03112025	3/11/2025	Supply and Usage	Creditors Invoice	24,391.68	0.00
6/1/2025	269581_31102025	31/10/2025	Supply and Usage	Creditors Invoice	274.92	0.00
6/1/2025	575822_24102025	24/10/2025	Supply and Usage	Creditors Invoice	662.52	0.00
6/1/2025	273354_31102025	31/10/2025	Supply and Usage	Creditors Invoice	89,921.57	0.00
6/1/2025	510143_03112025	3/11/2025	Supply and Usage	Creditors Invoice	19,179.49	0.00
6/1/2025	021783	6/11/2025		Funds Transfer Payment	0.00	138,140.04
13/1/2025	267563_11112025	11/11/2025	Supply and Usage	Creditors Invoice	11,050.04	0.00
13/1/2025	110609_12112025	12/11/2025	Supply and Usage	Creditors Invoice	653.59	0.00
13/1/2025	419159_06112025	6/11/2025	Supply and Usage	Creditors Invoice	230.48	0.00
13/1/2025	021929	13/11/2025		Funds Transfer Payment	0.00	11,934.11
20/1/2025	575821_17112025	17/11/2025	Supply and Usage	Creditors Invoice	1,490.79	0.00
20/1/2025	548726_17112025	17/11/2025	Supply and Usage	Creditors Invoice	429.20	0.00
20/1/2025	569290_17112025	17/11/2025	Supply and Usage	Creditors Invoice	261.19	0.00
20/1/2025	543957_17112025	17/11/2025	Supply and Usage	Creditors Invoice	369.64	0.00
20/1/2025	553701_17112025	17/11/2025	Supply and Usage	Creditors Invoice	391.33	0.00
20/1/2025	553475_17112025	17/11/2025	Supply and Usage	Creditors Invoice	301.08	0.00
20/1/2025	551477_17112025	17/11/2025	Supply and Usage	Creditors Invoice	1,057.27	0.00
20/1/2025	253166_17112025	17/11/2025	Supply and Usage	Creditors Invoice	1,030.02	0.00
20/1/2025	192320_13112025	13/11/2025	Supply and Usage	Creditors Invoice	423.60	0.00
20/1/2025	214080_13112025	13/11/2025	Supply and Usage	Creditors Invoice	251.76	0.00
20/1/2025	550604_13112025	13/11/2025	Supply and Usage	Creditors Invoice	2,729.50	0.00
20/1/2025	268925_13112025	13/11/2025	Supply and Usage	Creditors Invoice	145.36	0.00
20/1/2025	550602_17112025	17/11/2025	Supply and Usage	Creditors Invoice	321.72	0.00
20/1/2025	325366_13112025	13/11/2025	Supply and Usage	Creditors Invoice	427.29	0.00
20/1/2025	297225_18112025	18/11/2025	Supply and Usage	Creditors Invoice	104.35	0.00
20/1/2025	248536_18112025	18/11/2025	Supply and Usage	Creditors Invoice	8,724.07	0.00
20/1/2025	563932_18112025	18/11/2025	Supply and Usage	Creditors Invoice	3,423.71	0.00
20/1/2025	022098	20/11/2025		Funds Transfer Payment	0.00	21,881.88
Total:					171,956.03	171,956.03
Creditor: 10529 - Blackwoods - BBC						
6/1/2025	SI12694796	4/11/2025	PPE & Tools	Creditors Invoice	224.61	0.00
6/1/2025	SI12360334	29/09/2025	Sanitiser	Creditors Invoice	319.33	0.00
6/1/2025	SI12650440	30/10/2025	Battery	Creditors Invoice	98.56	0.00
6/1/2025	SI12644293	29/10/2025	Batteries	Creditors Invoice	77.64	0.00
6/1/2025	SI12655816	30/10/2025	Tape	Creditors Invoice	8.87	0.00
6/1/2025	021784	6/11/2025		Funds Transfer Payment	0.00	729.01
13/1/2025	SI12706302	5/11/2025	Stores Stock	Creditors Invoice	198.83	0.00
13/1/2025	SI12706822	5/11/2025	Stores Stock	Creditors Invoice	220.00	0.00
13/1/2025	SI12565196	21/10/2025	Sqwincher	Creditors Invoice	551.96	0.00
13/1/2025	SI12727820	7/11/2025	PPE	Creditors Invoice	18.74	0.00
13/1/2025	021930	13/11/2025		Funds Transfer Payment	0.00	989.53
20/1/2025	SI12769635	12/11/2025	First Aid Kit	Creditors Invoice	211.20	0.00

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20/11/2025	SI12769767	12/11/2025	Parts	Creditors Invoice	100.82	0.00
20/11/2025	SI12778350	13/11/2025	Bandage	Creditors Invoice	41.39	0.00
20/11/2025	SI12728423	7/11/2025	PPE	Creditors Invoice	366.96	0.00
20/11/2025	SI12744650	10/11/2025	PPE	Creditors Invoice	202.40	0.00
20/11/2025	SI12784292	13/11/2025	Stores Stock	Creditors Invoice	241.41	0.00
20/11/2025	022099	20/11/2025		Funds Transfer Payment	0.00	1,164.18
Total:					2,882.72	2,882.72
Creditor: 10532 - North Regional Tafe						
6/11/2025	I0027794	29/10/2025	20457 & 20445 Chemical Handling	Creditors Invoice	146.90	0.00
6/11/2025	021785	6/11/2025		Funds Transfer Payment	0.00	146.90
13/11/2025	I0027870	31/10/2025	WHS Representatives Course	Creditors Invoice	1,530.00	0.00
13/11/2025	021931	13/11/2025		Funds Transfer Payment	0.00	1,530.00
Total:					1,676.90	1,676.90
Creditor: 10536 - Workforce Health Assessors Pty Ltd						
20/11/2025	INV-103777	5/11/2025	Medical & D&A	Creditors Invoice	2,963.40	0.00
20/11/2025	INV-103939	31/10/2025	Medical & D&A	Creditors Invoice	570.90	0.00
20/11/2025	022100	20/11/2025		Funds Transfer Payment	0.00	3,534.30
Total:					3,534.30	3,534.30
Creditor: 10547 - Major Motors (The Trustee Major Motors Unit Trust T/A)						
13/11/2025	1815087	7/11/2025	HV23-226 Service	Creditors Invoice	4,470.11	0.00
13/11/2025	021932	13/11/2025		Funds Transfer Payment	0.00	4,470.11
Total:					4,470.11	4,470.11
Creditor: 10550 - Hedland School of Dance						
20/11/2025	8203	20/10/2025	Ticket Sales for End of Year Concert	Creditors Invoice	19,670.00	0.00
20/11/2025	022101	20/11/2025		Funds Transfer Payment	0.00	19,670.00
Total:					19,670.00	19,670.00
Creditor: 10568 - Orro Pty Ltd						
13/11/2025	1074849	6/11/2025	Supply and Usage	Creditors Invoice	1,963.28	0.00
13/11/2025	021933	13/11/2025		Funds Transfer Payment	0.00	1,963.28
Total:					1,963.28	1,963.28
Creditor: 10578 - Proludic Pty Ltd						
13/11/2025	28465	11/11/2025	Parts required for Cemetery	Creditors Invoice	1,395.11	0.00
13/11/2025	021934	13/11/2025		Funds Transfer Payment	0.00	1,395.11
Total:					1,395.11	1,395.11
Creditor: 10580 - Raziegh Fakhoroor Mohammad Zain						
20/11/2025	51	15/11/2025	Performance at Community Sports Awards	Creditors Invoice	250.00	0.00
20/11/2025	022102	20/11/2025		Funds Transfer Payment	0.00	250.00
Total:					250.00	250.00

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Creditor: 10583 - Hays Personnel Services (Australia) Pty Ltd					
6/1/2025	52971088	24/09/2025	Procurement Consultant WE21/09/2025	Creditors Invoice	3,186.99 0.00
6/1/2025	53001850	15/10/2025	Procurement Consultant WE 12/10/2025	Creditors Invoice	3,598.21 0.00
6/1/2025	52981324	1/10/2025	Procurement Consultant WE 28/09/2025	Creditors Invoice	3,598.21 0.00
6/1/2025	52962412	17/09/2025	Procurement Consultant WE 14/09/2025	Creditors Invoice	2,672.96 0.00
6/1/2025	52997582	10/10/2025	Procurement Consultant WE 05/10/2025	Creditors Invoice	3,186.99 0.00
6/1/2025	53009572	22/10/2025	Procurement Consultant WE19/10/2025	Creditors Invoice	3,855.23 0.00
6/1/2025	021786	6/11/2025		Funds Transfer Payment	0.00 20,098.59
13/11/2025	53019955	29/10/2025	Procurement Consultant for WE 26/10/2025	Creditors Invoice	3,289.79 0.00
13/11/2025	53030388	5/11/2025	Procurement Consultant WE 2/11/2025	Creditors Invoice	3,495.40 0.00
13/11/2025	021935	13/11/2025		Funds Transfer Payment	0.00 6,785.19
Total:					26,883.78 26,883.78
Creditor: 10596 - Aquatic Services WA Pty Ltd					
13/11/2025	AS#20250756	22/10/2025	Rectify Defect of SHAC	Creditors Invoice	10,694.20 0.00
13/11/2025	021936	13/11/2025		Funds Transfer Payment	0.00 10,694.20
Total:					10,694.20 10,694.20
Creditor: 10598 - Team Global Express					
6/11/2025	1357-GUJ527	2/11/2025	Freight	Creditors Invoice	256.59 0.00
6/11/2025	1199778	4/11/2025	Freight	Creditors Invoice	168.15 0.00
6/11/2025	021787	6/11/2025		Funds Transfer Payment	0.00 424.74
13/11/2025	1358-GUJ527	9/11/2025	Freight	Creditors Invoice	220.31 0.00
13/11/2025	021937	13/11/2025		Funds Transfer Payment	0.00 220.31
20/11/2025	1359-GUJ527	16/11/2025	Freight	Creditors Invoice	515.98 0.00
20/11/2025	022103	20/11/2025		Funds Transfer Payment	0.00 515.98
Total:					1,161.03 1,161.03
Creditor: 10623 - OTR Tyres (TKPH Pty Ltd T/A)					
6/11/2025	178586	3/11/2025	LV23-167 Tyres	Creditors Invoice	158.40 0.00
6/11/2025	173098	15/09/2025	HV23-226 Tyres	Creditors Invoice	915.20 0.00
6/11/2025	021788	6/11/2025		Funds Transfer Payment	0.00 1,073.60
13/11/2025	179663	12/11/2025	LV24-107 Tyres & Wheel Balance	Creditors Invoice	1,863.40 0.00
13/11/2025	179490	11/11/2025	LV20-159 Wheel Alignment	Creditors Invoice	132.00 0.00
13/11/2025	021938	13/11/2025		Funds Transfer Payment	0.00 1,995.40
20/11/2025	180031	14/11/2025	LV22-150 Tyres	Creditors Invoice	401.50 0.00
20/11/2025	179857	13/11/2025	LV19-111 Tyres & Wheel Balance	Creditors Invoice	365.20 0.00
20/11/2025	022104	20/11/2025		Funds Transfer Payment	0.00 766.70
Total:					3,835.70 3,835.70
Creditor: 10636 - Dirty Deeds Property Services					
6/11/2025	10970	31/10/2025	Garden Maintenance	Creditors Invoice	660.00 0.00
6/11/2025	10968	29/10/2025	Garage Clean Out	Creditors Invoice	550.00 0.00
6/11/2025	10973	31/10/2025	Tree Removal AMCC	Creditors Invoice	1,298.00 0.00
6/11/2025	021789	6/11/2025		Funds Transfer Payment	0.00 2,508.00
13/11/2025	10991	7/11/2025	Removal of Sign SHAC	Creditors Invoice	275.00 0.00
13/11/2025	021939	13/11/2025		Funds Transfer Payment	0.00 275.00
20/11/2025	10998	17/11/2025	Leak Test	Creditors Invoice	308.00 0.00
20/11/2025	10999	17/11/2025	Replace Hose	Creditors Invoice	165.00 0.00

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20/11/2025	022105	20/11/2025		Funds Transfer Payment	0.00	473.00
Total:					<u>3,256.00</u>	<u>3,256.00</u>
Creditor: 10663 - Vocus Pty Ltd - Internet						
13/11/2025	P1375635	1/11/2025	Supply and Usage	Creditors Invoice	2,255.00	0.00
13/11/2025	021940	13/11/2025		Funds Transfer Payment	0.00	2,255.00
Total:					<u>2,255.00</u>	<u>2,255.00</u>
Creditor: 10674 - Moduplay Group Pty Ltd						
13/11/2025	624502	30/10/2025	Spare Parts	Creditors Invoice	814.00	0.00
13/11/2025	021941	13/11/2025		Funds Transfer Payment	0.00	814.00
Total:					<u>814.00</u>	<u>814.00</u>
Creditor: 10699 - Grace Training & Operations (Tilelite Pty Ltd T/A)						
6/11/2025	INV-6693	3/11/2025	20446 Verification of Competency	Creditors Invoice	200.00	0.00
6/11/2025	INV-6630	28/10/2025	Operate and Maintain Chainsaws	Creditors Invoice	3,150.00	0.00
6/11/2025	021790	6/11/2025		Funds Transfer Payment	0.00	3,350.00
Total:					<u>3,350.00</u>	<u>3,350.00</u>
Creditor: 10714 - Alex Kandie						
6/11/2025	RFP_A KANDIE_06112025	6/11/2025	Utilities Reimbursement	Creditors Invoice	376.19	0.00
6/11/2025	021791	6/11/2025		Funds Transfer Payment	0.00	376.19
Total:					<u>376.19</u>	<u>376.19</u>
Creditor: 10736 - Promotional Product Experts (TTF Espana Corporate Invest TA)						
6/11/2025	00041582	30/10/2025	Printing	Creditors Invoice	388.30	0.00
6/11/2025	021792	6/11/2025		Funds Transfer Payment	0.00	388.30
20/11/2025	00041731	14/11/2025	Tampa Drawstring Bags	Creditors Invoice	355.30	0.00
20/11/2025	022106	20/11/2025		Funds Transfer Payment	0.00	355.30
Total:					<u>743.60</u>	<u>743.60</u>
Creditor: 10747 - Tyrecycle Pty Ltd						
6/11/2025	253436	13/10/2025	Tyre Disposal	Creditors Invoice	4,373.75	0.00
6/11/2025	021793	6/11/2025		Funds Transfer Payment	0.00	4,373.75
Total:					<u>4,373.75</u>	<u>4,373.75</u>
Creditor: 10792 - Ryley Heap						
20/11/2025	RFP_R HEAP_10112025	10/11/2025	Reimbursement of Study Expenses Master Economics	Creditors Invoice	2,000.00	0.00
20/11/2025	022107	20/11/2025		Funds Transfer Payment	0.00	2,000.00
Total:					<u>2,000.00</u>	<u>2,000.00</u>
Creditor: 10800 - Michael Lancelot Rodrigues						
6/11/2025	RFP_M RODRIGUES	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021794	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_M RODRIGUES	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00

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13/11/2025	021942	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_M RODRIGUES	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022108	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 10804 - Gurpreet Singh Bamrah						
6/11/2025	RFP_G BAMRAH_28102025	28/10/2025	Travel Reimbursement	Creditors Invoice	1,266.43	0.00
6/11/2025	021795	6/11/2025		Funds Transfer Payment	0.00	1,266.43
Total:					1,266.43	1,266.43
Creditor: 10843 - BT Equipment Pty Ltd (Tutt Bryant Equipment T/A)						
13/11/2025	008496079	9/10/2025	HV24-243 Nozzle	Creditors Invoice	239.57	0.00
13/11/2025	008496080	9/10/2025	HV24-243 Nozzle	Creditors Invoice	54.66	0.00
13/11/2025	021943	13/11/2025		Funds Transfer Payment	0.00	294.23
20/11/2025	008496934	17/11/2025	HV24-243 Parts	Creditors Invoice	206.57	0.00
20/11/2025	008496933	17/11/2025	HV24-243 Parts	Creditors Invoice	54.66	0.00
20/11/2025	022109	20/11/2025		Funds Transfer Payment	0.00	261.23
Total:					555.46	555.46
Creditor: 10858 - Mampulunya Kariyarra Pty Ltd						
20/11/2025	013	13/11/2025	Cultural Awareness Training	Creditors Invoice	3,731.75	0.00
20/11/2025	022110	20/11/2025		Funds Transfer Payment	0.00	3,731.75
Total:					3,731.75	3,731.75
Creditor: 10873 - PHIA Operating Company Pty Ltd						
13/11/2025	PO013577	31/10/2025	Long Term Parking October 2025	Creditors Invoice	799.00	0.00
13/11/2025	021944	13/11/2025		Funds Transfer Payment	0.00	799.00
Total:					799.00	799.00
Creditor: 10899 - Arventa Pty Ltd						
13/11/2025	INV-012088	9/11/2025	Annual Subscription 24.11.25 to 24.12.2025	Creditors Invoice	5,414.18	0.00
13/11/2025	021945	13/11/2025		Funds Transfer Payment	0.00	5,414.18
Total:					5,414.18	5,414.18
Creditor: 10902 - Khristle Barr						
6/11/2025	RFP_K BARR	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
6/11/2025	021796	6/11/2025		Funds Transfer Payment	0.00	675.00
13/11/2025	RFP_K BARR_10112025	10/11/2025	Utilities Reimbursement	Creditors Invoice	1,518.00	0.00
13/11/2025	RFP_K BARR	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
13/11/2025	021946	13/11/2025		Funds Transfer Payment	0.00	2,193.00
20/11/2025	RFP_K BARR	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
20/11/2025	022111	20/11/2025		Funds Transfer Payment	0.00	675.00
Total:					3,543.00	3,543.00
Creditor: 10922 - Want Pest Control Pty Ltd						
6/11/2025	5179	5/11/2025	Termite Management System	Creditors Invoice	2,117.50	0.00
6/11/2025	021797	6/11/2025		Funds Transfer Payment	0.00	2,117.50

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13/11/2025	5067	10/11/2025	Mosquito Pest Management JDH	Creditors Invoice	907.50	0.00
13/11/2025	5147A	10/11/2025	Mosquito Pest Management JDH	Creditors Invoice	660.00	0.00
13/11/2025	021947	13/11/2025		Funds Transfer Payment	0.00	1,567.50
20/11/2025	5109	12/11/2025	Termite Inspection	Creditors Invoice	1,886.50	0.00
20/11/2025	022112	20/11/2025		Funds Transfer Payment	0.00	1,886.50
Total:					5,571.50	5,571.50
Creditor: 10946 - North West Alliance Pty Ltd						
6/11/2025	6670197999	31/10/2025	Septic Waste Removal	Creditors Invoice	626.05	0.00
6/11/2025	6670198002	31/10/2025	Landfill Septic Service	Creditors Invoice	1,252.11	0.00
6/11/2025	6670198000	31/10/2025	Waste Oil Removal	Creditors Invoice	1,740.04	0.00
6/11/2025	6670198001	31/10/2025	Waste Oil Removal	Creditors Invoice	1,082.08	0.00
6/11/2025	6670197998	31/10/2025	Waste Oil Removal	Creditors Invoice	3,533.04	0.00
6/11/2025	021798	6/11/2025		Funds Transfer Payment	0.00	8,233.32
Total:					8,233.32	8,233.32
Creditor: 10949 - Jessica Gardiner						
6/11/2025	RFP_J GARDINER_31102025	31/10/2025	Reimbursement Work Expense	Creditors Invoice	105.00	0.00
6/11/2025	021799	6/11/2025		Funds Transfer Payment	0.00	105.00
Total:					105.00	105.00
Creditor: 10969 - Yvette Louise Lavers						
20/11/2025	RFP_Y LAVERS_10102025	10/10/2025	Travel Reimbursement	Creditors Invoice	364.88	0.00
20/11/2025	RFP_Y LAVERS	15/11/2025	Rental Reimbursement	Creditors Invoice	235.68	0.00
20/11/2025	RFP_E LAVERS_08112025	8/11/2025	Utilities Reimbursement	Creditors Invoice	235.19	0.00
20/11/2025	022113	20/11/2025		Funds Transfer Payment	0.00	835.75
Total:					835.75	835.75
Creditor: 10980 - PH Glazing & Building Maint (RJ Pearce Family Trust T/A)						
13/11/2025	INV-4465	6/11/2025	Landfill Dispose and Reglaze Window	Creditors Invoice	660.00	0.00
13/11/2025	021948	13/11/2025		Funds Transfer Payment	0.00	660.00
Total:					660.00	660.00
Creditor: 10991 - Whitney Consulting (Mahjae Pty Ltd T/A)						
13/11/2025	INV-0999	5/11/2025	Full Grant Writing Service 50%	Creditors Invoice	3,299.45	0.00
13/11/2025	021949	13/11/2025		Funds Transfer Payment	0.00	3,299.45
Total:					3,299.45	3,299.45
Creditor: 10998 - GHD Pty Ltd						
6/11/2025	112-0259846	31/10/2025	Gilbert Street Culvert - Upgrade Design	Creditors Invoice	11,723.80	0.00
6/11/2025	021800	6/11/2025		Funds Transfer Payment	0.00	11,723.80
Total:					11,723.80	11,723.80

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Creditor: 11004 - Leader Computers Pty Ltd						
20/11/2025	V-SI-3708918	29/10/2025	Ubiquiti UniFi Redundant Power System	Creditors Invoice	1,493.91	0.00
20/11/2025	022114	20/11/2025		Funds Transfer Payment	0.00	1,493.91
Total:					1,493.91	1,493.91
Creditor: 11031 - Advanced Protection Plus Pty Ltd						
20/11/2025	2024	31/10/2025	Mobile Security Patrol November 2025	Creditors Invoice	49,595.04	0.00
20/11/2025	022115	20/11/2025		Funds Transfer Payment	0.00	49,595.04
Total:					49,595.04	49,595.04
Creditor: 11056 - Val Morgan Retail Media Pty Ltd						
13/11/2025	VMOAU28537	31/10/2025	Billboard Advertising SHOP October 2025	Creditors Invoice	1,264.70	0.00
13/11/2025	021950	13/11/2025		Funds Transfer Payment	0.00	1,264.70
Total:					1,264.70	1,264.70
Creditor: 11073 - Regional Development Australia (RDA) Pilbara Incorporated						
13/11/2025	INV-0396	8/10/2025	Pilbara DAMA - Quarterly Contribution	Creditors Invoice	2,310.00	0.00
13/11/2025	021951	13/11/2025		Funds Transfer Payment	0.00	2,310.00
Total:					2,310.00	2,310.00
Creditor: 11084 - Mandalay Technologies Pty Ltd						
13/11/2025	189824	5/11/2025	Mandaly Renewal 01/10/2025 - 30/09/2026	Creditors Invoice	16,756.76	0.00
13/11/2025	021952	13/11/2025		Funds Transfer Payment	0.00	16,756.76
Total:					16,756.76	16,756.76
Creditor: 11088 - Pilbara Plumbing & Gas Services Pty Ltd						
13/11/2025	INV-3185	7/11/2025	Unblock Urinal at GAC	Creditors Invoice	231.00	0.00
13/11/2025	INV-3200	10/11/2025	Rectify Water Leak	Creditors Invoice	973.50	0.00
13/11/2025	INV-3163	6/11/2025	Replace Shower Head	Creditors Invoice	266.09	0.00
13/11/2025	INV-3157	5/11/2025	Rectify Water Leak SHAC	Creditors Invoice	1,304.61	0.00
13/11/2025	INV-3186A	7/11/2025	Replace Water Fountain GAC	Creditors Invoice	7,093.60	0.00
13/11/2025	INV-3159	5/11/2025	SHAC Replace Mixer	Creditors Invoice	415.58	0.00
13/11/2025	021953	13/11/2025		Funds Transfer Payment	0.00	10,284.38
20/11/2025	INV-3153	5/11/2025	Install Blue Metal to Wash Bay	Creditors Invoice	2,354.00	0.00
20/11/2025	INV-3161	5/11/2025	Stadium Replace Shower Head	Creditors Invoice	365.71	0.00
20/11/2025	INV-3222	12/11/2025	Backflow Device	Creditors Invoice	462.00	0.00
20/11/2025	INV-3084	21/10/2025	Outside Water Leak	Creditors Invoice	4,307.60	0.00
20/11/2025	INV-3237	17/11/2025	Water Filter Check	Creditors Invoice	1,140.59	0.00
20/11/2025	INV-3242	18/11/2025	Rectify Water Fountain GAC	Creditors Invoice	2,769.64	0.00
20/11/2025	022116	20/11/2025		Funds Transfer Payment	0.00	11,399.54
Total:					21,683.92	21,683.92
Creditor: 11090 - Andrew John Furlong						
6/11/2025	RFP_A FURLONG	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021801	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_A FURLONG	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021954	13/11/2025		Funds Transfer Payment	0.00	400.00

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20/11/2025	RFP_A FURLONG	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022117	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11091 - Stantons International Audit & Consulting Pty Ltd						
13/11/2025	60575	5/11/2025	Key Worker Accommodation October 2025	Creditors Invoice	4,174.02	0.00
13/11/2025	021955	13/11/2025		Funds Transfer Payment	0.00	4,174.02
Total:					4,174.02	4,174.02
Creditor: 11107 - Donna Washington						
13/11/2025	RFP_D WASHINGTON_07112025	7/11/2025	Utilities Reimbursement	Creditors Invoice	80.00	0.00
13/11/2025	021956	13/11/2025		Funds Transfer Payment	0.00	80.00
Total:					80.00	80.00
Creditor: 11109 - Across the Road Music Pty Ltd						
13/11/2025	INV-0026A	10/11/2025	Good Nights Summer Music 2026	Creditors Invoice	70,125.00	0.00
13/11/2025	021957	13/11/2025		Funds Transfer Payment	0.00	70,125.00
Total:					70,125.00	70,125.00
Creditor: 11118 - CharterTech (KPMG Chartertech Pty Ltd TA)						
20/11/2025	821745315	5/11/2025	Data Migration October 2025	Creditors Invoice	29,106.00	0.00
20/11/2025	022118	20/11/2025		Funds Transfer Payment	0.00	29,106.00
Total:					29,106.00	29,106.00
Creditor: 11121 - TTF Novofit Unit Trust						
13/11/2025	INV0057080	20/10/2025	Gym Equipment	Creditors Invoice	2,662.06	0.00
13/11/2025	021958	13/11/2025		Funds Transfer Payment	0.00	2,662.06
Total:					2,662.06	2,662.06
Creditor: 11123 - Monisha Shagufa Ali						
20/11/2025	RFP_M ALL_14112025	14/11/2025	Post Graduate Qualification	Creditors Invoice	4,000.00	0.00
20/11/2025	022119	20/11/2025		Funds Transfer Payment	0.00	4,000.00
Total:					4,000.00	4,000.00
Creditor: 11126 - Thalia Renee Kay						
6/11/2025	RFP_T KAY	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021802	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_T KAY	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021959	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_T KAY	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022120	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00

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Creditor: 11127 - Maree Cutler-Naroba							
6/11/2025	RFP_M CUTLER-NARоба_03112025	3/11/2025	Utilities Reimbursement	Creditors Invoice	181.85	0.00	
6/11/2025	021803	6/11/2025		Funds Transfer Payment	0.00	181.85	
Total:					181.85	181.85	
Creditor: 11129 - Abbey Rose Ponsford							
6/11/2025	RFP_A PONSFORD	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00	
6/11/2025	021804	6/11/2025		Funds Transfer Payment	0.00	400.00	
13/11/2025	RFP_A PONSFORD	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00	
13/11/2025	021960	13/11/2025		Funds Transfer Payment	0.00	400.00	
20/11/2025	RFP_A PONSFORD	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00	
20/11/2025	022121	20/11/2025		Funds Transfer Payment	0.00	400.00	
Total:					1,200.00	1,200.00	
Creditor: 11137 - AHA Consulting (TTF Unified Service Trust T/A)							
20/11/2025	I-1519	16/10/2025	Community Engagement Framework Support	Creditors Invoice	108.90	0.00	
20/11/2025	022122	20/11/2025		Funds Transfer Payment	0.00	108.90	
Total:					108.90	108.90	
Creditor: 11138 - Standards Australia Limited							
6/11/2025	INV-SA-000020487	24/10/2025	License Royalties September 2025	Creditors Invoice	2,450.32	0.00	
6/11/2025	021805	6/11/2025		Funds Transfer Payment	0.00	2,450.32	
Total:					2,450.32	2,450.32	
Creditor: 11152 - Zoe Smith							
6/11/2025	RFP_Z SMITH	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
6/11/2025	021806	6/11/2025		Funds Transfer Payment	0.00	675.00	
13/11/2025	RFP_Z SMITH	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
13/11/2025	021961	13/11/2025		Funds Transfer Payment	0.00	675.00	
20/11/2025	RFP_Z SMITH	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00	
20/11/2025	022123	20/11/2025		Funds Transfer Payment	0.00	675.00	
Total:					2,025.00	2,025.00	
Creditor: 11159 - Stantec Australia Pty Ltd							
13/11/2025	CT000531 CLAIM 01 - OCT 2025	1/11/2025	Airport Link Shared Footpath Design October 2025	Creditors Invoice	12,537.31	0.00	
13/11/2025	021962	13/11/2025		Funds Transfer Payment	0.00	12,537.31	
Total:					12,537.31	12,537.31	
Creditor: 11171 - Rupa Khatri							
6/11/2025	RFP_R KHATRI	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00	
6/11/2025	021807	6/11/2025		Funds Transfer Payment	0.00	400.00	
Total:					400.00	400.00	
Creditor: 11186 - Michael Anthony Barsby							
6/11/2025	RFP_M BARSBY	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00	
6/11/2025	021808	6/11/2025		Funds Transfer Payment	0.00	400.00	
13/11/2025	RFP_M BARSBY	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00	

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13/11/2025	021963	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_M BARSBY	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022124	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11187 - Global Event Concepts (Simon Pose-Garcia T/A)						
13/11/2025	INV-0479	6/10/2025	Spinifex Spree Carnival Bank Fees	Creditors Invoice	369.36	0.00
13/11/2025	021964	13/11/2025		Funds Transfer Payment	0.00	369.36
Total:					369.36	369.36
Creditor: 11199 - CV Check Pty Ltd (Kinatico Ltd T/A)						
13/11/2025	P00079105	31/10/2025	CV Checks October 2025	Creditors Invoice	38.50	0.00
13/11/2025	021965	13/11/2025		Funds Transfer Payment	0.00	38.50
Total:					38.50	38.50
Creditor: 11210 - Kellie Hutchings						
6/11/2025	RFP_K HUTCHINGS_01112025	1/11/2025	Utilities Reimbursement	Creditors Invoice	141.83	0.00
6/11/2025	021809	6/11/2025		Funds Transfer Payment	0.00	141.83
Total:					141.83	141.83
Creditor: 11217 - Priority Management - Perth Pty Ltd						
20/11/2025	INV-5169A	11/11/2025	19697 Microsoft Excel Advanced Workshop	Creditors Invoice	495.00	0.00
20/11/2025	022125	20/11/2025		Funds Transfer Payment	0.00	495.00
Total:					495.00	495.00
Creditor: 11219 - JH Computer Services WA Pty Ltd						
6/11/2025	006741-D01	13/10/2025	Computer Equipment	Creditors Invoice	31,907.70	0.00
6/11/2025	021810	6/11/2025		Funds Transfer Payment	0.00	31,907.70
13/11/2025	0066748-D01	14/10/2025	Computer Equipment	Creditors Invoice	1,320.00	0.00
13/11/2025	006817-D02	27/10/2025	Computer Equipment	Creditors Invoice	5,720.00	0.00
13/11/2025	006797-D02	24/10/2025	Computer Equipment	Creditors Invoice	7,678.00	0.00
13/11/2025	021966	13/11/2025		Funds Transfer Payment	0.00	14,718.00
Total:					46,625.70	46,625.70
Creditor: 11226 - Chen Zhang						
20/11/2025	RFP_C ZHANG_14112025	14/11/2025	Reimbursement Work Expenses	Creditors Invoice	36.31	0.00
20/11/2025	022126	20/11/2025		Funds Transfer Payment	0.00	36.31
Total:					36.31	36.31
Creditor: 11229 - Perfect Gym Solutions Pty Ltd						
6/11/2025	INV270005291	15/10/2025	Leisure Management October 2025	Creditors Invoice	4,446.77	0.00
6/11/2025	021811	6/11/2025		Funds Transfer Payment	0.00	4,446.77
13/11/2025	INV270005585	31/10/2025	SMS Charges October 2025	Creditors Invoice	79.42	0.00
13/11/2025	021967	13/11/2025		Funds Transfer Payment	0.00	79.42
Total:					4,526.19	4,526.19

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Creditor: 11232 - Mining Electrical Contracting Pty Ltd						
6/1/2025	INV-21221798	30/09/2025	Replace Lights at Depot	Creditors Invoice	738.10	0.00
6/1/2025	021812	6/11/2025		Funds Transfer Payment	0.00	738.10
Total:					738.10	738.10
Creditor: 11243 - Prudential Investment Services Corp Pty Ltd						
6/1/2025	03976	31/10/2025	Investment Services for October 2025	Creditors Invoice	2,520.84	0.00
6/1/2025	021813	6/11/2025		Funds Transfer Payment	0.00	2,520.84
Total:					2,520.84	2,520.84
Creditor: 11244 - Gagandeep Walia						
13/1/2025	RFP_G WALIA_05112025	5/11/2025	Travel Reimbursement	Creditors Invoice	554.00	0.00
13/1/2025	021968	13/11/2025		Funds Transfer Payment	0.00	554.00
Total:					554.00	554.00
Creditor: 11245 - Pro-Tential Pty Ltd						
13/1/2025	N22208352	31/10/2025	Phone Cases	Creditors Invoice	373.81	0.00
13/1/2025	021969	13/11/2025		Funds Transfer Payment	0.00	373.81
Total:					373.81	373.81
Creditor: 11285 - HPRC Consulting (TTF C & S Family Trust T/A)						
20/1/2025	0186	13/11/2025	Consulting Services	Creditors Invoice	5,445.00	0.00
20/1/2025	022127	20/11/2025		Funds Transfer Payment	0.00	5,445.00
Total:					5,445.00	5,445.00
Creditor: 11309 - Carabiner Architects Pty Ltd						
13/1/2025	CT000275 CLAIM 57 - OCTOBER 25	31/10/2025	South Hedland Integrated Sports Hub Design October 2025	Creditors Invoice	11,222.55	0.00
13/1/2025	021970	13/11/2025		Funds Transfer Payment	0.00	11,222.55
Total:					11,222.55	11,222.55
Creditor: 11314 - Renae Kerry Price						
6/1/2025	RFP_R PRICE	1/11/2025	Mortgage Reimbursement	Creditors Invoice	646.15	0.00
6/1/2025	021814	6/11/2025		Funds Transfer Payment	0.00	646.15
13/1/2025	RFP_R PRICE	8/11/2025	Mortgage Reimbursement	Creditors Invoice	646.15	0.00
13/1/2025	021971	13/11/2025		Funds Transfer Payment	0.00	646.15
20/1/2025	RFP_R PRICE	15/11/2025	Mortgage Reimbursement	Creditors Invoice	646.15	0.00
20/1/2025	022128	20/11/2025		Funds Transfer Payment	0.00	646.15
Total:					1,938.45	1,938.45
Creditor: 11317 - Gresley Abas Pty Ltd						
13/1/2025	CT000251 CLAIM 021 - OCT 2025	5/11/2025	Civic & Community Hub Design October 2025	Creditors Invoice	22,254.38	0.00
13/1/2025	021972	13/11/2025		Funds Transfer Payment	0.00	22,254.38
Total:					22,254.38	22,254.38

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Creditor: 11318 - Corporate Traveller (Australian Opco Pty Ltd T/A)

6/11/2025	57798784	27/10/2025	20389 Site Visit for Meeting Booking 26861276	Creditors Invoice	427.81	0.00
6/11/2025	57894657	30/10/2025	20505 Control Training Booking 26213330	Creditors Invoice	222.83	0.00
6/11/2025	57938602	31/10/2025	18618 IPAA Spoilbank Marina Awards	Creditors Invoice	994.91	0.00
6/11/2025	57938442	31/10/2025	19262 IPAA Spoilbank Awards Bookinf 27105441	Creditors Invoice	919.80	0.00
6/11/2025	57938240	31/10/2025	19499 IPAA Spoilbank Awards Booking 27105317	Creditors Invoice	886.30	0.00
6/11/2025	57862441	29/10/2025	19470 WHS Foundation Awards Booking 27008126	Creditors Invoice	394.66	0.00
6/11/2025	57685963	21/10/2025	19470 WHS Foundation Awards Booking 27008126	Creditors Invoice	13.40	0.00
6/11/2025	57618442	18/10/2025	19845 Attend WAIRC Booking 26896376	Creditors Invoice	754.68	0.00
6/11/2025	57883184	29/10/2025	20317 Nuship Pilbara Launch Booking 27085025	Creditors Invoice	1,571.05	0.00
6/11/2025	57886870	29/10/2025	19686 WA Coastal Awards for Excellence Booking 27039521	Creditors Invoice	228.83	0.00
6/11/2025	021815	6/11/2025		Funds Transfer Payment	0.00	6,414.27
13/11/2025	58122875	9/11/2025	20323 LG Pro Annual State Conference Booking 26944997	Creditors Invoice	879.15	0.00
13/11/2025	57860982	29/10/2025	20573 Relocation Expenses Booking 26957403	Creditors Invoice	1,973.57	0.00
13/11/2025	57690210	21/10/2025	Relocation Booking 26957403	Creditors Invoice	31.26	0.00
13/11/2025	57552567	15/10/2025	Relocation to Port Hedland Booking 26957403	Creditors Invoice	13.40	0.00
13/11/2025	57894619	30/10/2025	Commissioner Travel Oct 2025 OCM Booking 27018133	Creditors Invoice	469.02	0.00
13/11/2025	57894613	30/10/2025	Commissioner Travel Oct 2025 OCM Booking 27017604	Creditors Invoice	469.02	0.00
13/11/2025	57894617	30/10/2025	Commissioner Travel Oct 2025 OCM Booking 27018005	Creditors Invoice	469.02	0.00
13/11/2025	57894654	30/10/2025	20322 Control Training Booking 26213285	Creditors Invoice	222.83	0.00
13/11/2025	58000207	3/11/2025	19656 Road Safety Conference Booking 26174762	Creditors Invoice	1,619.94	0.00
13/11/2025	021973	13/11/2025		Funds Transfer Payment	0.00	6,147.21
20/11/2025	57699179	22/10/2025	20549 Completion of Consultancy	Creditors Invoice	1,366.01	0.00
20/11/2025	58122246	9/11/2025	19499 LG Pro Conference Booking 26684196	Creditors Invoice	1,063.96	0.00
20/11/2025	022129	20/11/2025		Funds Transfer Payment	0.00	2,429.97
Total:					14,991.45	14,991.45

Creditor: 11334 - Parrys Merchants (Scottjenny Pty Ltd T/A)

6/11/2025	S20977	28/10/2025	Stadium Kiosk Stocks	Creditors Invoice	926.80	0.00
6/11/2025	S20978	28/10/2025	SHAC Kiosk Stocks	Creditors Invoice	2,656.27	0.00
6/11/2025	S20988	28/10/2025	GAC Kiosk Stocks	Creditors Invoice	1,497.23	0.00
6/11/2025	021816	6/11/2025		Funds Transfer Payment	0.00	5,080.30
20/11/2025	S21379	11/11/2025	SHAC Kiosk Stocks	Creditors Invoice	3,710.26	0.00
20/11/2025	S21380	13/11/2025	GAC Kiosk Stocks	Creditors Invoice	975.03	0.00
20/11/2025	S21378	11/11/2025	Stadium Kiosk Stocks	Creditors Invoice	1,394.11	0.00
20/11/2025	022130	20/11/2025		Funds Transfer Payment	0.00	6,079.40
Total:					11,159.70	11,159.70

Creditor: 11335 - Ciara Dillon

6/11/2025	RFP_C DILLON	1/11/2025	Rental Reimbursement	Creditors Invoice	330.00	0.00
6/11/2025	021817	6/11/2025		Funds Transfer Payment	0.00	330.00
13/11/2025	RFP_C DILLON	8/11/2025	Rental Reimbursement	Creditors Invoice	330.00	0.00
13/11/2025	021974	13/11/2025		Funds Transfer Payment	0.00	330.00
20/11/2025	RFP_C DILON_03112025	3/11/2025	Travel Reimbursement	Creditors Invoice	178.86	0.00
20/11/2025	RFP_C DILLON	15/11/2025	Rental Reimbursement	Creditors Invoice	330.00	0.00
20/11/2025	022131	20/11/2025		Funds Transfer Payment	0.00	508.86
Total:					1,168.86	1,168.86

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Creditor: 11343 - Tracey Jean Sheikh						
6/11/2025	RFP_T SHEIKH	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021818	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_T SHEIKH	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021975	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_T SHEIKH	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022132	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11359 - Little Loves (Vailala, Losaline Fatafehi T/A)						
20/11/2025	INV-0107A	15/10/2025	Face Painters	Creditors Invoice	750.00	0.00
20/11/2025	022133	20/11/2025		Funds Transfer Payment	0.00	750.00
Total:					750.00	750.00
Creditor: 11383 - Stephen Galvin						
13/11/2025	RFP_S GALVIN_10112025	10/11/2025	Utilities Reimbursement	Creditors Invoice	236.29	0.00
13/11/2025	021976	13/11/2025		Funds Transfer Payment	0.00	236.29
Total:					236.29	236.29
Creditor: 11386 - Mcarthur (Talent Architects Pty Ltd T/A)						
13/11/2025	INV-0000082301	4/11/2025	Executive Manager HR WE 31/10/2025	Creditors Invoice	5,712.95	0.00
13/11/2025	INV-0000082831	11/11/2025	Executive Manager HR WE 07/11/2025	Creditors Invoice	5,456.19	0.00
13/11/2025	INV-0000081137	21/10/2025	Principle HR Operations W.E 17.10.2025	Creditors Invoice	5,520.38	0.00
13/11/2025	021977	13/11/2025		Funds Transfer Payment	0.00	16,689.52
20/11/2025	WA12	14/11/2025	Travel Expenses for Recruitment of CEO	Creditors Invoice	2,609.50	0.00
20/11/2025	INV-0000081666	28/10/2025	Executive Manager HR WE 24/10/2025	Creditors Invoice	7,712.89	0.00
20/11/2025	022134	20/11/2025		Funds Transfer Payment	0.00	10,322.39
Total:					27,011.91	27,011.91
Creditor: 11396 - Attekus Pty Ltd						
6/11/2025	INVAAU0000917	31/10/2025	Consultant Services	Creditors Invoice	584.38	0.00
6/11/2025	021819	6/11/2025		Funds Transfer Payment	0.00	584.38
Total:					584.38	584.38
Creditor: 11397 - Pilbara Mobile Medical Screening Pty Ltd						
6/11/2025	PMM-0343	29/10/2025	Landfill Drug Screening	Creditors Invoice	1,281.50	0.00
6/11/2025	021820	6/11/2025		Funds Transfer Payment	0.00	1,281.50
Total:					1,281.50	1,281.50
Creditor: 11399 - McLeods Lawyers Pty Ltd						
6/11/2025	148042	28/10/2025	Matter 53788	Creditors Invoice	1,760.88	0.00
6/11/2025	147996	8/10/2025	Matter 147996	Creditors Invoice	1,214.40	0.00
6/11/2025	021821	6/11/2025		Funds Transfer Payment	0.00	2,975.28
13/11/2025	148059	28/10/2025	Matter 56022	Creditors Invoice	4,042.50	0.00
13/11/2025	148119	31/10/2025	Matter 48832	Creditors Invoice	25.08	0.00
13/11/2025	148197	31/10/2025	Matter 55880	Creditors Invoice	1,275.12	0.00
13/11/2025	148206	31/10/2025	Matter 52498	Creditors Invoice	583.44	0.00
13/11/2025	148080	30/10/2025	Matter 47513	Creditors Invoice	217.80	0.00

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13/11/2025	148089	30/10/2025	Matter 36724	Creditors Invoice	272.25	0.00
13/11/2025	021978	13/11/2025		Funds Transfer Payment	0.00	6,416.19
20/11/2025	148186	31/10/2025	Matter 53752	Creditors Invoice	364.32	0.00
20/11/2025	022135	20/11/2025		Funds Transfer Payment	0.00	364.32
Total:					9,755.79	9,755.79
Creditor: 11400 - Seton Australia (Brady Australia Pty Ltd T/A)						
6/11/2025	9360325424	30/10/2025	WorkMaster Step Platform Ladder	Creditors Invoice	5,899.96	0.00
6/11/2025	9360208756	16/10/2025	Tag Centre - 8 Pockets	Creditors Invoice	309.43	0.00
6/11/2025	021822	6/11/2025		Funds Transfer Payment	0.00	6,209.39
13/11/2025	9360280856	24/10/2025	PPE	Creditors Invoice	2,096.87	0.00
13/11/2025	021979	13/11/2025		Funds Transfer Payment	0.00	2,096.87
Total:					8,306.26	8,306.26
Creditor: 11407 - Jessica Easey						
6/11/2025	RFP_J EASEY	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
6/11/2025	021823	6/11/2025		Funds Transfer Payment	0.00	675.00
13/11/2025	RFP_J EASEY	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
13/11/2025	021980	13/11/2025		Funds Transfer Payment	0.00	675.00
20/11/2025	RFP_J EASEY	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
20/11/2025	022136	20/11/2025		Funds Transfer Payment	0.00	675.00
Total:					2,025.00	2,025.00
Creditor: 11413 - Wicked Strategies Pty Ltd						
6/11/2025	NOV251-CBTPH12	4/11/2025	Every Club Capacity Building Training	Creditors Invoice	1,540.00	0.00
6/11/2025	021824	6/11/2025		Funds Transfer Payment	0.00	1,540.00
Total:					1,540.00	1,540.00
Creditor: 11417 - Fetch Print Pty Ltd						
6/11/2025	FPH251035	5/11/2025	Employee Recognition Program Certificate	Creditors Invoice	220.00	0.00
6/11/2025	021825	6/11/2025		Funds Transfer Payment	0.00	220.00
Total:					220.00	220.00
Creditor: 11420 - Pumps Australia Pty Ltd						
6/11/2025	78476	30/10/2025	VEH136 Parts	Creditors Invoice	64.90	0.00
6/11/2025	021826	6/11/2025		Funds Transfer Payment	0.00	64.90
Total:					64.90	64.90
Creditor: 11439 - Latoya Pania Kaweroa						
6/11/2025	RFP_L KAWEROA	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021827	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_L KAWEROA	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021981	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_L KAWEROA	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022137	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00

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Creditor: 11458 - StayKool Aircon & Electrical Services (MDL Elect & A/C PL)					
6/11/2025	10963867	3/11/2025	PHVC HVAC Replacement	Creditors Invoice	2,955.70 0.00
6/11/2025	10963866	3/11/2025	PHVC AC Replacement	Creditors Invoice	54,219.00 0.00
6/11/2025	021828	6/11/2025		Funds Transfer Payment	0.00 57,174.70
Total:					57,174.70 57,174.70
Creditor: 11470 - AIE Engineering and Construction Management Pty Ltd					
6/11/2025	INV-3134	31/10/2025	Bowls Club Inspection	Creditors Invoice	13,751.10 0.00
6/11/2025	021829	6/11/2025		Funds Transfer Payment	0.00 13,751.10
20/11/2025	INV-3050R	3/10/2025	Gilbert Street Flood Pump Replacement September 2025	Creditors Invoice	16,327.32 0.00
20/11/2025	022138	20/11/2025		Funds Transfer Payment	0.00 16,327.32
Total:					30,078.42 30,078.42
Creditor: 11472 - Cathara Consulting Pty Ltd					
20/11/2025	IV12064690	31/10/2025	Process Mapping for Rangers October 2025	Creditors Invoice	28,462.50 0.00
20/11/2025	022139	20/11/2025		Funds Transfer Payment	0.00 28,462.50
Total:					28,462.50 28,462.50
Creditor: 11476 - Aptella Pty Ltd					
20/11/2025	INV00021129	27/10/2025	Annual Subscription	Creditors Invoice	1,375.00 0.00
20/11/2025	022140	20/11/2025		Funds Transfer Payment	0.00 1,375.00
Total:					1,375.00 1,375.00
Creditor: 11478 - Thorny Devil Access Pty Ltd					
6/11/2025	INV-6818	24/10/2025	Shirts	Creditors Invoice	341.00 0.00
6/11/2025	INV-6933	30/10/2025	Thorzt Icey Poles & Sqwincher Pops	Creditors Invoice	621.78 0.00
6/11/2025	021830	6/11/2025		Funds Transfer Payment	0.00 962.78
20/11/2025	INV-7260	14/11/2025	PPE Uniforms	Creditors Invoice	1,287.00 0.00
20/11/2025	INV-7207	12/11/2025	Water Bottles	Creditors Invoice	3,251.16 0.00
20/11/2025	INV-7206A	12/11/2025	Water Bottles	Creditors Invoice	2,364.12 0.00
20/11/2025	INV-7205	12/11/2025	Travel Backpacks	Creditors Invoice	2,698.41 0.00
20/11/2025	INV-7204	12/11/2025	Travel Backpacks	Creditors Invoice	2,698.41 0.00
20/11/2025	INV-7202	12/11/2025	PPE Uniforms	Creditors Invoice	985.05 0.00
20/11/2025	INV-7203	12/11/2025	PPE Uniforms	Creditors Invoice	2,503.90 0.00
20/11/2025	INV-7208	12/11/2025	Water Bottles	Creditors Invoice	3,251.16 0.00
20/11/2025	022141	20/11/2025		Funds Transfer Payment	0.00 19,039.21
Total:					20,001.99 20,001.99
Creditor: 11480 - TicketSearch Pty Ltd					
13/11/2025	INV-2937B	3/11/2025	Ticket Sales SMS October 2025	Creditors Invoice	0.99 0.00
13/11/2025	021982	13/11/2025		Funds Transfer Payment	0.00 0.99
Total:					0.99 0.99
Creditor: 11481 - Carryl-Anne Norton-Price					
6/11/2025	RFP_C PRICE_01112025	1/11/2025	Utilities Reimbursement	Creditors Invoice	181.74 0.00
6/11/2025	RFP_C NORTON-PRICE	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00 0.00
6/11/2025	021831	6/11/2025		Funds Transfer Payment	0.00 581.74
13/11/2025	RFP_C NORTON-PRICE	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00 0.00

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13/11/2025	021983	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_C NORTON-PRICE	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022142	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,381.74	1,381.74
Creditor: 11493 - Renee Hutchins						
6/11/2025	RFP_R HUTCHINS	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021832	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_R HUTCHINS	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021984	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_R HUTCHINS	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022143	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11500 - Hedland Pest Control (HPC Ventures Pty Ltd & In Pais PL TA)						
13/11/2025	524A	5/11/2025	Termite Inspection JDH	Creditors Invoice	450.00	0.00
13/11/2025	1018	5/11/2025	Bi-Annual Termite Inspection Wallwork Road Trees	Creditors Invoice	2,200.00	0.00
13/11/2025	021985	13/11/2025		Funds Transfer Payment	0.00	2,650.00
Total:					2,650.00	2,650.00
Creditor: 11505 - Port Hedland Cleaning (PHCS WA Pty Ltd TA)						
20/11/2025	INV-7177	5/11/2025	Spoilbank Marina Sanitary Bin October 2025	Creditors Invoice	528.00	0.00
20/11/2025	INV-7176	5/11/2025	Spoilbank Marina Cleaning & Sanitisation October 2025	Creditors Invoice	43,126.63	0.00
20/11/2025	INV-7179A	5/11/2025	Spoilbank Marina Signage Clean October 2025	Creditors Invoice	792.00	0.00
20/11/2025	INV-7178A	5/11/2025	Spoilbank Marina Bin Disposal October 2025	Creditors Invoice	3,366.00	0.00
20/11/2025	022144	20/11/2025		Funds Transfer Payment	0.00	47,812.63
Total:					47,812.63	47,812.63
Creditor: 11506 - Ashley OBrien						
6/11/2025	RFP_A OBRIEN	1/11/2025	Rental Reimbursement	Creditors Invoice	68.00	0.00
6/11/2025	021833	6/11/2025		Funds Transfer Payment	0.00	68.00
13/11/2025	RFP_A OBRIEN	8/11/2025	Rental Reimbursement	Creditors Invoice	68.00	0.00
13/11/2025	021986	13/11/2025		Funds Transfer Payment	0.00	68.00
20/11/2025	RFP_A OBRIEN	15/11/2025	Rental Reimbursement	Creditors Invoice	68.00	0.00
20/11/2025	022145	20/11/2025		Funds Transfer Payment	0.00	68.00
Total:					204.00	204.00
Creditor: 11507 - Environmental Industries Pty Ltd						
6/11/2025	INV39090	28/10/2025	Public Open Spaces Landscape Maintenance FE 26/10/2025	Creditors Invoice	20,266.06	0.00
6/11/2025	INV39091	28/10/2025	Public Open Space Maintenance Ad Hoc October 2025	Creditors Invoice	9,964.35	0.00
6/11/2025	INV38907	20/10/2025	Spoilbank Marina Fertilize Lawn	Creditors Invoice	5,469.20	0.00
6/11/2025	021834	6/11/2025		Funds Transfer Payment	0.00	35,699.61
13/11/2025	INV38539	14/09/2025	Public Open Spaces Landscape Maintenance FE 14/09/2025	Creditors Invoice	20,266.06	0.00
13/11/2025	021987	13/11/2025		Funds Transfer Payment	0.00	20,266.06
20/11/2025	INV39171	31/10/2025	Spoilbank Ad Hoc October 2025	Creditors Invoice	605.04	0.00
20/11/2025	INV39167	31/10/2025	Marina Landscape Maintenance October 2025	Creditors Invoice	53,276.66	0.00
20/11/2025	022146	20/11/2025		Funds Transfer Payment	0.00	53,881.70
Total:					109,847.37	109,847.37

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Creditor: 11515 - Alison Banks						
6/11/2025	RFP_A BANKS_01112025	1/11/2025	Utilities Reimbursement	Creditors Invoice	576.02	0.00
6/11/2025	021835	6/11/2025		Funds Transfer Payment	0.00	576.02
Total:					576.02	576.02
Creditor: 11519 - Ritambra Sahu						
6/11/2025	RFP_R SAHU	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021836	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_R SAHU	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021988	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_R SAHU	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022147	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11527 - Glenn Callaghan						
13/11/2025	RFP_G CALLAGHAN_11112025	11/11/2025	Utilities Reimbursement	Creditors Invoice	267.87	0.00
13/11/2025	021989	13/11/2025		Funds Transfer Payment	0.00	267.87
Total:					267.87	267.87
Creditor: 11528 - Salman Tabani						
6/11/2025	RFP_S TABANI	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021837	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_S TABANI	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021990	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_S TABANI	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022148	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11531 - The Big HOO-HAA Pty Ltd						
13/11/2025	037TOPH	3/11/2025	The Big HOO-HAA Performance 31/10/2025	Creditors Invoice	5,460.00	0.00
13/11/2025	021991	13/11/2025		Funds Transfer Payment	0.00	5,460.00
Total:					5,460.00	5,460.00
Creditor: 11534 - Lite Force Pty Ltd						
20/11/2025	12164	6/11/2025	Replace Bedroom Ceiling Fan	Creditors Invoice	605.00	0.00
20/11/2025	022149	20/11/2025		Funds Transfer Payment	0.00	605.00
Total:					605.00	605.00
Creditor: 11535 - Kirsty Croft						
13/11/2025	RFP_K CROFT_13112025	13/11/2025	Utilities Reimbursement	Creditors Invoice	80.00	0.00
13/11/2025	021992	13/11/2025		Funds Transfer Payment	0.00	80.00
Total:					80.00	80.00

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Creditor: 11540 - Mucci's Bricklaying& Bobcat Worx						
20/11/2025	INV-0201	16/11/2025	Separate Mulch and Sand Piles	Creditors Invoice	1,320.00	0.00
20/11/2025	022150	20/11/2025		Funds Transfer Payment	0.00	1,320.00
Total:					1,320.00	1,320.00
Creditor: 11541 - Lee-Ann Hayes						
6/11/2025	RFP_L HAYES	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021838	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_L HAYES	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021993	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_L HAYES	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022151	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11544 - Trophy Shop Australia (TTF Sarjudas Unit Trust)						
6/11/2025	59474	22/10/2025	Grand Final Awards - Social Sports	Creditors Invoice	836.86	0.00
6/11/2025	021839	6/11/2025		Funds Transfer Payment	0.00	836.86
Total:					836.86	836.86
Creditor: 11551 - Linas Norkus						
6/11/2025	RFP_L NORKUS_06112025	6/11/2025	Utilities Reimbursement	Creditors Invoice	199.50	0.00
6/11/2025	021840	6/11/2025		Funds Transfer Payment	0.00	199.50
Total:					199.50	199.50
Creditor: 11554 - Media Engine (Print and Design Online Pty Ltd T/A)						
6/11/2025	28690	30/10/2025	Posters	Creditors Invoice	1,155.00	0.00
6/11/2025	021841	6/11/2025		Funds Transfer Payment	0.00	1,155.00
Total:					1,155.00	1,155.00
Creditor: 11556 - Leslie Rigot						
6/11/2025	RFP_L RIGOT	1/11/2025	Rental Reimbursement	Creditors Invoice	292.00	0.00
6/11/2025	021842	6/11/2025		Funds Transfer Payment	0.00	292.00
13/11/2025	RFP_L RIGOT_10112025	10/11/2025	Travel Reimbursement	Creditors Invoice	155.90	0.00
13/11/2025	RFP_L RIGOT	8/11/2025	Rental Reimbursement	Creditors Invoice	292.00	0.00
13/11/2025	021994	13/11/2025		Funds Transfer Payment	0.00	447.90
20/11/2025	RFP_L RIGOT	15/11/2025	Rental Reimbursement	Creditors Invoice	292.00	0.00
20/11/2025	022152	20/11/2025		Funds Transfer Payment	0.00	292.00
Total:					1,031.90	1,031.90
Creditor: 11564 - Vocus Communications - Phone						
6/11/2025	4650-0901840	3/11/2025	Communications October2025	Creditors Invoice	1,435.74	0.00
6/11/2025	021843	6/11/2025		Funds Transfer Payment	0.00	1,435.74
Total:					1,435.74	1,435.74

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Creditor: 11565 - Vocus Pty Ltd - Licences						
6/11/2025	82067_02112025	2/11/2025	License Fee November 2025	Creditors Invoice	13.10	0.00
6/11/2025	021844	6/11/2025		Funds Transfer Payment	0.00	13.10
Total:					13.10	13.10
Creditor: 11566 - Grindels Pty Ltd						
13/11/2025	2007	11/11/2025	Landfill Drainage	Creditors Invoice	1,001.00	0.00
13/11/2025	021995	13/11/2025		Funds Transfer Payment	0.00	1,001.00
20/11/2025	1972	30/10/2025	Sink Tap Stadium	Creditors Invoice	1,083.78	0.00
20/11/2025	2000	10/11/2025	CC Toilets	Creditors Invoice	609.02	0.00
20/11/2025	2008	11/11/2025	Landfill Leak	Creditors Invoice	1,047.94	0.00
20/11/2025	2004	11/11/2025	Landfill Toilet	Creditors Invoice	924.00	0.00
20/11/2025	022153	20/11/2025		Funds Transfer Payment	0.00	3,664.74
Total:					4,665.74	4,665.74
Creditor: 11568 - Harvey Norman Port Hedland (TTF Porthed Centa NO 2 Trust)						
6/11/2025	1885555	31/10/2025	Vax Wet And Dry Vacuum Cleaner Dust Bag	Creditors Invoice	57.99	0.00
6/11/2025	021845	6/11/2025		Funds Transfer Payment	0.00	57.99
Total:					57.99	57.99
Creditor: 11573 - BMD Constructions Pty Ltd						
20/11/2025	CT000459 CLAIM 8 - OCT 2025	3/11/2025	Wedgefield Route 1 Reconstruction October 2025	Creditors Invoice	2,871,370.03	0.00
20/11/2025	022154	20/11/2025		Funds Transfer Payment	0.00	2,871,370.03
Total:					2,871,370.03	2,871,370.03
Creditor: 11579 - Denise Elizabeth Mackay						
6/11/2025	RFP_D MACKAY_30102025	30/10/2025	Utilities Reimbursement	Creditors Invoice	451.30	0.00
6/11/2025	021846	6/11/2025		Funds Transfer Payment	0.00	451.30
Total:					451.30	451.30
Creditor: 11584 - Healthnow (Aus) Pty Ltd						
13/11/2025	INV-0228	5/11/2025	Employer Fund Top Up	Creditors Invoice	13,734.25	0.00
13/11/2025	INV-0213	31/10/2025	Monthly Fees October 2025	Creditors Invoice	1,234.20	0.00
13/11/2025	021996	13/11/2025		Funds Transfer Payment	0.00	14,968.45
Total:					14,968.45	14,968.45
Creditor: 11586 - Steen Plumbing Services						
6/11/2025	INV-0795A	5/11/2025	Unblock Toilet Stadium	Creditors Invoice	214.50	0.00
6/11/2025	INV-0794	4/11/2025	Rectify Leak at WWCC	Creditors Invoice	8,426.00	0.00
6/11/2025	INV-0783	30/10/2025	Install Tap	Creditors Invoice	189.59	0.00
6/11/2025	INV-0784A	30/10/2025	Drainage Works	Creditors Invoice	871.15	0.00
6/11/2025	021847	6/11/2025		Funds Transfer Payment	0.00	9,701.24
13/11/2025	INV-0807	9/11/2025	Replace Bathroom Tap Stadium Creche	Creditors Invoice	591.36	0.00
13/11/2025	021997	13/11/2025		Funds Transfer Payment	0.00	591.36
20/11/2025	INV-0822A	18/11/2025	Kitchen Wall Water Leak	Creditors Invoice	2,792.24	0.00
20/11/2025	022155	20/11/2025		Funds Transfer Payment	0.00	2,792.24
Total:					13,084.84	13,084.84

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Creditor: 11594 - Impact Digi Pty Ltd						
20/11/2025	2699	14/11/2025	Graphic Design Cyclone Information Booklet Updates 2025	Creditors Invoice	319.00	0.00
20/11/2025	022156	20/11/2025		Funds Transfer Payment	0.00	319.00
Total:					319.00	319.00
Creditor: 11596 - Parul Sharma						
6/11/2025	RFP_P SHARMA	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021848	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_P SHARMA	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	021998	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_P SHARMA	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022157	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11607 - Escape Civil & Construction						
13/11/2025	INV-0195A	5/11/2025	Kerbing Works	Creditors Invoice	20,448.45	0.00
13/11/2025	021999	13/11/2025		Funds Transfer Payment	0.00	20,448.45
Total:					20,448.45	20,448.45
Creditor: 11614 - Chronicle Rip Pty Ltd						
13/11/2025	INV-0753	12/05/2025	Aerial Drone Photo and Ground Survey	Creditors Invoice	25,942.40	0.00
13/11/2025	022000	13/11/2025		Funds Transfer Payment	0.00	25,942.40
Total:					25,942.40	25,942.40
Creditor: 11616 - RP Infrastructure Pty Ltd						
13/11/2025	CT000474 CLAIM 6 OCT 2025	31/10/2025	Project Management Consultancy Services October 2025	Creditors Invoice	34,634.49	0.00
13/11/2025	022001	13/11/2025		Funds Transfer Payment	0.00	34,634.49
Total:					34,634.49	34,634.49
Creditor: 11620 - Brandon Nicholas Botes						
6/11/2025	RFP_B BOTES	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021849	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_B BOTES	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	022002	13/11/2025		Funds Transfer Payment	0.00	400.00
Total:					800.00	800.00
Creditor: 11630 - Mayank Bharatkumar Prajapati						
6/11/2025	RFP_M PRAJAPATI_04112025	4/11/2025	Utilities Reimbursement	Creditors Invoice	422.37	0.00
6/11/2025	RFP_M PRAJAPATI	1/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
6/11/2025	021850	6/11/2025		Funds Transfer Payment	0.00	1,097.37
13/11/2025	RFP_M PRAJAPATI	8/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
13/11/2025	022003	13/11/2025		Funds Transfer Payment	0.00	675.00
20/11/2025	RFP_M PRAJAPATI	15/11/2025	Mortgage Reimbursement	Creditors Invoice	675.00	0.00
20/11/2025	022158	20/11/2025		Funds Transfer Payment	0.00	675.00
Total:					2,447.37	2,447.37

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Creditor: 11639 - Prime First Aid and Training						
20/11/2025	INV-0171A	17/11/2025	CPR & First Aid Training	Creditors Invoice	2,997.00	0.00
20/11/2025	022159	20/11/2025		Funds Transfer Payment	0.00	2,997.00
Total:					2,997.00	2,997.00
Creditor: 11642 - Mend Consulting Pty Ltd						
13/11/2025	56673	30/10/2025	Bridge Inspection for Wallwork & Buttweid Roads	Creditors Invoice	10,863.74	0.00
13/11/2025	56619	29/10/2025	L1 Bridge Inspection	Creditors Invoice	2,871.00	0.00
13/11/2025	022004	13/11/2025		Funds Transfer Payment	0.00	13,734.74
Total:					13,734.74	13,734.74
Creditor: 11648 - Vision Intelligence Pty Ltd						
20/11/2025	2855125	30/10/2025	Timelapse Camera November 2025	Creditors Invoice	1,530.10	0.00
20/11/2025	022160	20/11/2025		Funds Transfer Payment	0.00	1,530.10
Total:					1,530.10	1,530.10
Creditor: 11650 - Highlux Pty Ltd						
6/11/2025	HL INV 21992	30/09/2025	Solar Bollards for Cooke Point Shared P	Creditors Invoice	6,846.86	0.00
6/11/2025	021851	6/11/2025		Funds Transfer Payment	0.00	6,846.86
Total:					6,846.86	6,846.86
Creditor: 11651 - Christopher Hausmann						
6/11/2025	RFP_C HAUSMANN_24102025	24/10/2025	Travel Reimbursement	Creditors Invoice	1,778.79	0.00
6/11/2025	021852	6/11/2025		Funds Transfer Payment	0.00	1,778.79
Total:					1,778.79	1,778.79
Creditor: 11652 - Humanforce						
6/11/2025	71726-41406	27/10/2025	HumanForce November 2025	Creditors Invoice	3,553.00	0.00
6/11/2025	021853	6/11/2025		Funds Transfer Payment	0.00	3,553.00
Total:					3,553.00	3,553.00
Creditor: 11655 - Presido Consulting Pty Ltd						
20/11/2025	INV-0178A	14/11/2025	Fleet Asset Management Plan Development	Creditors Invoice	15,290.00	0.00
20/11/2025	022161	20/11/2025		Funds Transfer Payment	0.00	15,290.00
Total:					15,290.00	15,290.00
Creditor: 11656 - CORSIGN WA Pty Ltd						
6/11/2025	00099598	29/10/2025	No Smoking Signs	Creditors Invoice	1,062.60	0.00
6/11/2025	021854	6/11/2025		Funds Transfer Payment	0.00	1,062.60
13/11/2025	00099979	6/11/2025	Signage	Creditors Invoice	140.80	0.00
13/11/2025	022005	13/11/2025		Funds Transfer Payment	0.00	140.80
20/11/2025	00100141	11/11/2025	Signs	Creditors Invoice	419.10	0.00
20/11/2025	022162	20/11/2025		Funds Transfer Payment	0.00	419.10
Total:					1,622.50	1,622.50

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Creditor: 11657 - Kennedy Muinde						
6/11/2025	RFP_K MUINDE	1/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
6/11/2025	021855	6/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	RFP_K MUINDE	8/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
13/11/2025	022006	13/11/2025		Funds Transfer Payment	0.00	400.00
20/11/2025	RFP_K MUINDE	15/11/2025	Rental Reimbursement	Creditors Invoice	400.00	0.00
20/11/2025	022163	20/11/2025		Funds Transfer Payment	0.00	400.00
Total:					1,200.00	1,200.00
Creditor: 11658 - TEC Services Australia Pty Ltd						
6/11/2025	100528	22/10/2025	Decommission Front & Rear Auto Doors Stadium	Creditors Invoice	29,040.00	0.00
6/11/2025	021856	6/11/2025		Funds Transfer Payment	0.00	29,040.00
13/11/2025	100496	16/10/2025	RPZD Testing Kookaburra Drive	Creditors Invoice	275.00	0.00
13/11/2025	100470	11/10/2025	Fire Tank Fence JDH	Creditors Invoice	54,273.73	0.00
13/11/2025	100574	25/10/2025	Repair Potable Water Line Koombana Park	Creditors Invoice	657.64	0.00
13/11/2025	022007	13/11/2025		Funds Transfer Payment	0.00	55,206.37
20/11/2025	100791	17/11/2025	JDH Water Chiller	Creditors Invoice	694.18	0.00
20/11/2025	100811	18/11/2025	Rectify Toilets at Marie Marland	Creditors Invoice	787.01	0.00
20/11/2025	100783	17/11/2025	Backflow Testing Wilson Street & Matheson Park	Creditors Invoice	550.00	0.00
20/11/2025	100784	17/11/2025	Zip Hot Water at Landfill Office	Creditors Invoice	316.64	0.00
20/11/2025	022164	20/11/2025		Funds Transfer Payment	0.00	2,347.83
Total:					86,594.20	86,594.20
Creditor: 11663 - Thomas Machin						
20/11/2025	RFP_T MACHIN_06112025	6/11/2025	Travel Reimbursement	Creditors Invoice	271.93	0.00
20/11/2025	022165	20/11/2025		Funds Transfer Payment	0.00	271.93
Total:					271.93	271.93
Creditor: 11665 - Craig Zanotti						
13/11/2025	RFP_C ZANOTTI_10102025	10/10/2025	Utilities Reimbursement	Creditors Invoice	79.00	0.00
13/11/2025	022008	13/11/2025		Funds Transfer Payment	0.00	79.00
Total:					79.00	79.00
Creditor: 11669 - Bishops Transport Pty Ltd						
6/11/2025	B331404	29/10/2025	Freight	Creditors Invoice	1,334.14	0.00
6/11/2025	021857	6/11/2025		Funds Transfer Payment	0.00	1,334.14
13/11/2025	B330330	22/10/2025	Freight	Creditors Invoice	140.18	0.00
13/11/2025	022009	13/11/2025		Funds Transfer Payment	0.00	140.18
20/11/2025	B333589	12/11/2025	Freight	Creditors Invoice	774.60	0.00
20/11/2025	022166	20/11/2025		Funds Transfer Payment	0.00	774.60
Total:					2,248.92	2,248.92
Creditor: 11675 - Shania McCurdy						
20/11/2025	RFP_S MCCURDY_05112025	5/11/2025	Travel Reimbursement	Creditors Invoice	324.71	0.00
20/11/2025	022167	20/11/2025		Funds Transfer Payment	0.00	324.71
Total:					324.71	324.71

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Creditor: 11688 - Inclusion Solutions Limited						
20/11/2025	ISL000143	11/11/2025	Open Doors Project Workshop	Creditors Invoice	4,395.70	0.00
20/11/2025	022168	20/11/2025		Funds Transfer Payment	0.00	4,395.70
Total:					4,395.70	4,395.70
Creditor: 11702 - Mecca Sports						
20/11/2025	N22741	30/10/2025	Pool Supplies	Creditors Invoice	2,145.00	0.00
20/11/2025	022169	20/11/2025		Funds Transfer Payment	0.00	2,145.00
Total:					2,145.00	2,145.00
Creditor: 11703 - Ronald Stanley Yuryevich						
6/11/2025	R. YURYEVICH - OCT 2025	31/10/2025	Commissioner Payment October 2025	Creditors Invoice	19,903.43	0.00
6/11/2025	021858	6/11/2025		Funds Transfer Payment	0.00	19,903.43
Total:					19,903.43	19,903.43
Creditor: 11704 - Martin Aldridge						
13/11/2025	M. ALDRIDGE - OCT 2025	12/11/2025	Commissioner Payment October 2025	Creditors Invoice	15,175.50	0.00
13/11/2025	022010	13/11/2025		Funds Transfer Payment	0.00	15,175.50
Total:					15,175.50	15,175.50
Creditor: 11705 - Jessica Jane Shaw						
13/11/2025	J. SHAW - OCTOBER 2025	11/11/2025	Commissioner Payment October 2025	Creditors Invoice	13,555.01	0.00
13/11/2025	022011	13/11/2025		Funds Transfer Payment	0.00	13,555.01
Total:					13,555.01	13,555.01
Creditor: 11708 - Lenimann Investments						
6/11/2025	INV-0090A	10/08/2025	Wreath for Long Tan Day	Creditors Invoice	225.00	0.00
6/11/2025	021859	6/11/2025		Funds Transfer Payment	0.00	225.00
20/11/2025	INV-0266	7/11/2025	Wreath for Remembrance Day	Creditors Invoice	250.00	0.00
20/11/2025	022170	20/11/2025		Funds Transfer Payment	0.00	250.00
Total:					475.00	475.00
Creditor: 11715 - Firesafe Resource and Industrial Pty Ltd						
6/11/2025	FR01692	3/11/2025	CMP Emergency Sign	Creditors Invoice	321.10	0.00
6/11/2025	FR01657	29/10/2025	SHAC Replace Glass and Extinguisher	Creditors Invoice	454.63	0.00
6/11/2025	FR01689	3/11/2025	Replace Fire Extinguishers GAC	Creditors Invoice	752.13	0.00
6/11/2025	FR01632	27/10/2025	Yacht Club Annual Testing 1/10/2025 - 30/09/2026	Creditors Invoice	1,298.00	0.00
6/11/2025	FR01656	29/10/2025	Fire Blanket for SH Lotteries House	Creditors Invoice	247.61	0.00
6/11/2025	FR01661	29/10/2025	Fire Extinguisher for Courthouse Gallery	Creditors Invoice	393.25	0.00
6/11/2025	FR01664	29/10/2025	PHVC Replace Extinguisher	Creditors Invoice	640.75	0.00
6/11/2025	FR01668	29/10/2025	Replace Fire Extinguisher SHL	Creditors Invoice	273.13	0.00
6/11/2025	FR01669	29/10/2025	Replace Fire Extinguisher SHL	Creditors Invoice	393.25	0.00
6/11/2025	021860	6/11/2025		Funds Transfer Payment	0.00	4,773.85
20/11/2025	FR01732	12/11/2025	MACC Extinguisher Disposal	Creditors Invoice	640.75	0.00

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20/11/2025	FR01736	12/11/2025	Len Taplin Smoke Detector	Creditors Invoice	738.82	0.00
20/11/2025	FR01738	13/11/2025	CC Fire Defects	Creditors Invoice	2,689.54	0.00
20/11/2025	022171	20/11/2025		Funds Transfer Payment	0.00	4,069.11
Total:					8,842.96	8,842.96
Creditor: 11721 - Hannah Mason						
13/11/2025	RFP_H MASON_06112025	6/11/2025	Reimbursement Work Expenses	Creditors Invoice	165.00	0.00
13/11/2025	022012	13/11/2025		Funds Transfer Payment	0.00	165.00
Total:					165.00	165.00
Creditor: 11722 - Veronica Caisley						
13/11/2025	RFP_V CAISLEY_30102025	30/10/2025	Travel Reimbursement	Creditors Invoice	232.25	0.00
13/11/2025	022013	13/11/2025		Funds Transfer Payment	0.00	232.25
Total:					232.25	232.25
Creditor: 11727 - Swan Towing						
6/11/2025	00332865	17/10/2025	Vehicle Towing Fee October 2025	Creditors Invoice	286.00	0.00
6/11/2025	021861	6/11/2025		Funds Transfer Payment	0.00	286.00
Total:					286.00	286.00
Creditor: 11733 - Procurement Associates Pty Ltd						
20/11/2025	INV-0051A	31/10/2025	JDH Youth & Community Hub Masterplan Stage 3	Creditors Invoice	1,881.00	0.00
20/11/2025	022172	20/11/2025		Funds Transfer Payment	0.00	1,881.00
Total:					1,881.00	1,881.00
Creditor: 99999 - Sundry Eft						
6/11/2025	D000003697	3/11/2025	Sundry EFT	Creditors Invoice	576.21	0.00
6/11/2025	D000000452	4/11/2025	Sundry EFT	Creditors Invoice	50.00	0.00
6/11/2025	D000000229	4/11/2025	Sundry EFT	Creditors Invoice	50.00	0.00
6/11/2025	Opening Balances Credits	4/11/2025	Sundry EFT	Creditors Invoice	4,529.61	0.00
6/11/2025	RFP_D POCOCK_28102025	28/10/2025	Sundry EFT	Creditors Invoice	250.00	0.00
6/11/2025	RFP_TERRI JANKE & COMPANY	3/11/2025	Sundry EFT	Creditors Invoice	8,525.00	0.00
6/11/2025	021862	6/11/2025		Funds Transfer Payment	0.00	576.21
6/11/2025	021863	6/11/2025		Funds Transfer Payment	0.00	50.00
6/11/2025	021864	6/11/2025		Funds Transfer Payment	0.00	50.00
6/11/2025	021865	6/11/2025		Funds Transfer Payment	0.00	4,529.61
6/11/2025	021866	6/11/2025		Funds Transfer Payment	0.00	250.00
6/11/2025	021867	6/11/2025		Funds Transfer Payment	0.00	8,525.00
13/11/2025	RFP_M RATUBALAVU_06112025	6/11/2025	Sundry EFT	Creditors Invoice	400.00	0.00
13/11/2025	RFP_A GIRGENTL_03112025	3/11/2025	Sundry EFT	Creditors Invoice	400.00	0.00
13/11/2025	RFP_F BARNESBY-JOHNSON_1509202	15/09/2025	Sundry EFT	Creditors Invoice	42.50	0.00
13/11/2025	D000000085	13/11/2025	Sundry EFT	Creditors Invoice	50.00	0.00
13/11/2025	RFP_S JANSEN_12112025	12/11/2025	Sundry EFT	Creditors Invoice	1,000.00	0.00
13/11/2025	RFP_R AMY_12112025	12/11/2025	Sundry EFT	Creditors Invoice	1,000.00	0.00
13/11/2025	RFP_A WOOD	12/11/2025	Sundry EFT	Creditors Invoice	1,000.00	0.00
13/11/2025	RFP_LOWES PIANOS ORGANS	10/11/2025	Sundry EFT	Creditors Invoice	500.00	0.00
13/11/2025	022014	13/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	022015	13/11/2025		Funds Transfer Payment	0.00	400.00
13/11/2025	022016	13/11/2025		Funds Transfer Payment	0.00	42.50

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13/11/2025	022017	13/11/2025			Funds Transfer Payment	0.00	50.00
13/11/2025	022018	13/11/2025			Funds Transfer Payment	0.00	1,000.00
13/11/2025	022019	13/11/2025			Funds Transfer Payment	0.00	1,000.00
13/11/2025	022020	13/11/2025			Funds Transfer Payment	0.00	1,000.00
13/11/2025	022021	13/11/2025			Funds Transfer Payment	0.00	500.00
20/11/2025	RFP_WILD KIN_30102025	30/10/2025	Sundry EFT		Creditors Invoice	550.00	0.00
20/11/2025	RFP_L HAWES_17112025	17/11/2025	Sundry EFT		Creditors Invoice	1,000.00	0.00
20/11/2025	RFP_PH NETBALL_13112025	13/11/2025	Sundry EFT		Creditors Invoice	2,000.00	0.00
20/11/2025	RFP_C WIDDUP_12112025	12/11/2025	Sundry EFT		Creditors Invoice	1,000.00	0.00
20/11/2025	RFP_INVNT PL_18112025	18/11/2025	Sundry EFT		Creditors Invoice	600.00	0.00
20/11/2025	022173	20/11/2025			Funds Transfer Payment	0.00	550.00
20/11/2025	022174	20/11/2025			Funds Transfer Payment	0.00	1,000.00
20/11/2025	022175	20/11/2025			Funds Transfer Payment	0.00	2,000.00
20/11/2025	022176	20/11/2025			Funds Transfer Payment	0.00	1,000.00
20/11/2025	022177	20/11/2025			Funds Transfer Payment	0.00	600.00
						23,523.32	23,523.32
Total:						8,782,494.83	8,782,494.83

Municipal Fund Account

EFT Payments

Creditors	\$8,585,527.76
Payroll	\$1,913,181.82

Direct Debits

Merchant Fees	\$1,162.85
Credit cards	\$9,009.97
WA Treasury Loans	\$247,973.64
Smartrider fees	\$38.00
Other fees	\$2,686.99
Investment	<u>\$30,000,000.00</u>

Total	<u>\$40,759,581.03</u>
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Directorate YTD and Annual Budget Comparison
for YTD ending November 25/26

EXEC - Office of CEO

Description	Current YTD Performance 24/25			
	YTD Actual 26PJA	YTD Budget 26PJOB	Var \$	Var %
Total Income	(12,908)	(14,583)	(1,676)	11.49%
Total Expense	2,666,701	2,924,473	257,772	8.81%
Total Capital Expenditure	0	0	0	100.00%

Current Annual Performance 24/25			
Order Commit (PJ)	Annual Budget 26PJOB	Var \$	% of Budget
0	(35,000)	(22,092)	36.88%
145,369	6,794,545	3,982,475	41.39%
0	0	0	0.00%



CSD - Corporate Services Directorate

Description	Current YTD Performance 24/25			
	YTD Actual 26PJA	YTD Budget 26PJOB	Var \$	Var %
Total Income	(92,381,638)	(92,209,069)	172,569	0.19%
Total Expense	18,322,242	18,194,548	(127,694)	(0.70%)
Total Capital Expenditure	233,962	110,693	(123,269)	(111.36%)

Current Annual Performance 24/25			
Order Commit (PJ)	Annual Budget 26PJOB	Var \$	% of Budget
0	(100,519,870)	(8,138,231)	91.90%
386,748	44,913,533	26,204,543	41.66%
0	1,651,613	1,417,651	14.17%



ISD - Infrastructure Services Directorate

Description	Current YTD Performance 24/25			
	YTD Actual 26PJA	YTD Budget 26PJOB	Var \$	Var %
Total Income	(9,135,421)	(7,987,802)	1,147,619	14.37%
Total Expense	12,816,040	13,994,701	1,178,661	8.42%
Total Capital Expenditure	14,308,710	6,543,310	(7,765,399)	(118.68%)

Current Annual Performance 24/25			
Order Commit (PJ)	Annual Budget 26PJOB	Var \$	% of Budget
0	(34,638,006)	(25,502,585)	26.37%
839,773	33,553,202	19,897,390	40.70%
0	74,501,185	60,192,475	19.21%



RSD - Regulatory Services Directorate

Description	Current YTD Performance 24/25			
	YTD Actual 26PJA	YTD Budget 26PJOB	Var \$	Var %
Total Income	(610,133)	(1,935,092)	(1,324,958)	(68.47%)
Total Expense	2,540,868	3,141,877	601,009	19.13%
Total Capital Expenditure	0	0	0	100.00%

Current Annual Performance 24/25			
Order Commit (PJ)	Annual Budget 26PJOB	Var \$	% of Budget
0	(2,926,300)	(2,316,167)	20.85%
151,975	9,181,364	6,488,521	29.33%
0	0	0	0.00%



CMSSD - Community Services Directorate

Description	Current YTD Performance 24/25			
	YTD Actual 26PJA	YTD Budget 26PJOB	Var \$	Var %
Total Income	(1,627,965)	(1,686,756)	(58,791)	(3.49%)
Total Expense	5,915,210	6,968,329	1,053,119	15.11%
Total Capital Expenditure	0	0	0	100.00%

Current Annual Performance 24/25			
Order Commit (PJ)	Annual Budget 26PJOB	Var \$	% of Budget
363	(4,112,215)	(2,484,613)	39.58%
150,386	15,833,355	9,767,759	38.31%
0	0	0	0.00%





Works Systems Capital Project Listing (all Work Systems)
YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget	Works Commits	Works Annual Forecast	Var \$	Var %
700001	Capital Projects: Buildings Non Specialised - New		72,454				48,515	9,616,715		
10007	Residential Housing - Langley Gardens	Design and construction of new staff housing on Langley Gardens, Pretty Pool	995	0	-995	100.00%	0	0	-995	0.00%
10033	Service Worker Housing	Design and delivery of key worker housing on Lot 5996 Cottier Drive, South Hedland 6722	71,459	32,400	-39,059	-120.55%	48,515	9,616,715	9,496,741	1.25%
700002	Capital Projects: Buildings Non Specialised - Renew		178,927				191,845	1,200,000		
10085	Annual Renewal Program: Air Conditioning	CPP091093 - Annual replacement of end-of-life air conditioning units in staff housing	11,228	0	-11,228	100.00%	0	0	-11,228	0.00%
10247	Emergent HVAC Upgrades	Emergent HVAC Upgrades;;	24,061	0	-24,061	100.00%	27,370	0	-51,431	0.00%
10283	AMP - Buildings & Structures 25/26	Asset Management Plan - Buildings & Structures 25/26;;	143,639	171,679	28,040	16.33%	164,475	1,200,000	891,886	25.68%
700003	Capital Projects: Buildings Non Specialised - Upgrade		51,980				94,641	607,000		
10104	Residential Housing - Butler Way	Residential Housing - Butler Way	0	0	0	100.00%	0	0	0	0.00%
10114	Residential Housing - Padbury Place	Purchase of 6A & 6B Padbury Place	0	0	0	100.00%	0	0	0	0.00%
10238	Lot 5996 Cottier Drive (Key Worker Hsg)	Purchase of residential housing land for Key Worker Housing	0	0	0	100.00%	0	457,000	457,000	0.00%
10092	Staff Housing Renewal Minor Works 22-25	22/23 Staff Housing Renewal Minor works carried over;;	0	0	0	100.00%	0	0	-0	0.00%
10282	Staff Housing Renewal Program 25/26	Staff Housing Renewal Program FY 2025/26;;	51,980	112,705	60,725	53.88%	94,641	150,000	3,379	97.75%
700004	Capital Projects: Buildings Specialised - New		959,263				4,023,897	3,109,360		
10066	Depot Nursery	Design and construction of new nursery at the Depot	1,866	0	-1,866	100.00%	4,500	498,377	492,012	1.28%
10067	Landfill - Weigh Bridge Office	Design and construction of new Weigh Bridge Office at the landfill	267	0	-267	100.00%	0	0	-267	0.00%
10127	Performing Arts Centre	Design and Construction of a new Performing Arts Centre within the Hedland Sports and Arts Precinct;;	52,949	19,935	-33,014	-165.60%	1,380,393	123,379	-1,309,963	1161.74%
10145	Marina: Eco Caravan Park	Design in order to obtain external funding	164	0	-164	100.00%	177,876	0	-178,040	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10231	Rose Nowers - Childcare Developments	Childcare developments - Rose Nowers Childcare Centre	1,177	0	-1,177	100.00%	●	105,482	0	-106,659	0.00%
10142	JD Stage 4 - Childcare Developments	Childcare developments - Design	123	0	-123	100.00%	●	0	0	-123	0.00%
10019	PHSCH Stage 1: Community Centre	CPP111090 - Stage 1 of the Port Hedland Sporting & Community Hub Masterplan includes the design and construction of a consolidated high capacity multi-function facility, which meets the needs of the community and provide community accessibility..	2,124	0	-2,124	100.00%	●	0	0	-2,124	0.00%
10224	Port Hedland Yacht Club Refurb	Refurbishment of the Port Hedland Yacht Club	795,351	65,500	-729,851	-1114.28%	●	1,087,912	1,307,188	-576,074	144.07%
10242	South Hedland Bowls Club	Refurbishment of the South Hedland Bowls Club;;	0	0	0	100.00%	●	64,058	250,000	185,942	25.62%
10252	Port Hedland Visitor Centre Maintenance	Port Hedland Visitor Centre Maintenance;;12.3.1 Port Hedland Visitor Centre - Tender Award and Interior Fit Out. OCM - 31 July 2024 approved.	52,633	50,000	-2,633	-5.27%	●	0	50,000	-2,633	105.27%
10002	Civic and Community Hub - Design	Design and development of the South Hedland TAFE Site, including civic admin buildings, performing arts centre, library, commercial and community facilities	52,610	109,982	57,372	52.16%	●	1,203,676	880,416	-375,870	142.69%
700005	Capital Projects: Buildings Specialised - Renew		0					0	35,310		
10290	Access Inclusion Maint Program 25/26	Review of the Town's Infrastructure to ensure compliance with the Disability Access Inclusion Plan (DAIP) for FY 2025/2026	0	0	0	100.00%	●	0	35,310	35,310	0.00%
700006	Capital Projects: Buildings Specialised - Upgrade		86,285					964,915	1,560,032		
10014	SHISH Masterplan	South Hedland Integrated Sport Hub (SHISH) Masterplan	13,257	1,066	-12,191	-1143.60%	●	958,315	164,786	-806,786	589.60%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10039	Stadium - Renewals & Upgrades	25/26 Program includes the replacement of reception area roller door with an auto sliding door. ;;Previous works completed under program include the court resurfacing, RFID, Jimlebar curtains, Squash court seating.	21,563	21,635	72	0.33%	●	0	61,381	39,818	35.13%
10073	Solar Strategy Implementation	In 2021 the Town of Port Hedland completed a solar power strategy . A recommendation of this document included the addition of solar panel the JD Hardie Multi-user Courts Structure and the Depot Administration	3,229	0	-3,229	100.00%	●	0	0	-3,229	0.00%
10268	SHISH Masterplan Review	South Hedland Integrated Sport Hub (SHISH) Masterplan Review	365	0	-365	100.00%	●	0	0	-365	0.00%
10331	PIF - Stadium Staff kitchen	PIF - Stadium Staff kitchen	0	10,000	10,000	100.00%	●	0	250,000	250,000	0.00%
10333	Childcare Expansion 25/26	Childcare Expansion 25/26	0	6,600	6,600	100.00%	●	6,600	250,000	243,400	2.64%
10366	SHISH Masterplan - Design 25/26	South Hedland Integrated Sport Hub (SHISH) Masterplan	0	0	0	100.00%	●	0	800,000	800,000	0.00%
10035	Stadium - Chiller Rectification	Rectification works of the Chiller at the Wanangkura stadium	5,222	0	-5,222	100.00%	●	0	0	-5,222	0.00%
10037	Stadium Fitness Renew inc 38,39,40	Health Club & Group Fitness Renewal at the Wanangkura stadium including budget moved from 10038,10039, 10040	5,246	0	-5,246	100.00%	●	0	0	-5,246	0.00%
10134	Port Hedland Tennis and Hockey Club	Refurbishment of the Port Hedland Tennis and Hockey Club toilets and clubroom on McGregor St Port Hedland.	574	0	-574	100.00%	●	0	0	-574	0.00%
10225	AMCC - Compliance Improvements	Andrew McLaughlin Centre - Compliance Improvements;;	7,115	3,865	-3,250	-84.10%	●	0	3,865	-3,250	184.10%
10266	Annual Renewal: Commercial Bldgs 24/25	Minor upgrades to the Town's existing Commercial & Community Facilities for FY2024/25	29,715	0	-29,715	100.00%	●	0	0	-29,715	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10306	Access Inclusion Improvement Program	Access Inclusion Improvement Program - Upgrades;;	0	0	0	100.00%	●	0	30,000	30,000	0.00%
700007	Capital Projects: Bus Shelters - New		144					0	0		
10165	Sutherland St Bus Shelters	2 x Bus Shelters Sutherland Street - will commence when funding target of 50% is achieved	144	0	-144	100.00%	●	0	0	-144	0.00%
700011	Capital Projects: Drainage - Renew		65,367					0	847,497		
10164	Cottier Dr to Huxtable Cres Drainage	Cottier Dr to Huxtable Cres Drainage basin & Associated works	65,367	47,497	-17,870	-37.62%	●	0	47,497	-17,870	137.62%
10284	Asset Management Plan - Drainage 25/26	Asset Management Plan - Drainage 25/26	0	0	0	100.00%	●	0	800,000	800,000	0.00%
700012	Capital Projects: Drainage - Upgrade		165,771					627,631	970,014		
10230	Gilbert Street Flood Pumps	Replacement of Gilbert Street flood pumps	165,385	112,148	-53,237	-47.47%	●	627,631	970,014	176,997	81.75%
10080	Drainage Renewal Program 23-25	CIF126010 - Annual Renewal Program to improve drainage assets throughout the Town's boundaries. FY22/23 & 24/25;;25.A;;25.B;;Create new project for FY25/26	385	0	-385	100.00%	●	0	0	-385	0.00%
700013	Capital Projects: Open Spaces - New		1,840,836					1,800,124	5,560,536		
10125	Spoilbank Marina Playground	Construction of a new destination playground at the Spoilbank Marina	1,840,836	1,117,259	-723,577	-64.76%	●	1,800,124	3,825,536	184,576	95.18%
10305	Wise Terrace Closure	Wise Terrace Closure & Development;;	0	15,000	15,000	100.00%	●	0	1,735,000	1,735,000	0.00%
700014	Capital Projects: Open Spaces - Renew		233,531					419,965	1,450,625		
10212	McGregor St Oval Renewal	McGregor St Oval Renewal	16,850	0	-16,850	100.00%	●	19,542	0	-36,392	0.00%
10097	24/25 Playground Renewal Program	Annual Playground Renewal program at various playgrounds each year;;Transactions in this project will include previous years prior to 24/25, with new project numbers to be allocated for each future playground renewal moving forward.	102,799	130,000	27,201	20.92%	●	0	130,000	27,201	79.08%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10270	Playground Renewal 24/25 - Limestone	Playground renewal for Limestone Park	113,275	0	-113,275	100.00%	●	0	0	-113,275	0.00%
10271	Playground Renewal Program 25/26	Annual Playground Renewal program at various playgrounds each year. This year's program includes:~ Port Hedland Yacht Club ;;~ SHAC;;~ South Hedland Exercise Nodes;;- AMCC Cubby ;;	164	0	-164	100.00%	●	380,454	0	-380,618	0.00%
10337	AMP-Parks, Open Space & Public Art 25/26	Asset Management Plan - Parks, Open Space and Public Art 25/26;;	443	0	-443	100.00%	●	19,970	1,320,625	1,300,212	1.55%
700015	Capital Projects: Open Spaces - Upgrade		82,323					102,151	2,028,122		
10049	Marquee Park POS Redevelopment	Marquee Park POS Redevelopment - Splashpad Area & Off Leash Dog Area;;	17,509	77,319	59,810	77.35%	●	0	77,319	59,810	22.65%
10057	South Hedland Cemetery Masterplan	Stage 2 of the South Hedland Cemetery Masterplan - Including Toilets	8,483	13,164	4,681	35.56%	●	31,435	1,741,992	1,702,074	2.29%
10058	South Hedland Townsite Activation	South Hedland Townsite Activation	15,913	15,134	-779	-5.15%	●	70,716	99,244	12,615	87.29%
10096	Koombana Lookout Grounds Beautification	Koombana Lookout Grounds Beautification	123	0	-123	100.00%	●	0	0	-123	0.00%
10241	Integrated Lighting & Irrigation Upgrade	Integrated Lighting and Irrigation Control System Upgrade;;	40,048	40,048	-0	0.00%	●	0	109,567	69,519	36.55%
10046	Softfall Renewal Program 23-25	Renewal program for Playground Softfall for FY22/23, 23/24, 24/25;;33.B - Marquee Park Playground Softfall;;Create new project for FY 25/26	246	0	-246	100.00%	●	0	0	-246	0.00%
700016	Capital Projects: Other Infrastructure - New		794,261					468,480	12,412,015		
10001	Seawalls	Design and Construction of Seawalls at Marapikurrinya Park, Gap & Richardson Street (SP1), Goode Street (SP2) and Sutherland Street (SP3)	617,611	606,398	-11,212	-1.85%	●	7,225	691,675	66,839	90.34%
10186	Restricted Access Program	Replacement of restriction 'rocks' at strategic locations to prevent unauthorised access and protect the Towns assets	16,900	0	-16,900	100.00%	●	0	0	-16,900	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10251	Combined Cyclone and Fire Danger Rating	Replacement of previous single topic signs with 2 combined fire danger rating and cyclone status at 2 critical entry locations to Port and South Hedland ;;;	46,689	45,884	-805	-1.75%	●	0	50,589	3,900	92.29%
10332	PIF - Community Facility Solar Strategy	PIF - Community Facility Solar Strategy ;;	923	0	-923	100.00%	●	0	480,700	479,778	0.19%
300024	W&S Capital Other Inf New	W&S Capital Other Infrastructure New	14,500	0	-14,500	100.00%	●	0	0	-14,500	0.00%
10044	JD Hardie Stage 3 - Outdoor Elements	Stage 3 of the JD Hardie Masteplan. Design and construction of public open space on the remainder of the JD Hardie lot boundary to the west of the Courts & Centre.	23,256	27,495	4,239	15.42%	●	73,061	4,400,000	4,303,683	2.19%
10319	Shade Structure New 25/26	Shade Structure New for FY 2025/26	0	0	0	100.00%	●	0	300,000	300,000	0.00%
10327	PIF - Emergency Warning Digital Signs	PIF - Emergency Warning Digital Signs ;;	0	0	0	100.00%	●	0	214,000	214,000	0.00%
10328	PIF - Public Art Name plates	PIF - Public Art Name plates ;;	0	0	0	100.00%	●	0	50,000	50,000	0.00%
10196	Kingsford Smith Park - Land subdivision	Subdivide vacant land & connect Services - Kingsford Smith Business Park;;	59,495	57,767	-1,728	-2.99%	●	357,802	2,255,551	1,838,254	18.50%
10269	Hedland Aquatic Centre - Site Analysis	Commence aquatics site analysis and site selection process - stand alone from SHISH project	14,887	0	-14,887	100.00%	●	30,392	0	-45,279	0.00%
10302	Hedland Aquatic Centre - Design	Design of new aquatics centre in South Hedland	0	60,000	60,000	100.00%	●	0	3,969,500	3,969,500	0.00%
700017	Capital Projects: Other Infrastructure - Renew		410,509					207,970	2,109,072		
10061	Landfill - Pond Liner Replacement	Replacement and upgrade of the Pond liner at the landfill	128,683	34,936	-93,747	-268.34%	●	204,490	309,006	-24,167	107.82%
10020	Shade Structure Renewal Program 23-25	Annual Renewal Program - Shade Structures FY22/23, 23/24, 24/25;;Create new project for FY25/26	6,300	6,013	-287	-4.77%	●	0	6,013	-287	104.77%
10157	Playground Renewal 23/24 - Yikara Park	Yikara Park Playground existing equipment replacement - EOL	328	0	-328	100.00%	●	0	0	-328	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10361	P&SRP – Yacht Club	Playground & Softfall Renewal Program 25/26 – Yacht Club	130,732	150,000	19,269	12.85%	●	0	150,000	19,269	87.15%
10362	P&SRP – Murdoch & Forrest Circle Nodes	Playground & Softfall Renewal Program 25/26 – Murdoch & Forrest Circle Nodes	820	950	130	13.68%	●	0	200,000	199,180	0.41%
10363	P&SRP – SHAC	Playground & Softfall Renewal Program 25/26 – SHAC	820	950	130	13.68%	●	0	150,000	149,180	0.55%
10364	P&SRP – Playground & Softfall (TBC)	Playground & Softfall Renewal Program 25/26 – To Be Confirmed;;;To be created as TBC until site is selected, project will be renamed ;;	377	0	-377	100.00%	●	0	700,000	699,623	0.05%
10237	Aquatic Facilities 24/25 Renewal Program	Aquatic Facilities 24/25 Renewal Program;;	127,763	127,640	-123	-0.10%	●	3,480	130,000	-1,243	100.96%
10286	Aquatic Facilities Renewal Program 25/26	Aquatic Facilities 25/26 Renewal Program;;	246	164	-82	-50.00%	●	0	48,400	48,154	0.51%
10250	Signage and Wayfinding Renewal 24/25	Road signage and wayfinding program FY24/25;;	0	0	0	100.00%	●	0	100,000	100,000	0.00%
10064	Carpark Renewal Program 23-25	Annual Carpark renewal program for FY 2022/23 to 2024/25	14,441	12,322	-2,119	-17.19%	●	0	12,322	-2,119	117.19%
10276	Carpark Renewal Program 25/26	Annual Carpark renewal program for FY 2025/26	0	0	0	100.00%	●	0	303,331	303,331	0.00%
700018	Capital Projects: Other Infrastructure - Upgrade		144,470					87,774	2,045,842		
10191	Park Lighting Upgrade Program	Park Lighting Upgrade Program	121,003	114,472	-6,531	-5.71%	●	87,774	208,778	0	100.00%
10232	Rose Nowers Childcare Carpark Upgrades	Rose Nowers Childcare Carpark Upgrades ;;	8,782	5,625	-3,157	-56.12%	●	0	1,467,064	1,458,282	0.60%
10329	PIF - RV Overflow access control	PIF - RV Overflow access control FY2025/26	185	0	-185	100.00%	●	0	120,000	119,816	0.15%
10280	Restricted Access Renewal Program 25/26	Restricted Access Program - Formerly rocks and bollards;;Annual restricted access program FY2025/26	14,500	14,500	0	0.00%	●	0	250,000	235,500	5.80%
700020	Capital Projects: Paths & Cycleways - Renew		90,579					9,480	385,540		
10281	Asset Management Plan - Paths 25/26	Asset Management Plan - Paths 25/26	90,579	0	-90,579	100.00%	●	9,480	385,540	285,481	25.95%
700021	Capital Projects: Paths & Cycleways - Upgrade		13,842					1,500	201,380		



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10137	Cooke Point Shared Path	Design and construction of a 3m dual use coastal path between: ;oThe corner of Sutherland/Keesing and Dempster Street;;oThe Corner of Goode/Corney Street & Goode & McPherson Street;;	13,842	5,027	-8,815	-175.34%	●	1,500	201,380	186,038	7.62%
10069	Footpath Renewal Program 22/23-24/25	Program covering financial years 22/23 to 24/25. A new project will need to be created for FY26.;;29.A.;;29.B.;;29.C.;;29.D	0	0	0	100.00%	●	0	0	0	0.00%
700023	Capital Projects: Roads & Bridges - Renew		172,078					46,948	2,941,897		
10088	Remote Community Roads Renewal 23-25	Annual renewal and upgrade works to Yandeyarra Road FY23/24 to FY24/25;;Create new program for FY25/26	29,384	23,319	-6,065	-26.01%	●	0	23,319	-6,065	126.01%
10083	Kerb Renewal Program 22/23 - 24/25	CIF128126 - Annual renewal & upgrades to aged kerbing infrastructure throughout the Town;;47.A.;;47.B.;;47.C.;;47.D.;;47.E.;;47.F.;;47.G	45,252	40,662	-4,590	-11.29%	●	0	96,105	50,854	47.09%
10089	Road Reseal Program - Sealed Roads 22/25	Annual renewal of aging sealed roads within the Town's municipal boundaries;;49.A.;;49.B.;;49.C.;;49.D.;;49.E.;;49.F.;;49.G.;;49.H.;;49.I.;;49.J.;;49.K.;;49.L.;;49.M.;;49.N.;;49.O.;;49.P.;;49.Q.;;49.R	96,032	96,032	0	0.00%	●	41,404	143,573	6,136	95.73%
10158	Road Reseal Program - Unsealed Roads	Road Reseal Program - Unsealed Roads FY23 to 25;;50.A Madigan Rd Grading;;50.B Yandeyarra Rd Grading;;50.C Pippingarra Rd Grading	0	0	0	100.00%	●	2,424	0	-2,424	0.00%
10273	Remote Community Roads Renewal 25/26	Annual renewal and upgrade works to Yandeyarra Road;;	0	0	0	100.00%	●	0	176,550	176,550	0.00%
10285	Kerb Renewal Program 25/26	Annual renewal & upgrades to aged kerbing infrastructure throughout the Town;;47.A.;;47.B.;;47.C.;;47.D.;;47.E.;;47.F.;;47.G	0	0	0	100.00%	●	0	101,115	101,115	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10334	Road Reseal - Unsealed Roads 25/26	Road Reseal - Unsealed Roads 25/26;;	1,246	0	-1,246	100.00%	●	3,120	941,600	937,234	0.46%
10335	Road Reseal - Sealed Roads 25/26	Road Reseal - Sealed Roads 25/26	164	0	-164	100.00%	●	0	1,459,635	1,459,471	0.01%
700024	Capital Projects: Roads & Bridges - Upgrade		8,313,119					2,250,593	23,286,008		
10098	Prelim. Road Safety Audit & Compliance	Preliminary works for Road Safety Audit & Compliance improvements	20,044	15,168	-4,876	-32.14%	●	0	15,168	-4,876	132.14%
10130	SHISH Stage 1C - Hamilton Rd & Entrance	Hamilton Rd Civil Works & South Hedland Entrance Statement	9,610	28,378	18,768	66.13%	●	17,358	9,213,042	9,186,074	0.29%
10026	Wedgefield Route 1	Design and delivery of existing road network upgrades within the Wedgefield Industrial precinct.	7,731,552	4,223,806	-3,507,746	-83.05%	●	2,233,235	4,223,806	-5,740,981	235.92%
10308	WR1 - Schillaman Street / Peawah Street	Design and delivery of existing road network upgrades within the Wedgefield Industrial precinct. Schillaman Street & Peawah Street - Stage 1	428,882	5,502,804	5,073,922	92.21%	●	0	6,603,365	6,174,483	6.49%
10309	WR1 - Yanana Street Upgrades	Design and delivery of existing road network upgrades within the Wedgefield Industrial precinct. Yanana Street - Stage 1	0	0	0	100.00%	●	0	700,000	700,000	0.00%
10310	WR1 - Moorambine St / Peawah St Upgrades	Design and delivery of existing road network upgrades within the Wedgefield Industrial precinct. Moorambine St & Peawah St Upgrades - Stage 1	0	0	0	100.00%	●	0	0	0	0.00%
10367	WR1 - Stage 3 - Crossover Upgrade Works	Design and delivery of crossover upgrades within the Wedgefield Industrial precinct.	0	0	0	100.00%	●	0	70,000	70,000	0.00%
10368	WR1 - Stage 2 - Crossover Upgrade Works	Design and delivery of Stage 2 crossover upgrades within the Wedgefield Industrial precinct.	0	0	0	100.00%	●	0	450,000	450,000	0.00%
10062	Blackspot Program	Blackspot Program - Design & install speed plateaus in South Hedland to address safety risks & take advantage of grant funding	291	0	-291	100.00%	●	0	0	-291	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10226	Blackspot - Demarchi Rd and Murdoch Rd	Blackspot - Demarchi Road and Murdoch Road Intersection ;;	39,988	377	-39,611	-10501.28%	●	0	215,977	175,989	18.51%
10227	Blackspot - Link Rd and Wallwork Rd	Blackspot - Link Road and Wallwork Road Intersection ;;	754	0	-754	100.00%	●	0	0	-754	0.00%
10228	Blackspot - Buttweid Rd, Nth Circular Rd	Blackspot - Buttweid Road & North Circular Road East ;;	81,997	81,997	0	0.00%	●	0	312,337	230,340	26.25%
10357	Blackspot - Quartz Quarry Road	Blackspot Improvement Program 25/26 - Quartz Quarry Road	0	0	0	100.00%	●	0	465,000	465,000	0.00%
10358	Blackspot - Cottier Drive	Blackspot Improvement Program 25/26 - Cottier Drive	0	0	0	100.00%	●	0	335,000	335,000	0.00%
10359	Blackspot - Cottier Drive & Dale Street	Blackspot Improvement Program 25/26 - Cottier Drive & Dale Street	0	0	0	100.00%	●	0	357,000	357,000	0.00%
10360	Blackspot - Kennedy Street	Blackspot Improvement Program 25/26 - Kennedy Street	0	0	0	100.00%	●	0	0	0	0.00%
10369	AMP-Wise Terrace Beautification	Asset Managment Plan - Wise Terrace Beautification;;	0	0	0	100.00%	●	0	325,313	325,313	0.00%
700025	Capital Purchases: Furniture, Fittings & Equipment - New		798,045					445,951	1,798,116		
10213	New CCTV Cameras & Workstations	New CCTV Cameras & Workstations	409,125	0	-409,125	100.00%	●	360,454	0	-769,578	0.00%
10243	UPS Refresh Program - Network	Budget to be utilised in conjunction with project 10292 as part of network refresh.;;	0	0	0	100.00%	●	0	220,000	220,000	0.00%
10244	Printer Replacement	Printer Replacement program;;;;	71,613	71,613	0	0.00%	●	0	71,613	0	100.00%
10245	Chambers IT Upgrades	Replacement and upgrade of existing A/V assets in Council Chambers;;;;	92,535	0	-92,535	100.00%	●	0	0	-92,535	0.00%
10246	Gratwick Aquatic Centre PA and Alarms	Installation of a PA system at GAC to enhance audio capabilities.;;	369	0	-369	100.00%	●	0	20,000	19,631	1.85%
10200	Landfill - Mandalay Ticket Entry System	Landfill - Mandalay Ticket Entry System to monitor frequency of residential usage and encourage waste management within the community	385	0	-385	100.00%	●	0	0	-385	0.00%



Works Systems Capital Project Listing (all Work Systems)

YTD to November 2025/26

Works Project	Project Description	Project Details	Actual YTD November	YTD Works Forecast	Var \$	% of Budget		Works Commits	Works Annual Forecast	Var \$	Var %
10206	CCTV - Licence Recognition Cameras	CCTV - Licence Plate Recognition Cameras to assist local police in reducing vehicle theft & anti-social behaviour within Port Hedland Town site in line with WAPOL state strategy	-298,165	0	298,165	100.00%	●	0	0	298,165	0.00%
10198	Plant Replacement Program 23/24 & 24/25	Plant Replacement Program;;56.A;;56.B;;56.C;;56.D;;56.E;;56.F;;56.G;;56.H;;56.I;;56.J;;56.K;;56.L;;56.M;;56.N;;56.O;;56.P;;	493,176	0	-493,176	100.00%	●	0	926,503	433,327	53.23%
10321	IT Renewal Program 25/26	IT Renewal Program 25/26;;	29,007	0	-29,007	100.00%	●	85,497	560,000	445,496	20.45%
700026	Capital Purchases: Vehicles, Plant & Equipment - New		36,539					402,967	0		
700007	Vehicle Replacement Program	Vehicle Replacement Program	36,539	0	-36,539	100.00%	●	402,967	0	-439,506	0.00%
700029	Capital Purchases: Furniture, Fittings & Equipment - Upgrade		51,211					14,821	976,196		
10292	PIF - Network Redesign & Refresh Program	PIF - Replacement and upgrade of existing IT Network infrastructure	40,438	39,080	-1,358	-3.48%	●	9,421	780,000	730,141	6.39%
10204	Christmas Decorations Sth Hedland	Christmas Decorations replacements South Hedland	0	0	0	100.00%	●	0	27,642	27,642	0.00%
10205	Matt Dann Theatre Fire Alarm System	13/12/2024 - PIF Panel determined that the unspent budget from lighting works will be utilised to prioritise the fire upgrades. Incoming revenue expected from the Department of Education, equivalent to 50% of costs	10,773	9,543	-1,230	-12.89%	●	5,400	168,554	152,381	9.60%
700030	Capital Purchases: Vehicles, Plant & Equipment - Renew		174					0	1,641,000		
10324	Heavy Vehicle Fleet Replacement Program	Heavy Vehicle Fleet Replacement Program;;	0	0	0	100.00%	●	0	251,000	251,000	0.00%
10326	Light Vehicle Fleet Replacement Program	Light Vehicle Fleet Replacement Program;;	174	0	-174	100.00%	●	0	1,390,000	1,389,826	0.01%

14,561,708 6,787,932

Total Works Program 74,782,277

**2/021 Credit and Purchase Card Policy****Objective**

Corporate credit and purchase cards (Corporate Cards) deliver benefits to the Town of Port Hedland through improved administrative practices. Efficiency of operational activities is increased by reducing the cost, paperwork and time associated with purchasing goods and services. Corporate Cards also provide a useful resource in remote and emergency situations, reduce the need for cash on premises and provide an effective audit trail of expenditures.

This policy sets out the principles that need to be followed by all Corporate Card holders at the Town of Port Hedland. The objective of this policy is to:

- Provide a framework to enable the use of Corporate Cards;
- Provide Corporate Card holders guidelines towards the appropriate issue and usage of the cards; and
- Minimize or eliminate the risk of fraud and misuse of the Corporate Card.

Application of Policy

This policy applies to all employees of the Town of Port Hedland who are assigned a Corporate Card.

Legislation

The following provisions of the *Local Government Act 1995* (the Act) and associated regulations impact on the use and control of corporate credit cards:

- Section 2.7(2) (a) and (b) of the Act requires the council to oversee the allocation of the local government's finances and resources and to determine the policies of the local government.
- Section 6.5(a) of the Act requires the Chief Executive Officer (CEO) to ensure that proper accounts and records of the transactions and affairs of the local government are kept in accordance with regulations.
- Local Government (Financial Management) Regulation 11(1)(a) requires local governments to develop procedures for the authorisation and payment of accounts to ensure that there is effective security and appropriate authorisations in place for the use of credit cards.
- Local Government (Financial Management) Regulation 13A requires local governments to disclose information about each transaction made on a credit card, debit card or other purchasing cards.

Issue of Corporate Cards

- All requests for Corporate Cards are approved by the CEO in line with "The Town of Port Hedland Delegation Register".



Policy

- While the maximum credit limit is determined in the delegation register, the cardholders limit should be set to the lowest amount required by the cardholder to conveniently execute their role.
- A person in a role that is allocated a credit card is not obliged to hold one.
- Each cardholder must sign an acknowledgement that they have received, understood and agreed to their responsibilities and legal obligations before a card will be issued.
- A credit card will not be issued to an elected member.

Use of Corporate Cards

- Corporate cards are only to be used for Town related expenditure, within the limit assigned for the use of that card and within the approved budget;
- Personal use and personal transactions are prohibited;
- All purchases are to be made in accordance with 2/007 Procurement Policy.
- Travel expenditure is to be made in accordance to GOV 008 "Town of Port Hedland Representative Travel and Accommodation" IOP as well as 2/007 Procurement Policy.
- Cash withdrawals through any facility, whether it is a Bank, ATM or EFTPOS facility are prohibited;
- Purchases related to buying foreign currency, lottery tickets, gambling, travellers cheques and money transfers are prohibited.
- The card must not be used by officers other than the cardholder.
- Under no circumstances is the PIN to be disclosed to another person.
- The card must only be used for fuel purchases in instances where a fuel card facility is unavailable;
- Cardholders must not obtain personal benefit through any rewards program.
- Cardholders must not split transactions to circumvent delegation limits.
- The card shall not be used for payment of fines.
- No "tips" or gratuities are to be added to purchase transactions.
- The cardholder must maintain the security of their card, ensuring that it is kept in their possession at all times and not left in any place from which it may be taken.
- The cardholder must retain all tax invoices and/or receipts and maintain any other records of their transactions to facilitate monthly reconciliation and costing of transactions for that card;
- The card must be returned prior to periods of extended leave (any periods in excess of four weeks).
- In all cases of misuse, the Town of Port Hedland reserves the right to recover any monies from the cardholder and all repayments by the cardholder are to be due within five days of notice.

Cancellation of Corporate Cards

- Cards must be returned and cancelled if the cardholder is reassigned to a



Policy

new position where the use is not required or where their employment is terminated with the Town of Port Hedland;

- The Town of Port Hedland reserves the right to cancel a card at any time.
- Cancelled cards must be destroyed in a secure manner.

Definitions

“Cardholder” - Is any officer of the Town of Port Hedland receiving authorisation to have a Corporate Credit Card issued in their name.

“Corporate Card” – Includes business or corporate credit cards, debit cards, store cards, fuel cards and taxi cards. *Excludes* non-reloadable gift cards, pre-loaded purchase or credit card advances, SmartRider cards that are centrally controlled for general use.

“Credit limit” – Is the maximum amount of money authorised for purchases made on the corporate card.

“Personal Use / Personal transaction” - Any purchase intended for individual benefit of the cardholder. Purchase of any items not normally provided to a staff member in the course of their employment with the Town of Port Hedland.

“Town” – Refers to the Town of Port Hedland

“Town Related Expenditure” - Bona fide business transactions that are required by a cardholder undertaking normal duties in the course of their employment with the Town of Port Hedland and would otherwise be undertaken by purchase order or petty cash.

“Transaction limit” – Means the maximum value for any single transaction.



Policy

Relevant legislation	<i>Local Government Act 1995 Local Government (Financial Management) Regulations 1996</i>
Delegated Authority	
Business Unit	Financial Services
Directorate	Corporate Services

<i>Governance to complete this section</i>			
Version Control	Version No.	Resolution No.	Adoption date
	V01	CM201617/046	31 August 2016
	V02	CM202021/102	16 December 2020
	V03	CM202223/003	27 July 2022
	V04	CM202425/193	27 November 2024
Review frequency	Every two years		

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6/003 Town of Port Hedland Grants Program

Objective

This policy aims to ensure Council has established an effective and responsive grants program to support the needs of its diverse community, and that it allocates appropriate financial support each year through its annual budget process. This allows Council to be transparent about the types and levels of funding provided to the community.

The objectives of this policy are to ensure:

- **Inclusion:** providing opportunities for individuals and groups to meaningfully take part in community life
- **Equity:** consciously addressing the barriers faced by disadvantaged groups and individuals
- **Impact:** taking a purposeful and strategic approach to funding projects that deliver meaningful social, economic and environmental impact
- **Capacity building:** supporting individuals, groups and businesses to develop and grow new initiatives, skills and resilience to shape the Town of Port Hedland's future
- **Collaboration:** encouraging networks and partnerships to deliver exceptional strategic outcomes together
- **Transparency:** delivering a funding program that is transparent and accountable in all processes and decisions

Content

The Town of Port Hedland Grants Program is divided into four streams:

1. Community

The Community stream comprises of the following grants:

- i) Community Partnership Grant
Supports community groups and organisations to deliver events, activities and programs that enhance local communities, celebrate diversity, and provide opportunities to develop social cohesion and connection within the Headland community
- ii) Community Champions Grant
Supports sport, arts, cultural and community ambassadors of the Town who are requiring assistance to travel on a regional, national, or international basis to represent Hedland
- iii) Placemaking Grant
Encourages visitation, increase beautification and activation of the streetscape and builds stronger connections between community and place. The grant supports business-led and community-led initiatives to encourage local communities, organisations and businesses to lead the revitalisation of public spaces.

iv) Sustainability Grant

Supports individuals and community groups to deliver positive community-based sustainability initiatives and education programs supporting environmental, sustainability and conservation outcomes

2. Economic and Business Development

The Economic Development and Diversification Fund, comprises of two streams:

i) Business Development

Supports local businesses and organisations to generate new revenue opportunities through the development of feasibility studies and businesses cases.

ii) Economic Diversification

Supports new or expanded business operations with demonstrable benefits to local employment, economic output and/or liveability.

3. Fundraising for Community

The Fundraising for Community Stream comprises of the following grant:

Cash for Trash

Supports local communities and organisations to do litter clean-ups throughout the Town and raise funds to help go towards fundraising initiatives.

4. Community Safety

The Community Safety Stream comprises of the following grant:

Home Safety and Security

Supports the provision of a rebate to Hedland tenants and owners of residential properties for the installation of approved home safety and security products

Grants are to be assessed in accordance with the Town's Internal Operating Procedures, and the guidelines including eligibility criteria published on the Town of Port Hedland website.

Definitions

"Grant funding" Provision of a set amount of funds for a period to achieve a specific identified outcome, agreed to in a formal contract with the Town of Port Hedland.



Relevant legislation	Local Government Act 1995 https://www.legislation.wa.gov.au/legislation/statutes.nsf/main_mrtitle_551_homepage.html Local Government (Financial Management) Regulations 1996 https://www.legislation.wa.gov.au/legislation/statutes.nsf/main_mrtitle_1752_homepage.html
Delegated authority	Yes
Business unit	Youth and Community Development Business and Economic Development Environmental Health Waste Services
Directorate	Community Services Regulatory Services Infrastructure Services



<i>Governance to complete this section</i>			
Version Control	Version No.	Resolution No.	Adoption date
	V01	-	27 January 2011
	V02	-	08 May 2013
	V03	201415/050	24 September 2014
	V04	201516/265	22 June 2016
	V05	CM201819/068	24 October 2018
	V06	CM202021/20	26 August 2020
	V07	CM202324/124	30 August 2023
Review frequency	3 Yearly		

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10/003 Landscaping

Objective

The objective of this policy is to provide requirements and identify benchmarks for the planning, design and installation of landscaping on Town owned or managed properties, including public open spaces (POS), urban landscape areas, and facilities. This policy will deliver the following outcomes:

- Encourage and support the development of aesthetically pleasing landscapes that enhance the unique elements of the Town whilst maintaining a level of consistency and sustainability;
- Encourage the use of plant species that will endure the Pilbara environment whilst providing an element of shade and sustenance;
- Ensure the development of landscaping treatments that provide (or don't inhibit) access to service corridor for the public utilities located within the verge area;
- Encourage a landscaping form which is economical in its water and maintenance requirements;
- Provide a means for minimising soil erosion;
- Establish a safe landscaping environment by applying Crime Prevention Through Environmental (CPTED) principles;
- Ensure equitable access and inclusion for people with disabilities by applying principles included in the Town's Disability Access and Inclusion Plan (DAIP).

This policy will also provide guidance for the landscaping development of private properties.

Content

Landscaping on urban landscape areas, in public open spaces and facilities provides an opportunity to enhance the aesthetics of the Town and improve the outdoor lifestyle of the community. It is the Town's responsibility to ensure that these areas are developed to a safe, sustainable and maintainable standard.

1. Application Process

Developers and property owners must submit an application to the Town for approval of landscaping treatments prior to commencing any work. Applications can be submitted to the Town via submission of a Verge Treatment Application form or Application for Vehicle Crossover Form, located on the Town of Port Hedland website, or by request from (08) 9158 9700.

All applications must include a plan showing the layout and location of landscaping, irrigation and information on plant species.



Applications will be assessed in accordance with this Policy, relevant Local Laws and supporting documentation. Applicants will be advised of any known work scheduled by the Town that may affect their application.

Applicants must not commence any landscaping works until the Town grants approval in writing.

2. *General Conditions*

- a) In terms of verge treatments, the property owner agrees to maintain the area free from hazards. Failure to comply may result in removal of the hazard and/or treatment by the Town at the owner's expense.
- b) In terms of verge treatments, the property owner agrees to indemnify the Town against all claims which may arise as a result of the treatment.
- c) The Town reserves the right to remove any verge treatment for the purpose of carrying out works. Reinstatement of approved verge treatments shall be carried out by the Town in consultation with the property owner.
- d) The owner accepts responsibility for removal and reinstatement of landscaping if required by public utility providers.
- e) No assistance shall be provided by the Town for development, ongoing operation, or maintenance costs, unless specified otherwise during the approval process.
- f) The property owner shall be responsible for repairs to any damaged infrastructure occurring during the installation of landscaping.

3. *Maintenance*

The property owner shall be responsible for maintenance of all landscaping on the verge, unless agreed otherwise during the approval process.

Developers of landscaping treatments on Town owned or managed properties, including urban landscape areas, public open space and facilities, shall be responsible for the maintenance of the landscaping for a period of 18 months, unless negotiated otherwise. A maintenance schedule shall be submitted to the Town for approval. Handover of maintenance to the Town after this period shall be conditional upon coordinated inspections, approvals, training and supply of all as constructed and warranty information.

4. *Guiding documents*

The *Public Open Space Strategy* is used as a basis for strategic planning of the management, provision and investment in current and future POS.

The *Landscape Guidelines* document has been developed to provide a clear framework for the design, construction and maintenance of POS and Verge Treatments.

The *Irrigation Specifications* have been developed to ensure appropriate equipment and materials are used to design, install and maintain the Town's irrigation systems.

The *Weed Management Strategy* has been developed to provide a strategy for integrated weed management within the Town's POS and urban landscape areas.

The Landscape Guidelines, Irrigation Specifications and Weed Management Strategy will be reviewed internally by Town Officers yearly under the direction of the Manager Infrastructure Operations.

5. *Verge Treatments*

The following treatments are permitted to be installed on verges:

- Lawn
- Irrigation
- Gardens
- Street trees
- Hardstands
- Compacted material
- Crossovers

Refer to the Landscape Guidelines and Irrigation Specifications for conditions and advice on the installation of verge treatments.

For information on the construction of crossovers refer to Policy 9/005 Vehicle Crossovers.

6. *Irrigation*

All applicable verge treatments must be irrigated through a connection to the property owner's water supply. The following points should be considered when irrigating within the verge:

- Contact Dial Before You Dig (1100) and other service and utility providers prior to commencing installation to ensure that underground services and infrastructure are not damaged and correct clearances are maintained.
- Design and operation must comply with Water Corporation guidelines and water restrictions current at the time of development.
- Irrigation design shall apply principles to ensure sustainable use of water and adhere to the Town's Irrigation Specifications.
- Irrigation design and operation must not impact upon road pavements, footpaths or other infrastructure on the verge.

Refer to the relevant Local Laws Landscaping Guidelines and Irrigation Specification for further information.

7. *Public Open Space, Urban Landscape Areas and Facilities Landscaping*

All public open space, urban landscape areas and landscaping at facilities owned or managed by the Town must be developed in accordance with the objectives of this Policy.

The relevant Local Laws, Public Open Space Strategy, Landscaping Guidelines, Irrigation Specifications and the Weed Management Strategy will provide information to developers to ensure that the Town's requirements are met. The landscaping design must not impact on the functionality of the relevant space, specifically for the open stormwater drainage network.

Each application will be assessed in consultation with these guidelines, relevant stakeholders, the developer and the Town's officers.



Definitions

<i>Road Reserve</i>	The portion of land between the front property boundaries that contains both verges and the road
<i>Verge</i>	The section of the road reserve between the property boundary and the road kerb line.
<i>Verge Treatment</i>	Any soft or hard landscaping installed within the area of the verge excluding street trees.
<i>Street Tree</i>	A tree installed within the road reserve.
<i>Crossover</i>	The portion of a driveway within the verge providing access from the road to the property boundary.
<i>Hazard</i>	The source of potential damage, harm or adverse effects on something or someone.
<i>Public Open Space (POS)</i>	Recreational spaces which include local, neighborhood, district and regional parks as per <i>The Town of Port Hedland Public Open Space Strategy</i> .
<i>Urban Landscape Areas</i>	Landscape areas which include roads or along road reserves and thoroughfares including carparks.

Relevant legislation	<i>Town of Port Hedland Local Laws</i>
Delegated authority	-
Business unit	Parks, Gardens and Engineering Services
Directorate	Infrastructure and Town Services

<i>Governance to complete this section</i>			
Version Control	Version No.	Resolution No.	Adoption date
	V0	201415/210	25 March 2015
	1	CM201920/077	23 October 2019
	V0	CM202021/027	26 August 2020
	2		
	V0		
	3		
Review frequency	3 Yearly		

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4/006 Elections – Caretaker Period

Objective

The objective of this policy is to ensure the Town's activities and those of Elected Members are undertaken in a manner that maintains a high standard of integrity during local government election periods.

The primary objective of this Policy is to ensure the Council of the Town of Port Hedland makes no major decisions, prior to election, that would bind an incoming Council, prevents the use of public resources in ways that are seen as advantageous to, or promote sitting Elected Members seeking re-election, or any other candidates, and that the Town of Port Hedland administration acts impartially in relation to all candidates seeking election.

This Policy applies during a 'Caretaker Period' (see below for definition) to cover:

- a. Decisions made by the Council;
- b. Materials authorised by the Council for publication by the Town;
- c. Attendance and participation in functions and events;
- d. Use of the Town's resources;
- e. Access to Council information.

Part 1 - Introduction

1.1 Application

This Caretaker Policy applies to Elected Members, candidates, employees and volunteers of, and contractors to the Town of Port Hedland.

1.2 Scheduling Consideration of Major Policy Decisions

So far as is reasonably practicable, the Chief Executive Officer should avoid scheduling major policy decisions for consideration during a Caretaker Period, and instead ensure that such decisions are recommended either:

- a. prior to the commencement of the Caretaker Period; or
- b. scheduled for determination by the incoming Council.

Where extraordinary circumstances prevail, the Chief Executive Officer may submit a major policy decision to the Council in accordance with Part 3 of this policy.



1.3 Decision Made Prior to a Caretaker Period

This Policy only applies to actual decisions made during a Caretaker Period, not the announcement of decisions made prior to the Caretaker Period. Whilst the announcement of earlier decisions may be made during a Caretaker Period, as far as practicable any such announcements should be made before the Caretaker Period begins.

All documentation prepared for Council meetings must be authorised by the Chief Executive Officer to ensure no agenda item is included that is likely in the opinion of the Chief Executive Officer to influence voters' intentions at the forthcoming election or which would likely be used by a candidate for Mayor and/or Councillor for the purpose of canvassing votes.

Elected Members commit to refraining from moving motions or raising matters at a meeting that could potentially be considered an electoral matter.

Part 2 – Implementation of Caretaker Practices

2.1 Role of the Chief Executive Officer in Implementing Caretaker Practices

The role of the Chief Executive Officer is to implement the caretaker practices outlined in this policy and ensure as far as possible, that all Elected Members and Town employees are aware of the Caretaker Policy and practices 30 days prior to the start of the Caretaker Period.

Part 3 – Extraordinary Circumstances Requiring Exemption

3.1 Extraordinary Circumstances

The Chief Executive Officer may, where extraordinary circumstances prevail, permit a matter defined as a 'major policy decision' to be submitted to the Council. The Chief Executive Officer is to have regard to a number of circumstances, including but not limited to:

- a. Whether the decision is significant;
- b. The urgency of the issue (that is - can it wait until after the election);
- c. The possibility of legal and/or financial implications of a deferred decision;
- d. Whether the decision is likely to be controversial;
- e. The best interests of the Town of Port Hedland; and
- f. The Public Interest.



3.2 Appointment or Removal of the Chief Executive Officer

A Chief Executive Officer may not be appointed or dismissed during a Caretaker Period unless in the case of an emergency, the Council may appoint an Acting Chief Executive Officer, or suspend the current Chief Executive Officer (in accordance with the terms of their contract), pending the election, after which date a permanent decision can be made.

Part 4 - Caretaker Statement

To ensure the Council complies with the commitment to appropriate decision making during the Caretaker Period, a Caretaker Statement will be included in every report submitted to the Council for a decision recommended to be taken throughout the duration of the Caretake Period. The Caretaker Statement will specify one of the following:

- a. "The recommended decision is not a 'Major Policy Decision' within the context of Council Policy 4/006 'Elections - Caretaker Policy'."
- b. "The recommended decision is a 'Major Policy Decision' within the context of Council Policy 4/006 'Elections – Caretaker Policy', however an exemption is recommended because of the following extraordinary circumstance(s), which must be followed by the details of the applicable extraordinary circumstance(s)".

Part 5 – Town Of Port Hedland Publications

5.1 Prohibition on Publishing Local Government Electoral Material

The Town shall not print, publish or distribute, or cause, permit or authorise others to print, publish or distribute on behalf of the Town by any means any publication, including but not limited to advertisement, handbill, pamphlet, notice, digital communication or voice message that contains 'electoral material' during the Caretaker Period.

5.2 Electoral Material Relevant to Prohibition

Without limiting the generality of the definition of 'electoral material', material will be considered to be intended or likely to affect voting in the election if it contains an express or implicit reference to, or comment on:



- a. The election; or
- b. A candidate in the election; or
- c. An issue submitted to, or otherwise before, the voters in connection with the election.

5.3 Candidate and/or Elected Member Publications

Candidates and/or Elected Members are permitted to publish campaign material on their own behalf but cannot claim for that material to be originating from or authorised by the Town. For example, use of the Town of Port Hedland crest or logo is prohibited from use of any of the Town's photographs or images.

5.4 Election Announcements

This policy does not prevent publications by the Town which merely announce the holding of the election or relate only to the conduct of the election.

5.5 Town of Port Hedland Publications

Any reference to Elected Members or any other candidates for the relevant election in the Town's publications printed, published or distributed during the Caretaker Period must not include promotional text. All Town publications that are subject to this policy must be approved by the Chief Executive Officer to ensure that any circulated, displayed or otherwise publicly available material during the Caretaker Period does not contain material that may be construed as 'electoral material'.

5.6 Town of Port Hedland Website

During the Caretaker Period the Town's website will not contain any material which is precluded by this policy. All references to the election must relate only to the conduct of the election. Information relating to those Elected Members standing as candidates in the relevant election will be restricted to names, contact details, titles, membership of Council committees and other bodies to which they have been appointed to by the Council. Information about candidates, including Elected Members seeking re-election, on the Town's website will be restricted to their candidate profiles only.



Part 6 - Public Consultation during the Caretaker Period

6.1 Prohibition

It is prohibited under this policy for public consultation to be undertaken during the Caretaker Period (either new consultation or existing) on an issue which is contentious, unless the consultation is a mandatory statutory process or such extraordinary circumstances exist, and for which prior approval is provided by the Chief Executive Officer.

Part 7 - Attendance and Participation at Events / Functions / Meetings

7.1 Public Events Hosted by External Bodies

Elected Members may continue to attend events and functions hosted by external bodies during the Caretaker Period.

7.2 Town of Port Hedland Organised Civic Events/Functions

Civic events and functions organised by the Town and held during the Caretaker Period will be limited to only those essential to the operation of the Town or for which there is an over-riding public interest to convene. Such events and functions must not in any way be associated with any issues considered topical and relevant to the election. All declared candidates are to be invited to civic events and functions organised by the Town during the Caretaker Period, however, only sitting Elected Members will be formally acknowledged at such events and functions.

7.3 Addresses by Elected Members

Elected Members who are also candidates in the relevant election, will not be authorised and should not otherwise make speeches at or address events and/or functions organised or sponsored by the Town during the Caretaker Period.

7.4 Delegates to Community and Advisory Groups

Elected Members appointed to community groups, advisory groups and other external organisations as representatives of the Council shall not use their attendance at meetings of such groups to either recruit volunteers or otherwise seek assistance with election campaigning or to promote their personal or other candidates' election campaigns.

7.5 Questions and Statements at Council or Committee Meetings

All candidates, including Elected Members seeking re-election at the relevant election, must declare they are a candidate for the upcoming election prior to asking questions or making a statement at Council or Committee Meetings.



Part 8 - The Use of Town Of Port Hedland Resources

The *Town of Port Hedland Code of Conduct* provides that the Town's resources are only to be utilised for authorised activities. It should be noted that the prohibition on the use of the Town's resources for electoral purposes is not restricted to the Caretaker Period.

The Town's staff must not be asked to undertake any tasks connected directly or indirectly with an election campaign and should avoid assisting Elected Members in ways that may create a perception that they are being used for election purposes. In any circumstances where the use of Town resources may be construed as being related to a candidate's election campaign, advice is to be sought from the Chief Executive Officer.

Photographs, videos or images taken by, or provided by the Town are not to be used by candidates for the purposes for electioneering or in support of their election campaign. This applies equally to images on the Town's website that may be able to be copied and subject to copyright.

General correspondence addressed to Elected Members will be answered as usual. However, Elected Members will only sign necessary minimum correspondence during the Caretaker Period. Correspondence in respect to significant, sensitive or matters likely to be contentious that would otherwise be signed off by an Elected Member on behalf of the Town it to be forwarded to the Chief Executive Officer for consideration and signing.

Part 9 - Access to Council Information and Assistance

9.1 *Elected Members Access to Information*

During a Caretaker Period, Elected Members are able to access Council information relevant to the performance of their functions as an Elected Member in the usual course. However, the provision of such access to information is to be exercised with caution and limited to matters the Council is considering formally and subject to the approval of the Chief Executive Officer. Such information so accessed must not be used for election purposes. Nothing in this Policy limit the entitlement of access to information available to Elected Members, candidates, any other person or organisation under the *Freedom of Information Act 1992*.

9.2 *Electoral Information and Assistance*

All candidates will have equal access to public information and information relevant to the conduct of the election from the Town administration.

All advice provided to candidates as part of the conduct of the local government election will be provided equally to all candidates. The extent of assistance the Town will make available will be authorised by the Chief Executive Officer (or the



Returning Officer), documented and communicated to candidates in advance of the commencement of the Caretaker Period.

Candidates may obtain advice or assistance from the Western Australian Electoral Commission (WAEC) as it is responsible for the overall conduct of the Town of Port Hedland council elections.

9.3 Information Request Register

An Information Request Register will be maintained by the Chief Executive Officer during the Caretaker Period. This Register will be published on the Town's website, and record requests for information made by Elected Members and candidates, and the response provided to those requests, during the Caretaker Period. Town officers will be required to provide details of requests to the Chief Executive Officer for inclusion in the Register.

9.4 Media Advice

Any requests for media advice or assistance from Elected Members during the Caretaker Period will be referred to the Chief Executive Officer. No media advice will be provided in relation to election issues nor in regard to publicity that involves specific Elected Members. If satisfied that advice sought by an Elected Member during the Caretaker Period does not relate to the election or publicity involving any specific Elected Member(s), the Chief Executive Officer may authorise the provision of a response to such a request.

9.5 Publicity Campaigns

During the Caretaker Period, publicity campaigns are to be limited to those related to the conduct of the election, for the purpose of promoting the day-to-day activities of the Town and for emergency and urgent community need, subject to the approval of the Chief Executive Officer.



Definitions

'Candidate' means an enrolled elector standing for election for the office of Mayor and/or Councillor of the Council of the Town of Port Hedland.

'Caretaker Period' means the period of time when the caretaker practices are in place prior to the election. The caretaker practices will apply from the close of nominations, being 37 days prior to the Election Day in accordance with Section 4.49(a) of the *Local Government Act 1995*, until 6pm on Election Day.

'Elected Member' means a serving Mayor, Deputy Mayor or Councillor elected at the preceding election or special election.

'Election Day' means the day fixed under the *Local Government Act 1995* for the holding of any poll needed for an election.

'Electoral Material' means but is not limited to any digital communications, advertisement, handbill, pamphlet, notice, letter or article that is intended or calculated to affect the result in an election but does not include:

- (a) An advertisement in a newspaper announcing the holding of a meeting in accordance with Section 4.87(3) of the *Local Government Act 1995*.
- (c) Any materials produced by the Town relating to the conduct of the election by way of information, education or publicity, or materials produced by or on behalf of the Returning Officer for the purposes of conducting an election.

'Events and Functions' means a concert, conference, function, sporting event, or an occasion of a kind prescribed in the regulation (s5.90A(1) of the *Local Government Act 1995*); or an official ceremony or a formal social event, such as a party or a special meal, at which a large number of people are usually present.

'Local Government Election' means all ordinary and extraordinary Mayoral and Councillor elections.

'Major Policy Decision' means any:

- (a) Decisions relating to the employment, termination or remuneration of the Chief Executive Officer or any other designated senior officer, other than a decision to appoint an Acting or Deputy Chief Executive Officer, or suspend the current Chief Executive Officer (in accordance with the terms of their contract), pending the election.
- (b) Decisions relating to the Town entering into a sponsorship arrangement with a total Town contribution value exceeding \$10,000 (excluding GST).
- (c) Irrevocable decisions that commit the Town to substantial expenditure or significant actions, such as that which might be brought about through a Notice of Motion by an Elected Member.



- (d) Irrevocable decisions that will have a significant impact on the Town of Port Hedland or the community.
- (e) Reports requested or initiated by an Elected Member, candidate or member of the public that, in the Chief Executive Officer’s opinion, may be perceived within the general community as an election issue that reflects upon the Council’s decision-making process, and has the potential to call into question whether decisions are soundly based and in the best interests of the community.

‘Public Consultation’ means a process which involves an invitation to individuals, groups or organisations or the community generally to comment on an issue, proposed action or proposed policy.

‘Relevant Election’ means the election to which the Caretaker Period applies.

Relevant legislation	<i>Local Government Act 1995 Part 4</i> <i>Local Government (Elections) Regulations 1996</i>
Delegated authority	-
Business unit	Governance
Directorate	Corporate Services

<i>Governance to complete this section</i>			
Version Control	Version No.	Resolution No.	Adoption date
	V01	-	28 August 2013
	V02	CM201617/203	24 May 2017
	V03	CM202021/169	3 June 2021
Review frequency	Prior to any election		

Document Control Statement – The electronic reference copy of this Policy is maintained by the Governance Team. Any printed copy may not be up to date and you are advised to check the electronic copy at <http://www.porthedland.wa.gov.au/documents/public-documents/policies> to ensure that you have the current version. Alternatively, you may contact the Governance Team.



Guide to Caretaker Period
Requirements under the
Local Government Act 1995

Prepared by: Governance Team – 29 October 2025

Just like State and Federal Governments, local governments should not be making significant decisions while an election is underway, particularly decisions that would bind a future council to a particular course of action.

While the administration of a local government is not changed by an election, an administration is subject to the direction of the council chosen by the electors. As such, entering major contracts, changing the CEO, and similar significant decisions should not be made until after the local government election concludes. This allows a potential new council to choose the course of action that best reflects the electors they represent.

This reform standardises a caretaker period across all local governments in Western Australia.

- The caretaker period will apply to all ordinary local government elections from October 2025 onwards.
- The caretaker period runs from the close of [nominations to declaration of the poll](#).
- It will also apply to any election to elect an entire council after it has been declared vacant or dismissed.
- It will not apply to extraordinary local government elections.

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

Introduction

The *Local Government Act 1995* (the Act) includes uniform caretaker period provisions that apply to all local governments to aid in ethical and appropriate decision making in the lead up to a local government election.

The caretaker period commences at the close of nominations for relevant elections and ends on the day after the results of the election are declared.

This guideline outlines the caretaker provisions that are required by the Act and gives additional guidance to Council Members and Town staff when making decisions or undertaking official duties within the Caretaker Period.

It outlines important obligations under the Town of Port Hedland Code of Conduct for Council Members, Committee Members and Candidates, and 1/025 Media and Communications Policy for all Council Members regardless of whether they are also candidates for an election.

In this guide a reference to:

Candidate/s means all candidates including sitting Council Members.

Council Member/s means all Council Members including those that are also candidates.

Council Members who are also candidates means only those Council Members who are candidates and not other Council Members or candidates.

1.4A. Caretaker period

- (1) In this Act —
 caretaker period, in relation to a local government, means a period that —
- (a) begins at the close of nominations (as defined in section 4.49(a)) for a relevant election for the local government; and
 - (b) ends —
 - (i) on the day after the day on which the returning officer declares the result of the relevant election under section 4.77; or
 - (ii) if section 4.57(1) applies to the relevant election — on the day after the day on which the close of nominations falls; or
 - (iii) if section 4.58(1) applies to the relevant election — on the day after the day on which the candidate dies.
- (2) In subsection (1) — **relevant election** means any of the following —
- (a) an ordinary election;
 - (b) an inaugural election;
 - (c) an election under section 4.11, 4.12, 4.13 or 4.14;
 - i. *after restructure of districts, wards or membership (s4.11)*
 - ii. *after reinstatement of council (s4.12)*
 - iii. *after all members' offices become vacant (s4.13)*
 - iv. *after council is dismissed (s4.14)*
 - (d) an election under section 4.15 (*fresh election*) after an election that is a relevant election under paragraph (a), (b) or (c) or this paragraph is declared invalid.

Section 4.49(a) – close of nominations**4.49. How to make an effective nomination**

The nomination of a candidate is only effective if —

- (a) a completed nomination paper, in the prescribed form, is received by the returning officer at the nomination place (by delivery, post, facsimile or other prescribed means) within the period beginning on the 51st day before election day and *ending at 4 p.m. on the 44th day before election day (the close of nominations)*

This information provides a summary of the legislation Please go to the Local Government Act 1995 for full legislative requirements

1. Decision making during Caretaker Periods

1.1. Significant Acts

Under the Section 3.73 of the Act, decisions that are defined as 'significant acts' may not be made by the local government (and includes decisions made under delegation) during the caretaker period unless otherwise allowed under Section 3.73 (4) to (6).

3.73. Restrictions on what local government may do during caretaker period

(2) During a caretaker period, a local government must not do a significant act.

significant act means any of the following —

- (a) making a local law (including making a local law to amend or repeal a local law);
- (b) entering into, or renewing or terminating, the contract of employment of the CEO or of a senior employee;
- (c) entering into a major land transaction;
- (d) entering into a land transaction that is preparatory to entry into a major land transaction;
- (e) commencing a major trading undertaking;
- (f) entering into a contract, or other agreement or arrangement, in prescribed circumstances;
- (g) inviting tenders in prescribed circumstances;
- (h) deciding to do anything referred to in paragraphs (a) to (g);
- (i) an act done under a written law or otherwise that is a prescribed act.

Communications agreement

A communications agreement adopted under section 5.92A may not be adopted or amended in a caretaker period in accordance with section 5.92C (2) and 5.92C.

This information provides a summary of the legislation Please go to the Local Government Act 1995 for full legislative requirements

1.2. Provisions that allow for a significant act to be done during the Caretaker period

3.73. Restrictions on what local government may do during caretaker period Section 3.73 (4) to (6)

- (4) A local government may do a significant act during a caretaker period if —
- (a) the local government’s decision to do the significant act was made before the caretaker period; and
 - (b) any prescribed requirements are met.
- (5) A local government may do a significant act during a caretaker period if it is necessary for the local government to do the significant act during the caretaker period in order to comply with any of the 14 following —
- (a) a written law;
 - (b) an order of a court or tribunal;
 - (c) a contractual obligation of the local government under a contract entered into by the local government before the caretaker period.
- (6) The Departmental CEO may authorise a local government to do a significant act during a caretaker period if the Departmental CEO is satisfied that it is necessary for the local government to do the significant act during the caretaker period —
- (a) because of an emergency; or
 - (b) to ensure the proper operation of the local government.

This information provides a summary of the legislation Please go to the Local Government Act 1995 for full legislative requirements

1.3. What does the caretaker period mean for local government decision making?

During a caretaker period a local government must not do a significant act unless an exception applies.

The first exception relates to decisions which were made prior to the caretaker period but not yet actioned. In this circumstance a local government can implement a decision made prior to the caretaker period, such as signing a major contract, but it must first give local public notice of the details of the:

1. significant act and the date it will occur
2. the decision made prior to the caretaker period and the date it was made.

This local public notice must also be provided to the Director General of LGIRS.

The second exception provides that a local government may do a significant act to comply with the law, an order of a court of tribunal or a contractual obligation arising from a contract entered into by a local government before the caretaker period. This ensures that a local government's legal obligations can be met (s.3.73(5)).

The third and final exception allows a local government to undertake a significant act in an emergency with the approval of the Director General of LGIRS. This ensures that emergency responses can be undertaken during this period. Requests or queries about caretaker period exceptions during an emergency can be sent to legislation@lgirs.wa.gov.au.

2. Representing the Town

As elected representatives, Council Members will continue to be invited to functions or other events to represent the Town in their capacity as Council Members during the Caretaker Period.

During the caretaker period, a Council Member may not promote their own, or any other candidate's electoral campaign while performing the functions of their role as Council Member.

Section 18 of the Town of Port Hedland Code of Conduct for Council Members, Committee Members and Candidates prohibits Council Members from using their office to gain an advantage for themselves or any other person.

18. Securing personal advantage or disadvantaging others

1. A council member must not make improper use of their office — (a) to gain, directly or indirectly, an advantage for the council member or any other person; or (b) to cause detriment to the local government or any other person.
2. Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or The Criminal Code section 83

This information provides a summary of the Town of Port Hedland Code of Conduct for Council Members, Committee Members and Candidates

Please go to the [Code](#) for more information

2.1. Speaking at events or functions

The Mayor (or the Deputy Mayor when acting as Mayor) is the sole spokesperson for the Town of Port Hedland and may continue to fulfill the functions of that role under the Act.

During the caretaker period Council Members who are also candidates (other than the Mayor or Deputy Mayor when acting as Mayor) are not authorised to make speeches or give addresses at events and functions where they are invited in their capacity as a Council Member.

Sections 2.8 and 2.9 of the *Local Government Act 1995* prescribe the role of a mayor or president and a deputy mayor or president.

Section 5.34 prescribes when the Deputy Mayor can act in the position of Mayor.

*This information provides a summary of the legislation
Please go to the *Local Government Act 1995* for full legislative requirements*

2.2. Representation at external bodies

If a Council Member is appointed to an external organisation (for example – RCAWA, PHCCC or WALGA Roadwise) as a representative of the Town they may continue to attend meetings arranged by that organisation.

2.3. Events held by external bodies

Council Members may continue to attend events and functions hosted by external bodies during the caretaker period.

The provisions of council policies that relate to Council Members attendance at events continue to apply during the caretaker period.

2.4. Civic events and functions

If the CEO hosts an event during the caretaker period, Council Members may continue to be invited to attend.

3. Use of the Town's resources

The *Local Government (Model Code of Conduct) Regulations 2021* prohibits Council Members from using the resources of a local government for an electoral purpose.

17. Misuse of Local Government Resources

- (1) In this clause —
- electoral purpose** means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the Electoral Act 1907 or the Commonwealth Electoral Act 1918;
 - resources of a local government** includes —
 - (a) local government property; and
 - (b) services provided, or paid for, by a local government.
- (2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

This information provides a summary of the Town of Port Hedland Code of Conduct for Council Members, Committee Members and Candidates

Please go to the [Code](#) for more information

3.1. Town resources

Town resources are not to be used for electioneering purposes. Included below, are some examples of the type of resources that must not be used.

Examples (not a conclusive list):

1. A Town email account for electoral purposes.
2. A Town issued mobile phone, if relevant.
3. Town of Port Hedland business cards, and
4. Facilities and resources that are only available to Council Members because they are a Council Member.

3.2. Access to information

Candidates seeking information on the electoral process may address their enquiry to the appointed Returning Officer.

During campaigning candidates may receive requests and inquiries from members of the public and these requests can be submitted to the Town to be responded to through the usual Town processes.

All other enquiries or requests by Council Members are to be in accordance with the Town's Media and Communications Policy.

3.3. Published materials

Any materials published by, or for, a candidate must make it clear that the information included is not provided as an official publication of the Town of Port Hedland.

Published materials must not use the following:

- Council Member titles
- Council or Town official logos and crests
- Town of Port Hedland photography and/or other promotional/communication material

Published materials should avoid using the following:

- Colouring, layouts and logos/images that are similar to official Town published materials.

Candidates may not place published materials related to their election campaign on or inside Town of Port Hedland buildings or venues and must comply with the directions of the Town in relation to any other local government property.

8. Personal integrity

1. A council member, committee member or candidate —
 - (a) must ensure that their use of social media and other forms of communication complies with this code; and
 - (b) must only publish material that is factually correct.

Example of a behavioural expectations included in the Code of Conduct.

Do not engage in any fraudulent, corrupt or illegal behaviour, and report any information about actual or potentially fraudulent, corrupt, or illegal activities to the Chief Executive Officer or, if necessary, the Corruption and Crime Commission where the conduct may meet the definition of serious misconduct under the Corruption, Crime and Misconduct Act 2003

This information provides a summary of the Town of Port Hedland Code of Conduct for Council Members, Committee Members and Candidates

Please go to the [Code](#) for more information

Appendix

The Department of Local Government, Industry Regulation and Safety provides the following information.

The Act and Functions and General Regulations set out several matters which constitute a significant act. It is a significant act to both make the decision to undertake a significant act, and to undertake that significant act. For example, both the decision of the council to enter into a major contract and the CEO signing the contract are significant acts.

The below table may assist in understanding what are the significant acts not permitted during the caretaker period:

Significant Act	Example
a) Making a local law (including making a local law to amend or repeal a local law)	The making of any local law is prohibited
b) Entering into, or renewing or terminating, the contract of employment of the CEO or of a senior employee.	Resolving to appoint a person as CEO or signing the contract for that person's appointment
c) Entering into a major land transaction	Resolving to undertake a major land transaction or signing the contract of sale for the land transaction
d) Entering into a land transaction that is preparatory to entry into a major land transaction	The CEO using delegated authority to purchase a portion of adjoining land for a major land transaction and signing the associated contract for purchase
e) Commencing a major trading undertaking	Resolving to commence the operation of a golf course for profit or opening the golf course for the first time
f) Entering into a contract, or other agreement or arrangement worth, or expected to be worth more than \$250,000* *this includes contracts for good and services or the disposal or acquisition of property or entering into 2 or more contracts to avoid this requirement	Resolving to accept the tender for a major works contract or signing the contract with the successful tenderer

Significant Act	Example
<p>g) Inviting tenders in prescribed circumstances</p>	<p>Applies to tenders worth more or expected to be worth more than \$250,000. The CEO determining to go to tender for some works or giving actual notice of the opening of the tender.</p>
<p>h) Deciding to do anything referred to in paragraphs (a) to (g)</p>	<p>The decision by council or delegated authority to do any of the above.</p>
<p>i) An act done under a written law or otherwise that is a prescribed act</p> <p>Refer to regulation 3A of the <i>Local Government (Functions and General) Regulations 1996</i>.</p>	<p>The prescribed matters will include:</p> <ul style="list-style-type: none"> • establishment or changes to a regional local government or regional subsidiary. • commencing the adoption, amendment or repeal of a local planning strategy, scheme, or policy. • commencing procurement of a panel of pre-qualified suppliers.



WESTERN AUSTRALIAN
Electoral Commission

Mr Mark Dacombe
Acting Chief Executive Officer
Town of Port Hedland
PO Box 41
PORT HEDLAND WA 6721

Dear Mr Dacombe,

Cost Estimate Letter: 2026 Local Government Extraordinary Election

The Western Australian Electoral Commission (WAEC) is pleased to provide you with the cost estimate for the delivery of your local government extraordinary election to be held on 28 March 2026. This is providing you make a declaration under the *Local Government Act 1995* for the WA Electoral Commission to deliver your election.

Cost estimate

The WAEC has estimated the cost to conduct your Council's extraordinary election in 2026 at approximately \$70,000 (ex GST).

This cost has been based on the following assumptions:

- The method of election will be postal
- 8 Councillor vacancies and 1 Mayor vacancy
- 8,900 electors
- response rate of approximately 30%
- appointment of a local Returning Officer
- count to be conducted at your office using CountWA.

Cost methodology

The WA Electoral Commission estimates the costs of running the election under four categories:

- Envelopes, printing and postage
- Returning Officer costs
- Processing and results
- WAEC costs

For individual local governments the exact division of costs may differ slightly, as the cost categories are determined by applying the following variables:

- Envelopes, printing and postage, and WAEC costs are determined by the number of electors in your local government
- Processing and results is determined by the expected response rate for your election
- Returning Officer costs are determined by the complexity of the election for the Returning Officer.

Variations to the final costs for your Council

The WA Electoral Commission conducts elections on the basis of full accrual cost recovery, in accordance with the *Local Government (Elections) Regulations 1997*. This means if the actual costs to conduct the election are less or greater than what we have estimated, the final cost may differ from the estimate we have provided.

We aim to keep additional costs at a minimum, however examples of where cost increases may arise include:

- A Returning Officer is selected that is not local to your area
- You select Australia Post Priority Service for the lodgement of your election package
- Casual staff are required for the issuing of Replacement Election Packages;
- Casual staff are required to assist the Returning Officer on election day or with the count.
- Unanticipated cost increases from our suppliers

Service commitment

The WA Electoral Commission is committed to conducting elections impartially, effectively, efficiently and professionally.

Following each election event, we review our performance and identify ways to improve our service delivery. If you have any suggestions for improvements we can make to deliver your election, your feedback is welcome at all times.

Next steps

If you wish to accept this cost estimate and proceed with the WA Electoral Commission delivering this election, please follow the specific steps that must be taken under the *Local Government Act 1995*, which are summarised in the attached flow chart (Attachment A).

As outlined in the flow chart, please advise us in writing as soon as practicable that you accept the cost estimate so I can provide you with my written agreement to conduct the election in a separate letter. Both the Cost Estimate letter, and the Written Agreement letter then need to be taken to Council for a decision.

Please reach out to Phil Richards, Manager Election Events, if you have any queries, at lgelections@waec.wa.gov.au.

Yours sincerely,



Dennis O'Reilly
ACTING ELECTORAL COMMISSIONER

3 November 2025



WESTERN AUSTRALIAN
Electoral Commission

Mr Mark Dacombe
Acting Chief Executive Officer
Town of Port Hedland
PO Box 41
PORT HEDLAND WA 6721

Dear Mr Dacombe,

Written Agreement: 2026 Local Government Extraordinary Election

Thank you for an email from Maree Cutler-Naroba dated 5 November 2025 in which you accepted the Western Australian Electoral Commission's cost estimate for your 2026 local government extraordinary election.

I am pleased to provide this letter as my written agreement to be responsible for the conduct of your local government extraordinary election. In order to finalise this agreement, please submit the following motions to Council for a postal election as required under the *Local Government Act 1995*:

1. declare, in accordance with section 4.20(4) of the *Local Government Act 1995*, the Electoral Commissioner to be responsible for the conduct of the 2026 extraordinary election, together with any other elections or polls which may be required;
2. decide, in accordance with section 4.61(2) of the *Local Government Act 1995* that the method of conducting the election will be as a postal election.

Please note:

- the above motions must be presented to Council as drafted and cannot be amended in any way
- both the Cost Estimate letter, and this Written Agreement letter should be attached to the item for Council's consideration
- the above motions must be passed by an absolute majority

Once the Council passes the above mentioned motions, please forward confirmation to us via the email address below. We will then proceed with arrangements for your ordinary election.

The WA Electoral Commission is available to you to provide any further advice or support. For any queries, please contact please contact Phil Richards, Manager Election Events via email at lgelections@waec.wa.gov.au.

Yours sincerely,

A handwritten signature in black ink that reads "D O'Reilly".

Dennis O'Reilly
ACTING ELECTORAL COMMISSIONER

5 November 2025



**Hon Hannah Beazley MLA
Minister for Local Government; Disability Services;
Volunteering; Youth; Gascoyne**

Our ref: 84-07060

Ms Mark Dacombe
Interim Chief Executive Officer
Town of Port Hedland

Email: ceo@porthedland.wa.gov.au

Dear Mr Dacombe

LOCAL GOVERNMENT (PORT HEDLAND – DECLARATION OF VACANCIES AND APPOINTMENT OF COMMISSIONERS) ORDER 2025

Following the resignation of a majority of council members of the Town of Port Hedland (the Town), the Hon Peter Quinlan, Lieutenant Governor and deputy to the Governor of Western Australia, in Executive Council on 2 September 2025 declared, by order, all the remaining offices of members of the Council to be vacant and appointed Ms Jessica Shaw, the Hon Martin Aldridge, and Mr Ron Yuryevich to be Commissioners of the Town, pursuant to sections 2.37(1), 2.37(4) and 2.40(1) of the *Local Government Act 1995* (the LG Act).

The Lieutenant Governor has further appointed Ms Jessica Shaw as Chairperson of the Commissioners and the Hon Martin Aldridge as Deputy Chairperson of the Commissioners in accordance with section 2.40(1) of the LG Act.

A council with less than half its seats filled is unable to achieve quorum to meet and make decisions for and on behalf of the district.

Appointment of the Commissioners will ensure that the Town can continue to fulfill its responsibilities under the LG Act and make decisions on behalf of the Town. Ensuring the Town has a governing body to make decisions is imperative to the delivery of peace, order and good government of Western Australia.

The declaration of vacancies and appointment of the Commissioners will take effect from the day after publication of the order in the *Government Gazette*. The order was published on 2 September 2025 and so the declaration and appointment will take effect from 3 September 2025.

The Commissioners will hold office until the offices of members of the council are filled again at an election scheduled to be held on 28 March 2026 and the new council holds its first meeting.

Level 7, Dumas House, 2 Havelock Street WEST PERTH WA 6005
Telephone: +61 8 6552 6700 Email: Minister.Beazley@dpc.wa.gov.au

In accordance with section 2.40(2) of the LG Act, the Commissioners are “to exercise the powers and discharge the duties of the council of the local government jointly”.

Please find attached a copy of my determination made pursuant to clause 5(1) of Schedule 2.4 to the LG Act with respect to the remuneration and allowances for the Commissioners.

Should you have any queries, please contact Laura Hunter, Executive Director Local Government – Support and Compliance, on (08) 9492 9891.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Hannah Beazley', written in a cursive style.

Hon Hannah Beazley MLA
MINISTER FOR LOCAL GOVERNMENT; DISABILITY SERVICES;
VOLUNTEERING; YOUTH; GASCOYNE

3 Sep 2025

Att.

Public Art Masterplan

2025 - 2035







Water Carrier, Bobbi Lockyer & Skye Lockyer, 2024, Spoilbank Marina

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

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

Message from Commissioner Shaw



I am proud to present the Town of Port Hedland’s Public Art Masterplan (2025–2035), a guiding document that reflects our community’s values, aspirations, and shared commitment to building a culturally rich and visually vibrant town.

Public art plays a vital role in fostering identity, pride and connection to a place. From murals and sculptures to integrated artworks and community installations, public art has the power to transform everyday spaces into places of inspiration through important storytelling. It helps us acknowledge and celebrate our local history, cultures and our people.

Beyond its aesthetic value, public art also encourages tourism, sparks conversations, supports local artists, and contributes to the social and economic vibrancy of the town. It invites residents and visitors alike to engage with their surroundings in meaningful ways, reinforcing a shared sense of belonging and place.

In Port Hedland, we are privileged to live on Kariyarra Country, with deep Indigenous history, culture and connection to land. This Masterplan recognises the importance of honouring and showcasing Aboriginal stories, voices and knowledge through public art. By doing so, we deepen our understanding of place, promote cultural awareness, and ensure that our shared

spaces reflect the full story of our region - past, present and future.

This Masterplan provides a clear framework to guide the commissioning, delivery and maintenance of public art across the town. It will support thoughtful and inclusive decision making, helping us to embed creativity and cultural storytelling in the design of our parks, streetscapes, civic buildings and gathering places.

I want to thank all those who contributed their ideas and expertise in the development of this Masterplan. Your insights have helped shape a vision that will strengthen community connections, celebrate diversity, and continue to build Port Hedland as a welcoming, creative and culturally rich place to live.

This plan reflects our ongoing commitment to celebrating the rich cultural and artistic fabric of our town.

I look forward to seeing this plan come to life and to the many inspiring projects that will grow from it in the years to come.



Commissioner Shaw



Lorna Dawson, Spinifex Hill Studio Mural, 2023, South Hedland Square

Executive Summary

The Town of Port Hedland's Public Art Masterplan (2025–2035) is a strategic framework designed to guide the planning, commissioning, delivery and maintenance of public art across the Town.

It reflects the community's aspirations for vibrant, culturally rich and welcoming spaces that celebrate the unique identity, landscape, and heritage of the region.

Public art is recognised as a key contributor to place activation, community pride and cultural expression. It strengthens social connections, brings our shared spaces to life, and reflects the stories and values of the people who live here.

In particular, this Masterplan acknowledges the importance of showcasing Aboriginal culture and storytelling, honouring the deep and continuing connection of the Kariyarra, Ngarla and Nyamal people to Country.

Public art also plays a meaningful role in enhancing community safety. Well-designed and well-maintained public artworks contribute to safer public spaces by increasing pedestrian activity, improving visibility, and fostering a sense of ownership and pride. Artworks can help deter vandalism and anti-social behaviour, particularly when integrated into lighting, wayfinding, and play-based environments. By activating underutilised areas and encouraging positive engagement, public art supports a safer, more inclusive town for all.

The Masterplan outlines a practical and creative approach to embedding public art in a wide range of environments, from streetscapes and civic buildings to parks, entry points and industrial areas.

It provides guidance for developers, artists, community members and decision-makers to ensure that future projects are well-curated, contextually appropriate and reflective of Port Hedland's diverse community.

By investing in high-quality and meaningful public art, the Town of Port Hedland aims to create a stronger sense of place, deepen cultural understanding, and foster an environment where creativity can thrive.

This Masterplan will be used as a guiding tool for all levels of decision-making related to public art, helping to ensure future projects align with community values and contribute to a vibrant civic identity.



Frederick Beel, Three Palms,
2009, Port Hedland



INTRODUCTION:



This Masterplan is a guiding document to offer a vision and define the framework to inform all levels of decision-making related to public art in the Town of Port Hedland over the next ten years. It serves to outline opportunities that aspire to nurture and build on the existing inimitable artistic and cultural ecology of the Town and reflect the community's values and future aspirations for public art projects.

By offering a context, framework, governance, and pathways to realising these aspirations, it will ensure all public art initiatives and projects – whether developed by the community, the Town, developers or broader collaborators – are place-specific and strategically aligned, and part of a holistic, thoughtfully considered approach that truly reflects the unique qualities of this people and place.

How to use this Masterplan

This Masterplan is intended to be used by the Town, the community, developers, and partners/collaborators to guide all decision-making in the strategic development and delivery of quality public art in the Town of Port Hedland.

01

Section One | Context

Section One sets the scene.

It provides the existing context in which this Masterplan has been developed, offering an understanding of how this document responds to, and extends, associated Town plans and policies, as well as captures current community thinking, aspirations and wishes on matters relating to public art. It provides a social, cultural, and environmental understanding of this place and its people, and a snapshot of the community's wishes for its Public Art Collection.

02

Section Two | Masterplan

Section Two sets the aspirations.

It outlines the Vision, Values, Objectives, and Themes and Typologies for public art. It identifies and maps out artwork opportunities in priority precincts and locations across the Town. This section provides the Town, developers and community a guiding framework to ensure all new commissions are cohesive, connected and relevant.

03

Section Three | Implementation

Section Three sets out actions and recommendations.

This section is predominantly intended to be used by the Town, as a clear framework and guideline to achieve the identified opportunities over the next ten years. It also outlines best practice in commissioning and decommissioning processes, governance, funding, and maintenance of the Public Art Collection.

Section One
Context



1. Strategic Context

This Public Art Masterplan does not sit in isolation. It has been developed in thoughtful consideration of the following Town-wide strategies and plans to ensure it aligns with, and builds on, past and existing visioning, goals, and aspirations:

- Council Plan (2022-32)
- Corporate Business Plan (2023 –2027)
- Community Development Plan (2022-25)
- Arts and Culture Plan (2023-2027)
- South Hedland Place Plan (2021)
- Public Art for Selected Projects (2021)
- Public Art Strategy (2020)
- Port Hedland Marina and Waterfront Place Plan (2019)

In addition, this Masterplan supports and provides a framework for the following:

- Local Planning Policy 04 – Percent for Public Art (2021)
- Percent for Art Guidelines (revised May 2021)
- Spoilbank Marina Public Art (Pilbara Ports, 2021)
- Creative WA: A 10 Year Vision
- Town of Port Hedland Wayfinding Style Guide

It also recognises the recent adoption of the Town's **Arts and Culture Plan 2023-27**. This Masterplan has been developed to support the following overarching goals identified in the Plan, as they relate to public art.

1. Arts & Culture is for Everyone:

Removing barriers and creating more inclusive opportunities for everyone to engage, connect and participate in the Arts.

2. Sharing Culture:

Developing the cultural competency of our diverse community and celebrating local arts, storytelling and history.

3. Enabling Creative:

Pathways Education and training that provides new opportunities and inspiration to enable creative pathways, with a focus on young people.

4. (Re)Ignite Live Performances:

Working in stronger partnership with regional Local Governments to remove barriers for touring musicians and other performers and developing more homegrown talent.

5. Activating our Infrastructure:

Increased forward planning to make the most of our high-quality public spaces and community infrastructure.



2. Town of Port Hedland | An Introduction

It is a place where diverse languages, histories, and experiences converge.

It is a place that balances contemporary expressions and the monumental scale of industry with deep, ancient knowledge.

It is a place where everyone - whether you live, work, play or simply pass through - is welcome.

At the heart of Kariyarra Country, the Town of Port Hedland has long been a melting pot of cultures. Long before European contact, at least 28 Indigenous languages were spoken across the Pilbara, including Kariyarra, Ngarla, and Nyamal within the Town's boundaries. Today, the Aboriginal community - nearly one-sixth of the population - lives alongside people from New Zealand, the Philippines, England, India, South Africa and beyond who now call Hedland home. This resilient population weaves together the steady rhythm of daily life with the ebb and flow of those drawn here by opportunity and change.

Marapikurrinya / Port Hedland, on the north-western edge of Australia, stands as a vital gateway to the world. Iron ore, salt, and other resources move through its harbour - one of the largest bulk export ports on the planet - with vessels arriving and departing daily through Marapikurrinya's tidal waters. The town's identity is shaped by this constant movement: of ships, freight, and people, and by the infrastructure that supports them. The West End, with its heritage buildings and working harbour, reflects both the legacy and evolving story of this unique industrial centre.

To the east, **South Hedland** was planned in the 1970s to support a growing population and the demands of a rapidly expanding resources sector. Today, it is the civic and residential heart of the Town, home to most of Hedland's population, key infrastructure and essential services. Parks, schools, health campuses, community and retail hubs form the backbone of daily life, supporting and connecting the people who call Hedland home. Increasingly, its public spaces are activated through public art, events, and placemaking initiatives that reflect the diversity, creativity, and aspirations of the people who live there.

Together with surrounding suburbs and industrial areas, Port and South Hedland stand as a gateway to the Pilbara's breathtaking landscapes. Coastal mangroves and coral reefs give way to spinifex plains and mineral-rich hills. There are cycles of cyclones and sunshine, rain, and extreme heat, shaping both the land and the lives lived upon it. It is a place of convergence, resilience, and transformation. A place where ancient lore and modern life meet, and where everyone is welcome.

Life here doesn't just pulse - it surges, sings, and speaks through every street, shoreline, and shared space.



Gathering Marker, Sharon Warrie, 2024. Spillbank Marina



April, Stories of Hedland - Youth Photography Project submission, 2025, Paste-Up Exhibition South Hedland.



3. Existing Public Art in Port Hedland

The Town’s **Public Art Collection Catalogue** is an important holding of about 100 artworks that have been acquired through acquisition, commission, donation, and community arts projects.

It includes stand-alone sculptures, murals, play-based, intergrated and functional art pieces, most of which were created in the past 20 years as part of the Town's commitment to cultural investment. Featuring a vital blend of both emerging and established creatives, the Collection is an expression of the talent of local Western Australian artists. Together they share our Hedland stories, celebrate our cultural identity, and bring our public places to life.

Artworks can be found across the Town, with a higher density of works located in the areas of the West End, along the coastline to Pretty Pool, and South Hedland. While fewer in number, works are also located in Wedgefield and at entry points to the Town including the airport and Great Northern Highway.

As the Collection evolves, it is important to integrate new works that complement the existing ones, creating a cohesive, high-quality public art collection that deeply connects with its surroundings.

While the existing collection includes an array of artworks, including some iconic standalone pieces, it is evident there has been a focus on permanent small to medium-scale sculptures and murals. Moving forward, there is a significant opportunity to embrace and diversify the types of public art – including for example, the integration of new technologies such as projections and ephemeral installations – to ensure the Collection and works in the public realm continues to evolve and inspire and importantly reflect the aspirations of contemporary Hedland.



Project Spotlight:

50th Anniversary of South Hedland

In 2023, the Town of Port Hedland celebrated the 50th anniversary of South Hedland with a Street Art Festival - a vibrant event that brought together local and established artists to create 14 murals in the town centre. These artworks told stories of Hedland's rich and diverse history, aiming to revitalise the area, foster community pride, and offer creative opportunities.

The project was deeply collaborative, involving local organisations, professional mentors, and more than 200 young people in the creative process. Several murals were youth-led, showcasing the talents and perspectives of Hedland's next generation.

The initiative gained international recognition, winning the prestigious Centrepiece Award at the Place Leaders Asia Pacific Awards. It was celebrated for its outstanding contribution to placemaking, with a strong focus on community engagement and youth empowerment.



SUGAR, Echidna, and Geanna inspired by elder Cyril Munda, 2023, 50th Anniversary Street Art Festival, South Hedland

In 2024, the Town carried out a comprehensive audit of its Public Art Collection to assess each work's condition, maintenance needs and artist attributions. As a result, the **Public Art Register** and **Annual Maintenance Schedule** has been developed, which includes the following:

1. Regular Maintenance Schedule:

- The routine cleaning and maintenance schedule for all public artwork includes annual cleanings and more frequent inspections for high-traffic or exposed pieces to prevent and address rust, graffiti, and other wear and tear.

2. Enhance Repair and Remediation Efforts:

- Prioritise the repair of artworks in poor condition.

Top 3 recommendations to arise from the audit are:

1. Ensure Consistent Attribution of Artists:

- Install or replace artist attribution plaques for all public artworks. This not only recognises the artists' contributions but also educates the public about the creators and their works. Existing plaques should be refurbished if in poor condition.

2. Increase Public Accessibility and Engagement:

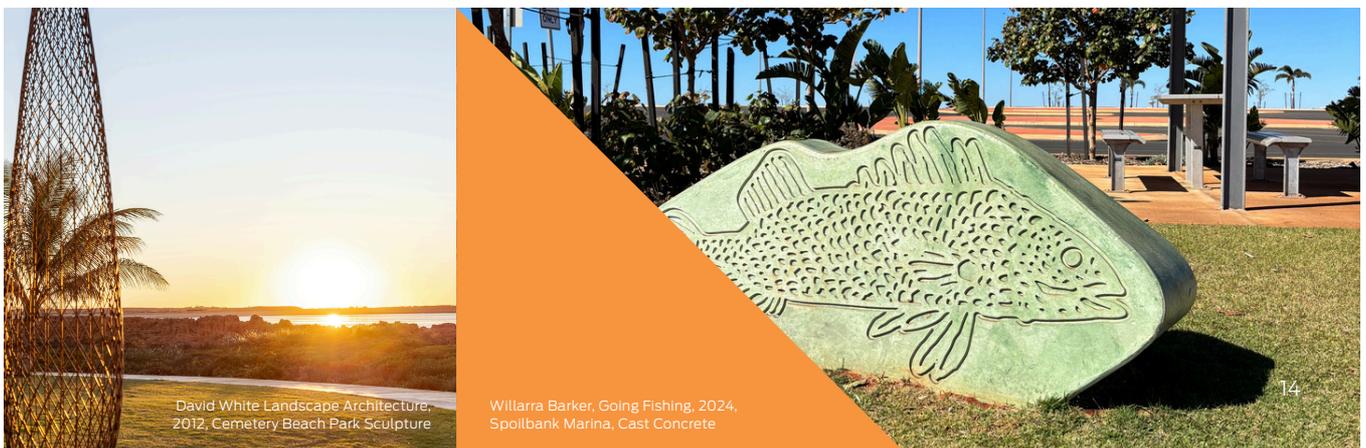
- Make a detailed map of public art available online and through self-guided tour brochures. This can include an interactive digital map with information about each piece, enhancing public engagement and appreciation of the town's cultural assets.

3. Foster Community Involvement in Art Preservation:

- Encourage community participation in the upkeep and appreciation of public art through volunteer programs and educational workshops. This can foster a sense of ownership and pride within the community, ensuring long-term care and respect for the artworks.

The community's desire to maintain, care and celebrate the Town's Public Art Collection also came through the 2024 consultation, primarily through the focus group sessions.

Community members recognised the Collection as a valuable asset that can enrich the Town's public places, boost tourism opportunities and contribute to a stronger sense of place, but only if artworks are in good condition and well cared for. They expressed the importance of ongoing maintenance and the need to refresh older artworks.





4. Community Engagement

Extensive community engagement has been carried out to inform the development of recently adopted plans, including the Arts and Culture Plan, the Strategic Community Plan, and the Community Development Plan. To develop this Public Art Masterplan, the consultation methodology was designed to target a wide range of key community, arts and culture users and stakeholders, and supplement the community information previously gathered by the Town.

The objective was to gather comprehensive feedback and insights into existing public art in the town, and the community’s aspirations for public art themes, typologies, and locations that should be explored in the future. The following consultation methods were carried out:

- Community Survey
- Dotmocracy
- Stakeholder Interviews
- ToPH Staff Focus Group
- Hedland Aboriginal Strong Leaders Focus Group

"Workshops and co-creation sessions would help us develop our skills."

In recognition of the deep cultural significance of the land on which we work and home to the Kariyarra People, the Town of Port Hedland is committed to embedding Aboriginal voices into the planning and delivery of public art. Public art in Hedland is not solely about aesthetics; it is about place, story, and respect.

What you told us | Key findings:

1. Support more Local Artists through an Incubator Space:

Establish a creative incubator for local artists, including capacity building and skill development.

"It's vital that we acknowledge and celebrate the Traditional Owners of this land."

2. Establish Aboriginal Advisory Group:

Establish an Aboriginal Advisory Group for public art projects involving Aboriginal artists and cultural content.

3. Setup a Precinct Approach to planning Public Art:

This will ensure a clear narrative and co-ordinated approach is developed for key sites.

"Art can be a significant draw for tourists, boosting our local economy."



Ash Taylor, Library Mural, 2023, 50th Anniversary Street Art Festival, South Hedland

4. Top 5 Public Art Themes:

1.	The Natural Beauty and Wildlife of the Region
2.	The History and Heritage of the Aboriginal People
3.	Diverse Cultures and the Melting Pot of Our Town
4.	The Mining and Maritime History of Port Hedland
5.	Contemporary Life and Future Aspirations of the Community Key

5. Top 10 Public Art Typologies:

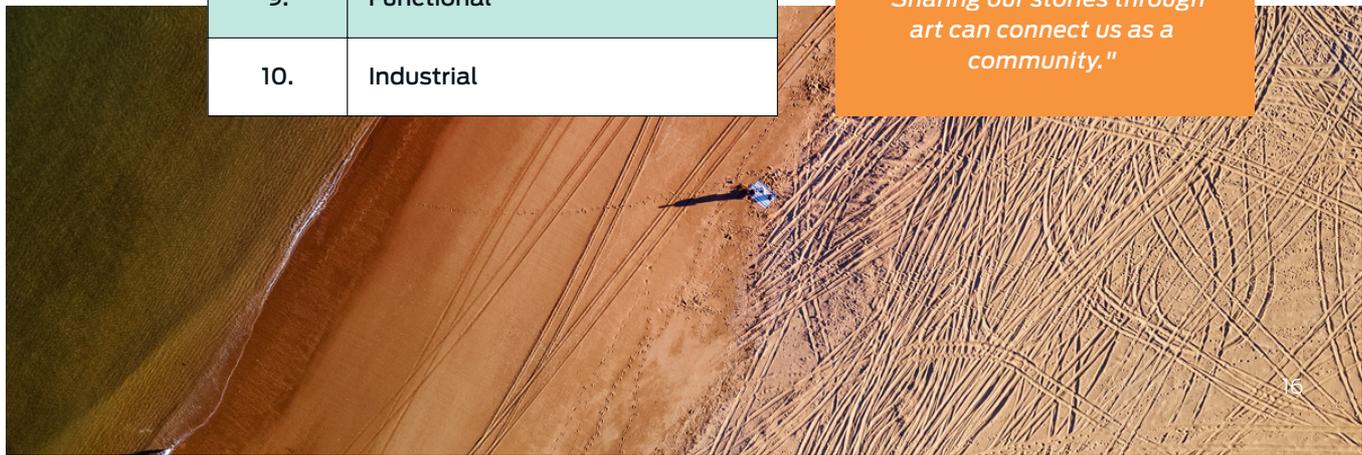
1.	Iconic Sculpture
2.	Event Based
3.	Entry Statements
4.	Tourism Attractions
5.	Light Based
6.	Play Based
7.	Youth Focused
8.	Art Trails
9.	Functional
10.	Industrial

"Our town is a melting pot of cultures, and our art should reflect that diversity."

"Public art can bring people together, reducing isolation and fostering collaboration."

"We need art that not only looks back but also forward, showcasing our community's aspirations."

"Sharing our stories through art can connect us as a community."



Section Two
Masterplan



VISION:

“Together, we create public art that inspires, educates, and welcomes, celebrating the diverse stories, landscapes, and creativity of Hedland.”

Ash Taylor, 2023, South Hedland Library Mural

“Together, we create an even more liveable and loveable Hedland for our diverse and creative community and visitors.”
Arts and Culture Plan 2023-27

“Together, we create a thriving, resilient and inclusive future for our diverse community.”
Strategic Community Plan 2022-2032

1. Strategy

Vision

The following values will guide the development of public art in the Town of Port Hedland and will underpin all decisions made in the delivery of this Masterplan.

01

Cultural Respect

We honour Hedland's diverse cultures, with a commitment to Aboriginal-led guidance in public art. Through the establishment of an Aboriginal Advisory Group, we ensure cultural protocols, storytelling, and heritage are embedded in decision-making, reflecting the deep significance of Kariyarra Country.

02

Excellence

We strive for excellence in the creation, planning, and delivery of public art by upholding cultural protocols, industry standards, and best practice. Every project aims to be impactful, enduring, and reflective of Hedland's unique identity.

03

Access and Inclusion

We advocate for public art that is accessible and engaging for everyone, regardless of background, age, ability, or experience.

04

Health and Well-Being

We champion public art initiatives that enhance the community's health, well-being, and connection to place.

05

Community Safety

We recognise the role of public art in creating safer, more welcoming public spaces.



Youth Mural Project Participants, John Herne, Magical Oasis, 2025, South Hedland Town Square



Objectives

- **Enhance Public Spaces & Wayfinding:**

Improve and enrich public areas to be vibrant, appealing, and welcoming.

- **Celebrate Local Sense of Place:**

Showcase, celebrate and engender pride of place through Hedland's cultural identity, heritage, stories, and people.

- **Boost Tourism:**

Increase tourism and attract visitors through inclusive, place-specific, and energising public art programming.

- **Empower Local Creatives:**

Nurture local with economic, mentoring, and creative opportunities.

- **Reflect Local Diversity and Ensure Inclusivity:**

Celebrate and reflect the diversity of people, communities, and expressions within Hedland.

- **Foster Social Connections:**

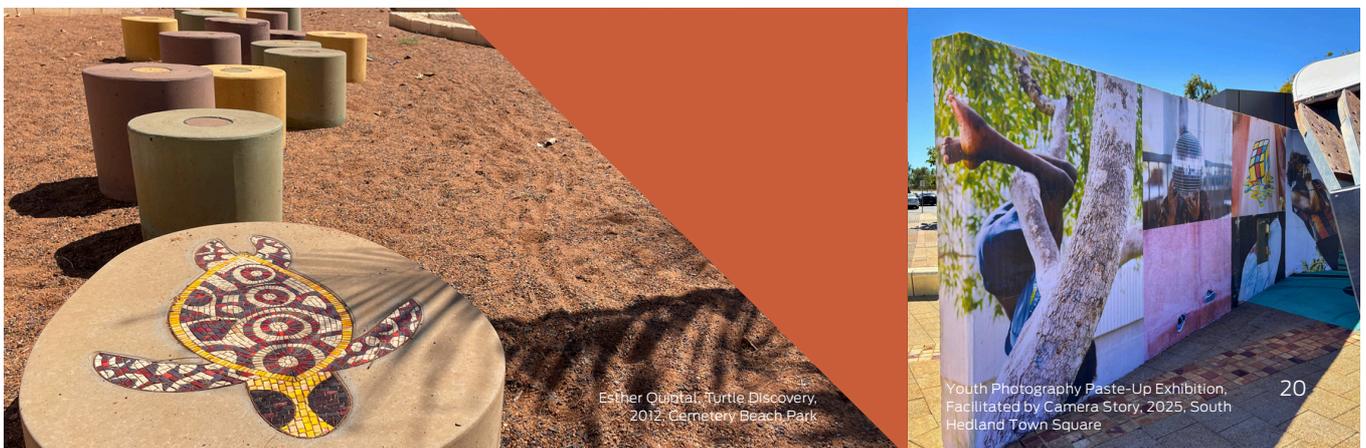
Promote social cohesion and connections within the community.

- **Promote Excellence:**

Advocate and maintain appropriate cultural protocols and industry standards, and express excellence through all stages of a public art project.

- **Promote Well-being and Safety:**

Through thoughtful design, lighting integration, and activation of underutilised areas, public art contributes to increased visibility, pedestrian activity, and a sense of ownership and pride.



Esther Quintal, Turtle Discovery, 2012, Cemetery Beach Park

Youth Photography Paste-Up Exhibition, Facilitated by Camera Story, 2025, South Hedland Town Square

2. Themes

The provision of a thematic framework for the delivery of public art in the Town serves to anchor artworks to this place. They are to be seen as a palette to stimulate creative responses in the creation of new work that is relevant, reflective of community aspirations, and expressions that bring greater understanding to the spaces we move through.

Through the community consultation carried out in 2024, respondents identified the themes and stories they wished to see in public art in Hedland (see pp. 15 of this Masterplan). Unsurprisingly, they strongly resonated with the themes identified in the Town's Public Art Strategy 2020, underlining their ongoing significance to the Port Hedland community today.

From these, for this Masterplan and the future of public art, the following three overarching themes, and associated sub-themes and stories, have been developed. In recognition that these themes are intrinsically linked, while they offer a springboard for ideas, they leave room for artists to further explore, experiment, research, and infuse their own creative responses and interpretations.

01

Mosaic of Voices

This theme illuminates the rich tapestry of voices and cultures within Port Hedland, celebrating ancient traditions, and diverse expressions and stories of its people.

- Celebrating the pride of Hedland and many cultures that call Hedland home
- Welcoming visitors and adventurers to this place
- Contemporary life and future aspirations of the community
- Ancient and contemporary culture of the Kariyarra, Ngarla and Nyamal people
- Stories from our Traditional Owners, Elders and First Nations community
- Celebrate historical and contemporary figures, including long-term residents and significant contributors (both well-known and little known)
- Local histories and heritage

02 Richness of Country

This theme celebrates the timeless stories embedded in Country, where ancient knowledge meets contemporary life. Baked by the sun and carved by the hands of generations, the evidence of the passing of time is marked across the landscape.

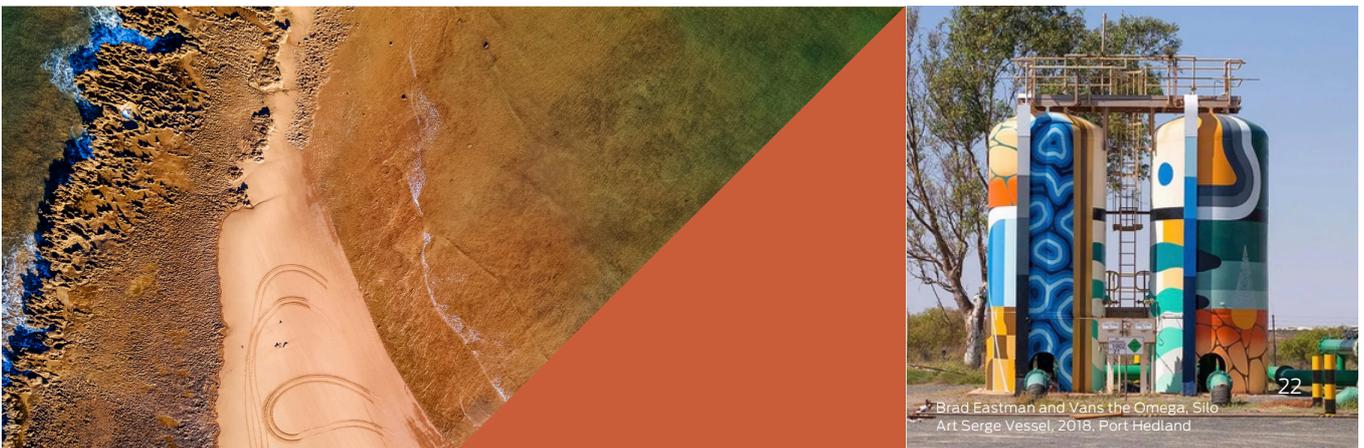
- Caring for Country
- Marapikurrinya
- Sea Country | Living waters
- Celebration of endemic plants and animals
- Mangrove life
- Ocean blue, blue sky, night sky, big sky
- The power of nature | Red earth, warmth, light, tides, cyclones
- Sea creatures and marine life
- Environmental sustainability and conservation
- Our place in our environment | Health and well-being

03 Hum of Industry

This theme reflects on how the hum of industry has shaped - and continues to shape - Hedland's identity.

- Mineral and resources industry
- Pastoral and pearling history
- The Pilbara Strike, 1946
- Looking Out | Vessels leaving shore
- Renewable possibilities
- The intersection of progress and preservation

This thematic context offers a platform from which to think about and understand the rich and layered histories of the Town of Port Hedland. We suggest to those planning and developing public art projects for the Town that they use and access the Town's local libraries, Port Hedland Historical Society, Wangka Maya and online resources.



2. Public Art Typologies

Iconic / Landmark:

Iconic or landmark artworks are large in scale, strategically located, and contribute to the identity of a place. Often free-standing, they become sources of pride for the local community and can evolve into significant tourist attractions, marking key civic spaces or entry points into a town.

Stand Alone:

Stand-alone artworks are three-dimensional and independent of other structures. Commonly used for entry statements, these works add vibrancy to precincts and can incorporate lighting to maintain visibility and impact during both day and night.

Functional:

Functional artworks serve a practical purpose, such as seating, shelters, or bike racks, while maintaining an artist-led design. These pieces blend aesthetics with utility, adding visual interest to public spaces while providing practical amenities.

Integrated:

Integrated artworks rely on other structures, such as buildings, paving, or seating, for their form. These works are often etched, perforated, or applied to surfaces, enhancing the built environment and merging seamlessly into architectural or landscape features.

Light-based:

Light-based artworks use physical light, such as neon, as the principal medium. They are most striking at night, creating vibrant and welcoming environments that feel safe and engaging. These pieces often add energy to main streets and public spaces.

Interpretive:

Interpretive artworks reflect and celebrate specific stories, histories, or cultural moments. They inform, educate, or provide commentary, often commemorating key events, people, or ideas within a community's shared history.

Applied:

Applied artworks are typically two-dimensional and applied directly to surfaces, such as murals, street art, or decals. These works bring colour and storytelling to walls or pavements, adding vibrancy and creativity to public spaces.

Navigational or Marker:

These artworks act as focal points or assist with wayfinding. They can take various forms and scales, marking key routes or neighbourhoods and helping to guide people through spaces.

Play-based:

Play-based artworks are designed to encourage interaction and discovery, often aimed at children but engaging people of all ages and abilities. These pieces blend the worlds of art and play, creating enjoyable, interactive experiences in public spaces.

Event-based:

Event-based artworks are temporary installations that offer fleeting experiences during festivals or special occasions. They enrich the cultural fabric of a community with ephemeral moments that captivate and engage during their limited appearance.

Art trail:

Art trails typically consist of smaller sculptural works that guide people along pedestrian routes. These trails encourage exploration and engagement, connecting different public spaces and creating an ongoing artistic journey for participants.

Projection / Digital:

Projection and digital artworks add a dynamic, vibrant element to public spaces, especially at night. These flexible installations can be updated for special events or community celebrations, enhancing the overall experience of a place while promoting safety and interaction.

A list of the **Top 10 public art typologies** preferred by the community can be found on pp. 16 of this Masterplan.

Section Three

Implementation and Public Art Processes

1. Funding Avenues

1. Local Planning Policy 04 – Percent for Public Art (LPP/04)

The purpose of Local Planning Policy 04 – Percent for Public Art (Policy) [www.porthedland.wa.gov.au] is to set out when development is required to provide Public Art or a cash-in-lieu contribution as part of the Development Approval. This policy provides a framework for the development, funding, and management of public art.

Interpretation and implementation of this policy shall be in accordance with the Percent for Art Guidelines.

Under the policy, developers undertaking qualifying developments (with a construction value over \$2 million) must allocate at least 1% of the total development cost towards public art. This contribution can be directed towards the creation of public art integrated into the development site or, where appropriate, transferred into the Town's Public Art Reserve Fund to support public art projects as identified in the Public Art Masterplan. It is recommended that readers of the Masterplan review the policy for further details.

Below are the key funding mechanisms available under this Policy:

1. Private Development:

Developers can fulfil their Percent for Public Art obligation by commissioning public artworks as part of their development. This approach involves working closely with the Town to ensure that the selected artwork aligns with the overall Masterplan and meets technical, aesthetic, and community standards. Developers are encouraged to consult with qualified public art consultants to ensure that the artwork is high quality, appropriately integrated, durable for the unique environmental conditions, and commissioned and delivered to align with industry best practice.

2. Government and Major Infrastructure Projects:

Public sector projects, including those for community infrastructure, are also subject to the Percent for Public Art requirements. By allocating a portion of these budgets towards public art, the Town of Port Hedland ensures that new civic spaces and their surrounding neighbourhoods are enriched with layers of story, and cultural and aesthetic interest.

3. Public Art Reserve:

The Town's Percent for Art policy provides developers the option to make cash contributions into a Public Art Reserve, in lieu of delivering public art. Cash-in-lieu contributions can be accrued for a more comprehensive public art project as determined by the Town and in accordance with this Masterplan.

2. Corporate Sponsorship

Given Port Hedland's role as a major industrial hub, partnerships with the resources sector as well as local business, present exciting opportunities for additional sponsorship. Corporations have a social responsibility to positively impact society, and by financially supporting public art projects, they can foster new opportunities and partnerships while providing broader benefits to the entire community.

3. Government Grants:

The Town of Port Hedland can seek additional funding for public art projects through state and federal government arts grants. Agencies such as the Department of Local Government, Creative Industries, Tourism and Sport (CITS), and Creative Australia offer grants that can supplement the Town's Public Art Fund. There is also a myriad of grant opportunities to support artists, creatives, arts workers, and community initiatives.

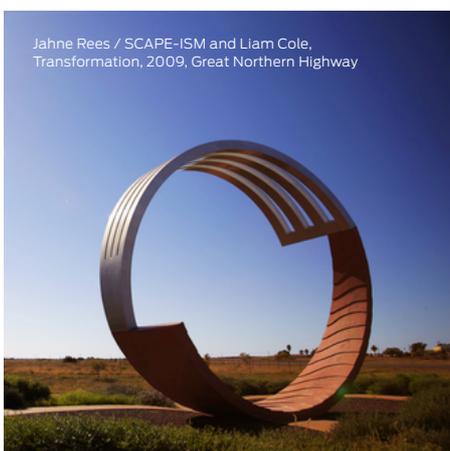
4. Maintenance and Conservation Funding:

- **Public Art Maintenance:** The Percent for Public Art Policy includes provisions for the long-term care of public artworks. Developers may be required to contribute towards the ongoing maintenance of the artwork they fund, ensuring that it remains in good condition and continues to enhance public spaces over time.
- **Public Art Reserve for Maintenance:** A portion of contributions can also be directed towards the upkeep of existing artworks, ensuring that the Town's growing collection of public art is preserved for future generations.

5. Administration and Project Management:

- **Project Management Costs:** The policy allows a portion of the public art contributions to be allocated towards the administration and project management of the artworks. This ensures that each project is delivered to a high standard, with proper oversight from experienced project managers and consultants.

Via these funding mechanisms, the Town of Port Hedland can implement its Public Art Masterplan in a considered, comprehensive and sustainable manner. These opportunities ensure a steady stream of resources for the delivery of public art across the Town, fostering a rich cultural environment for residents and visitors alike.



Jahne Rees / SCAPE-ISM and Liam Cole, Transformation, 2009, Great Northern Highway



Ann Sibosado and Spinifex Hill Artists, Gumnut Talkies, 2012, Cemetery Beach Park

2. Commissioning Process

Public Art may be commissioned via several procurement methodologies, dependent on budget, schedule and desired outcome.

Open Expression of Interest

An Expression of Interest (EOI) is an open competitive process used for artworks where a wider field of artists is required, potentially including international and national artists. The EOI is advertised widely, and Artists are required to submit a CV and examples of past works. Following an assessment of EOI submissions, a selection panel will shortlist a small group of artists who are paid a fee to develop a full Concept Design Proposal for the opportunity. Concept Design Proposals will outline the concept for the artwork including a written description, sketches, 3D models, materials and fabrication methodologies, and budget breakdown. The selection panel will select a preferred artist who is then contracted for all remaining stages. A selection panel may consist of project stakeholders, but it is also strongly recommended that it includes First Nations representation and experts from arts/creative industries.

Limited Competition

A competitive procurement approach involves developing a longlist of suitable artists for each opportunity, from which two to three artists are selected based on previous work and experiences. The selected artists are paid a fee to develop a full Concept Design Proposal for the opportunity. Concept Design Proposals will outline the concept for the artwork including a written description, sketches, 3D models, materials and fabrication methodologies, and budget breakdown. Project stakeholders will select a preferred artist who is then contracted for all remaining stages.

Direct Engagement

Direct procurement is a faster procurement method typically used for smaller commissions or where a specific artist or method is required. The selection panel is presented with a long list of artists for each opportunity, demonstrating previous work experience related to the opportunity. A single artist is selected from this list, sometimes aided by an artist interview process, and paid a fee to develop a full Concept Design Proposal for the opportunity. Concept Design Proposals will outline the concept for the artwork including a written description, sketches, 3D models, materials and fabrication methodologies, and budget breakdown. They may provide more than one concept for project stakeholders to make a selection on their preferred option.

Design Assist Workshops

Design Assist Workshops support emerging artists who may have limited to no public art experience but who wish to learn the necessary skills to establish a public art career. Design Assist Workshops are also an avenue for local artists less experienced in public art delivery and / or who require support in the procurement and design process.

Artists may be invited into Design Assist Workshops via a Limited Competition process. Through a supportive and hands-on series of workshops, artists are guided by experienced design mentors through the stages of idea generation, concept development and fabrication techniques. Both Artists and Design Mentors are paid a fee for this process. Design mentors assist artists to prepare full Concept Design Proposals, including a written description, sketches, 3D models, materials and fabrication methodologies, and budget breakdown. The project stakeholders will select a preferred artist who is typically sub-contracted to the design mentor and/or artwork fabricator for all remaining stages.

Direct Aquisition

Artworks for the public realm may be purchased directly from the Artist, their representative or other means such as via a festival or public art program. An acquisition policy will be developed as part of the Year 1 action plan in consultation with our Aboriginal partners, artists and key stakeholders.

Project Spotlight: Spoilbank Marina

The Spoilbank Marina Public Art Project was developed to integrate Kariyarra and broader community artistic contributions into the public space, fostering cultural storytelling and community engagement.

Initiated in 2021 by Pilbara Ports, and facilitated by FORM Building a State of Creativity, the project involved a multi-stage process, including artist selection, concept development, fabrication, and installation. The artworks were designed to reflect the unique cultural heritage of the region, incorporating Indigenous narratives and community stories through various mediums.

Three overarching themes, People, Land, and Sea Country, informed the artworks now embedded in the landscape. The project celebrates Port Hedland as a threshold between land and sea, ancient culture and modern industry, local life and global passage. In doing so, the public art reflects the profound Kariyarra relationship to Country while also welcoming diverse contemporary expressions of place.





High Level Best Practice Approach to Commissioning Public Art

1. Project Planning and Visioning

- **Define the Project Scope:** Establish clear objectives, budget, and timelines for the project. Determine the purpose of the artwork and how it aligns with the broader context (e.g., urban development, community engagement, environmental impact). For projects with a budget exceeding \$100,000 or those of high complexity, it is recommended to engage a public art consultant. A consultant can provide expertise in project management, artist selection, community engagement, and technical advice, ensuring that the project runs smoothly and aligns with best practices, including the specifications and maintenance costs of the artwork/asset.
- **Site Selection and Analysis:** Choose a suitable location for the artwork, considering visibility, accessibility, environmental factors, and how the site will influence or interact with the art.
- **Stakeholder Engagement:** Identify key stakeholders, including local authorities, communities, and relevant experts. Early engagement ensures that the project meets the needs of all parties involved.

2. Artist Selection

- **Artist Brief Development:** Prepare a comprehensive brief outlining the project's objectives, location, budget, and artistic expectations. Include technical requirements and information on the local context and themes. A public art consultant can assist in drafting the brief, ensuring that it attracts artists with the right skill set.
- **Call for Submissions:** Publicly advertise the commission through open calls or limited invitations, providing artists with clear criteria and submission guidelines.
- **Assessment and Selection:** A selection panel, which may include a public art consultant, reviews submissions based on artistic merit, experience, relevance to the site, and the ability to deliver within the project's constraints. For projects of high complexity, the consultant can help facilitate a transparent and equitable selection process.
- **Contracting the Artist:** Artists should be engaged using appropriate contracts that align with industry standards. ArtsLaw provides best practice templates for artist contracts, ensuring both parties are protected legally. Contracts should clearly outline roles, responsibilities, timelines, intellectual property rights, and payment schedules.

<p>3. Concept Development</p>
<ul style="list-style-type: none"> • Initial Concept Proposal: The selected artist develops and presents a concept for approval, including preliminary designs, material specifications, and installation approaches. It is important to align the project with National Association for the Visual Arts (NAVA) fee guidelines, ensuring artists are compensated at each stage. This includes paying artist fees for the concept design, design development, and commissioning stages, promoting fair remuneration for their work. • Review and Feedback: The selection panel, along with the public art consultant, reviews the proposal and provides constructive feedback. This ensures alignment with the project's vision, technical requirements, and budget. • Final Approval: After revisions are made, the final design is approved by the commissioning body, and necessary permits or permissions are secured.
<p>4. Design Development and Fabrication</p>
<ul style="list-style-type: none"> • Detailed Design and Engineering: The artist works with designers, engineers, and other professionals to finalise the technical details, ensuring the artwork is safe, durable, and feasible within site conditions and budget. For complex projects, the public art consultant can assist with coordinating specialists, overseeing the technical development and considering budget for long term costs of maintenance. • Fabrication: The artwork is fabricated, either by the artist or third-party fabricators, following the approved design. Regular communication between the artist, project manager, and stakeholders is essential to ensure progress is on track. The public art consultant plays a key role in maintaining communication between all parties.
<p>5. Installation</p>
<ul style="list-style-type: none"> • Site Preparation: Ensure the site is ready for installation, which may involve construction, landscaping, or other preparatory works. For large-scale or complex installations, the consultant will manage logistics and site preparation to ensure the installation goes smoothly. • Artwork Installation: Oversee the transport and installation of the artwork, coordinating with contractors, engineers, and the artist. The consultant ensures that installation is done safely and according to plan. • Final Inspection and Sign-Off: Conduct a final inspection to ensure the artwork meets the approved design specifications and is safe and secure.
<p>6. Unveiling and Documentation</p>
<ul style="list-style-type: none"> • Public Launch or Unveiling: Plan an event to officially unveil the artwork and plaque, engaging the community and stakeholders in celebrating its completion. The public art consultant can assist in planning the unveiling and promoting the event. • Documentation: Ensure the artwork is properly documented, including photos, design details, and maintenance requirements, for future reference and potential conservation efforts.

7. Ongoing Maintenance and Conservation

- **Maintenance Plan:** Develop a long-term maintenance plan in collaboration with the artist and public art consultant. This ensures the artwork remains in good condition, including regular cleaning, inspections, and repairs. This is to be captured as part of the Town’s Enterprise Asset Management approach to ensure alignment across all strategies and support the Public Art Action Plan.
- **Conservation Strategy:** Establish protocols for preserving the artwork in response to environmental wear or damage, ensuring the artwork remains a valuable public asset over time.

8. Evaluation and Legacy

- **Post-Project Evaluation:** Assess the project's success based on initial goals, community feedback, and artistic impact. A public art consultant can provide valuable insights into the evaluation process and suggest improvements for future projects.
- A Public Art Action Plan will sit within the Community Services Strategy 2026-2031 and will be reviewed annually.
- **Legacy Planning:** Consider the long-term cultural and social value of the artwork, including how it contributes to the broader public art landscape and how it will be maintained or updated in the future.

3. Management, Maintenance and Conservation

1. Ownership and Moral Rights

Recognising artists' rights is essential to safeguarding their creative integrity and ensuring they maintain control over how their work is used. It protects the artist's reputation, prevents unauthorised modifications, and ensures fair compensation. It is important to recognise the artist in the following ways:

- Artist consent for the owner to publish images of the artwork for non-commercial purposes, as long as the source of the photographs is acknowledged.
- Acknowledging the artist/s via an attribution plaque (Copyright Amendment (Moral Rights) Act 2000).
- Understanding the commissioner/owner cannot change the artwork unless the artist has approved the proposed change (Copyright Amendment (Moral Rights) Act 2000).
- Commitment to following the Australia Council for the Arts' Protocols for using First Nations Cultural and Intellectual Property in the Arts.
- Understanding the Copyright legislation remains active and in force until copyright in the work expires – usually 70 years following the creator's death.
- Acceptance of maintenance obligations, which will be outlined in the Maintenance Manual (Copyright Amendment (Moral Rights) Act 2000).

To assist with the long-term management of a newly commissioned permanent artwork, a Public Art Handover Report should include a copy of:

- Photographic and video documentation
- Artwork documentation and or plans; and
- Artwork Maintenance Manual.



Turtle Sculptures,
Cemetery Beach Playground



Strike Park Sculptures
2019, Port Hedland

2. Material and Construction Considerations

To withstand the environmental conditions of Hedland - characterised by a hot, arid climate, high UV exposure, frequent cyclonic activity, and its location near the coast - it is essential that artworks are of a robust nature, incorporate elements that are easily replaced and, for longer-term permanent artworks, are constructed sustainably with materials suitable for long-term outdoor exposure. Here are the key considerations:

- **Heat and UV Resistance:**

Materials must withstand prolonged exposure to intense heat and high levels of UV radiation, which can cause fading, warping, or degradation. The following UV-resistant coatings and durable materials are often preferred:

- Brass
- Cast aluminium
- Cast bronze
- Ceramic/Mosaics
- Concrete
- Glass (select)
- Stainless Steel (select)
- Exterior grade paint

Materials not considered suitable include resins, soft timbers and any materials that are not UV stable.

- **Lighting and Technology:**

Where artworks include technology elements, these should be high quality, warrantied components and fittings that are easily accessible for replacement. Use of LEDs is recommended for longevity and power efficiency of lighting installations.

- **Cyclone Resilience:**

The region is prone to cyclones, so artworks need to be engineered to withstand high winds and severe weather (Wind Region D). This includes ensuring that the foundations are deep and secure, and that the structural design minimises wind resistance. Materials like reinforced concrete or steel may be necessary for large sculptures.

- **Corrosion Resistance:**

As a coastal area, saltwater and humid air can accelerate corrosion, particularly on metal surfaces. Anti-corrosion coatings and rust-resistant metals like stainless steel or Corten steel (which develops a protective rust layer) are commonly chosen.

- **Remote Location:**

Transporting materials to Port Hedland can be costly and logistically complex due to the Town's remote location. This requires detailed planning for material sourcing, transportation, and installation. Off-site pre-fabrication and assembly on-site will be advisable in some cases.

- **Access to Specialised Equipment and Skilled Labour:**

Depending on the complexity of the artwork, specialised equipment (e.g., cranes, lifts) and skilled labour (e.g., welders, electricians) may need to be brought in. It's important to factor in availability and costs for construction and installation.

- **Maintenance Needs:**

Given the environmental conditions, public artworks need to be designed for durability with minimal maintenance. Selecting materials that are resistant to fading, vandalism, rust, and weather damage reduces the need for ongoing upkeep or expensive repair, especially in a remote location where resources may be limited.



3. Maintenance Considerations

Maintenance is a key factor in the long-term care and quality of public artworks and should be taken into consideration during concept and design development, during material selection and construction.

In addition, the development of a maintenance program will ensure that the benefits generated by public art can be enjoyed over a long period and that maintenance costs can be kept to a minimum. Early planning of a maintenance program aligned to operational budgets is essential to ensure adequate funding to meet the artists recommended maintenance plan.

There are climatic conditions for Port Hedland that all artists and fabricators must consider during permanent artwork development to ensure the longevity of all artworks. These conditions include extreme heat, cyclones, fatigue, UV degradation and vandalism.

Unless otherwise negotiated, it is usual that the ongoing maintenance of an artwork on public land is the responsibility of the Town, and if on private land it is the responsibility of owner of the land or building. The Maintenance Manual is prepared by the artist at the end of the project and outlines:

- A description of the artwork (including digital images and the date of completion); Artist/artist team contact details;
- A maintenance schedule and an agreement on who is responsible for the ongoing maintenance to be reflected in the Town’s Asset Management system;
- The expected lifespan of the work, including guidance on the disposal of the artwork at end of life;
- The method of construction, the types of materials used and details of the fabrication company (if relevant);
- Details of any electrical and/or mechanical systems installed;
- Any specific instructions or products to be used when cleaning and maintaining the artwork; and
- Any instructions to respond to urgent maintenance issues such as vandalism.





4. Decommissioning Process

There are several reasons why the Town of Port Hedland may consider decommissioning a work in their Public Art Collection. These include:

- The work has reached its intended lifespan.
- The structural integrity of the work is compromised, and the work is a public safety risk.
- The work requires significant and possibly ongoing maintenance in excess of the original commitment, because of environmental impact, or defective design, material use or fabrication.
- The integrity of the work's original intent has changed significantly (in context of, for example, changes to site).
- The work has been damaged or vandalised beyond repair.

Before an artwork is decommissioned and in accordance with Australian Copyright Law (Copyright Act 1968(Cth)), a formal process should be implemented, and take into consideration:

- The intended lifespan of the artwork.
- Any conditions relating to the decommissioning of the artwork, as outlined in the original contract.
- The opinions and advice of relevant stakeholders including the artist, maintenance contractors, the owners of the building or land on which the artwork is located or any other experts, such as engineers.
- Community or cultural issues associated with the artwork, building, land and/or original commissioning process.

The artwork should not be removed, relocated, sold or destroyed without taking reasonable steps to notifying the artist. NAVA can provide additional information regarding the obligation and rights of artists in this regard.

Private developers are required to decommission artworks in accordance with Australian Copyright Law. In the event of a decommission, reasonable steps must be taken to contact the artist at least 28 days ahead of any relocation, sale, removal or destruction of an artwork.

Building owners are requested to inform the Town of their intention to decommission any public artwork at least 28 days ahead of the relocation, sale, removal or destruction of the artwork.

If an artwork in the Public Art Collection is marked for decommissioning by the Town but holds significant value to the community, it may be appropriate to develop a communications strategy and undertake community consultation. In certain cases, this process could lead the Town to reconsider its decision.



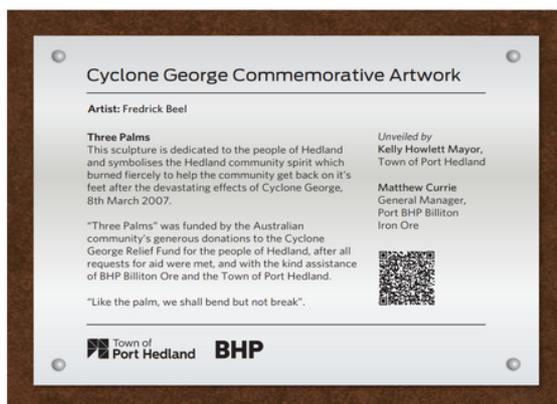
5. Artwork Plaques

In line with Australian Copyright Law (Copyright Act 1968 (Cth), Section 65), a plaque is to be developed for each permanent public artwork and installed near the work. Plaques for public artwork are to include:

- The title of the artwork;
- The artist's name;
- The year the artwork was commissioned;
- The name of the commissioner and/or logo (eg. Town of Port Hedland); and
- Details of any partner organisations or funding bodies.
- Artwork funding provided through the Percent for Art Scheme (if applicable).

The inclusion of an artist statement may be appropriate on the plaque to assist in interpretation of the artwork.

Refer to **Town of Port Hedland Wayfinding Style Guide** for plaque designs and fabrication guidelines (Type 8, 8a, 8b, 8c).



4. Governance

Aboriginal Advisory Group for Public Art

To uphold cultural integrity and ensure meaningful engagement, the Town will establish a dedicated **Aboriginal Advisory Group for Public Art**.

As public artworks are placed on Aboriginal land, it is essential that Aboriginal voices are involved from the very beginning of each project. This group will guide cultural protocols, storytelling, and heritage representation, ensuring artworks honour Country and culture consistently.

While distinct in purpose, a representative will also sit on the broader **Arts Advisory Group** to embed Aboriginal perspectives across all creative initiatives.

The inclusion of this group throughout the Masterplan reflects our commitment to Aboriginal-led decision-making, cultural respect, and community-driven outcomes.





Town of Port Hedland

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Public Art Action Plan

2025 - 2028

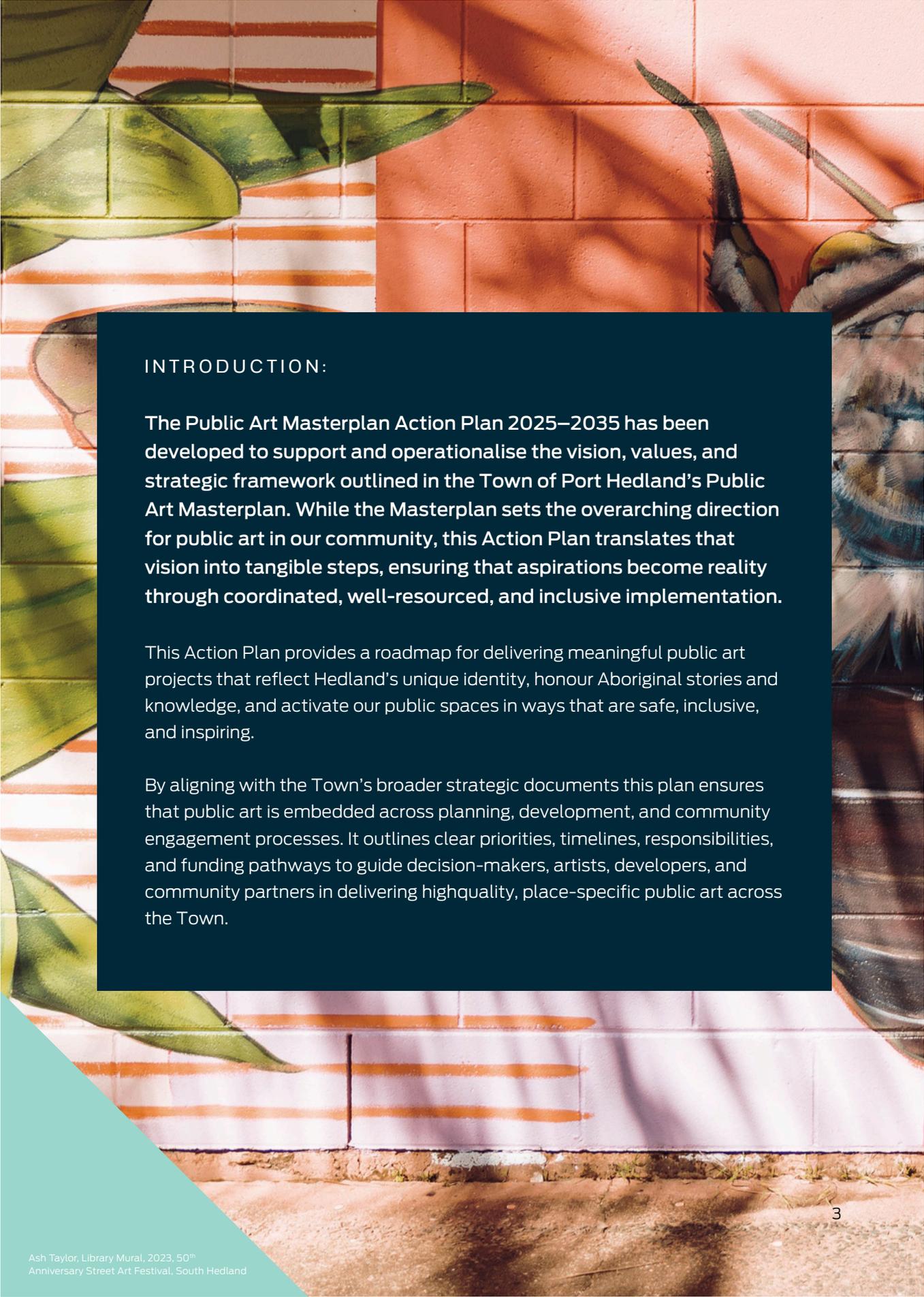




Cover: Water Carrier, Bobbi Lockyer & Skye Lockyer, 2024, Spoilbank Marina

Gathering Marker, Sharon Warrle, 2024, Spoilbank Marina

The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of the Town of Port Hedland lands. We recognise their strength and resilience and pay our respects to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander people of the local community and recognise their rich cultures and their continuing connection to land and waters.



INTRODUCTION:

The Public Art Masterplan Action Plan 2025–2035 has been developed to support and operationalise the vision, values, and strategic framework outlined in the Town of Port Hedland’s Public Art Masterplan. While the Masterplan sets the overarching direction for public art in our community, this Action Plan translates that vision into tangible steps, ensuring that aspirations become reality through coordinated, well-resourced, and inclusive implementation.

This Action Plan provides a roadmap for delivering meaningful public art projects that reflect Hedland’s unique identity, honour Aboriginal stories and knowledge, and activate our public spaces in ways that are safe, inclusive, and inspiring.

By aligning with the Town’s broader strategic documents this plan ensures that public art is embedded across planning, development, and community engagement processes. It outlines clear priorities, timelines, responsibilities, and funding pathways to guide decision-makers, artists, developers, and community partners in delivering highquality, place-specific public art across the Town.

Section One
Context



VISION:

“Together, we create public art that inspires, educates, and welcomes, celebrating the diverse stories, landscapes, and creativity of Hedland.”

Lorna Dawson, Spinifex Hill Studio Mural, 2023, South Hedland Square

“Together, we create an even more liveable and loveable Hedland for our diverse and creative community and visitors.”
Arts and Culture Plan 2023-27

“Together, we create a thriving, resilient and inclusive future for our diverse community.”
Strategic Community Plan 2022-2032

1. Themes

The Public Art Masterplan is anchored by three overarching themes that reflect the heart and soul of Hedland, its people, its Country, and its evolving identity. These themes provide a creative framework to guide the commissioning and development of public art that is meaningful, inclusive, and deeply connected to place.

Each theme is designed to inspire artists, engage the community, and ensure that public art projects reflect the diverse stories, landscapes, and aspirations of Port Hedland. They are not rigid categories, but rather springboards for creative exploration - allowing for interpretation, innovation, and collaboration.

01

Mosaic of Voices

This theme illuminates the rich tapestry of voices and cultures within Port Hedland, celebrating ancient traditions, and diverse expressions and stories of its people.

- Celebrating the pride of Hedland and many cultures that call Hedland home
- Welcoming visitors and adventurers to this place
- Contemporary life and future aspirations of the community
- Ancient and contemporary culture of the Kariyarra, Ngarla and Nyamal people
- Stories from our Traditional Owners, Elders and First Nations community
- Celebrate historical and contemporary figures, including long-term residents and significant contributors (both well-known and little known)
- Local histories and heritage



April, Stories of Hedland - Youth Photography Project submission, 2025, PasteUp Festival South Hedland.



Youth Participants, 2023, 50th Anniversary Street Art Festival, South Hedland Town Square

02 Richness of Country

This theme celebrates the timeless stories embedded in Country, where ancient knowledge meets contemporary life. Baked by the sun and carved by the hands of generations, the evidence of the passing of time is marked across the landscape.

- Caring for Country
- Marapikurrinya
- Sea Country | Living waters
- Celebration of endemic plants and animals
- Mangrove life
- Ocean blue, blue sky, night sky, big sky
- The power of nature | Red earth, warmth, light, tides, cyclones
- Sea creatures and marine life
- Environmental sustainability and conservation
- Our place in our environment | Health and well-being

03 Hum of Industry

This theme reflects on how the hum of industry has shaped - and continues to shape - Hedland's identity.

- Mineral and resources industry
- Pastoral and pearling history
- The Pilbara Strike, 1946
- Looking Out | Vessels leaving shore
- Renewable possibilities
- The intersection of progress and preservation

This thematic context offers a platform from which to think about and understand the rich and layered histories of the Town of Port Hedland. We suggest to those planning and developing public art projects for the Town that they use and access the Town's local libraries, Port Hedland Historical Society, Wangka Maya and online resources.



Brad Eastman and Vans the Omega, Silo Art Serge Vessel, 2018, Port Hedland

Section Two
Action Plan



The Action Plan translates vision into action ensuring that public art projects are inclusive, culturally respectful, and strategically aligned with the Town’s broader goals.

*Guided by the themes of **Mosaic of Voices**, **Richness of Country**, and **Hum of Industry**, this plan supports the delivery of meaningful public art that reflects Hedland’s identity, celebrates its diversity, and activates its public spaces.*

This Action Plan outlines the practical steps, partnerships, and priorities required to implement the Town of Port Hedland’s Public Art Masterplan.

<p>1. Celebrating community identity, cultural diversity, and storytelling</p>
<ul style="list-style-type: none"> • Commission artworks that reflect the stories of long-term residents, multicultural communities, and youth voices. • Establish a Community Storytelling Program to collect and share local narratives through public art. • Develop a Tourists Art Trail Passport with interactive elements like questions and rewards to engage young people. • Create an online presence for public art in Hedland to enhance engagement, accessibility, and storytelling around artworks in a dynamic and interactive way. • Create QR-coded plaques for existing and new artworks to share artist stories and cultural context via mobile devices. • Partner with schools and community groups for co-created murals or installations that reflect contemporary life and aspirations.
<p>2. Honouring Aboriginal knowledge, environmental beauty, and connection to place</p>
<ul style="list-style-type: none"> • Establish an Aboriginal Advisory Group to guide culturally appropriate public art projects. • Develop a Public Art Acquisition Policy in consultation with Aboriginal partners, to ensure procurement processes allow for flexibility while maintaining accountability. • Commission artworks that reflect local flora, fauna, waterways, and environmental cycles. • Integrate public art into nature-based spaces (e.g. mangrove walks, coastal lookouts) to promote environmental awareness. • Support temporary installations that respond to seasonal changes, tides, or natural phenomena. • Develop interpretive signage and digital storytelling to deepen understanding of Kariyarra, Ngarla, and Nyamal connections to Country.

3. Exploring Hedland's industrial heritage, labour stories, and future possibilities

- **Commission landmark sculptures** that reflect mining, maritime, and pastoral history.
- **Partner with industry stakeholders** to co-fund public art projects that celebrate local workers and innovation.
- **Develop a rotating projection** or light-based installation in civic or industrial precincts to showcase Hedland's evolving identity.
- **Create a public art trail** that links key industrial sites with interpretive artworks and wayfinding markers.
- **Include public art** in infrastructure upgrades (e.g. transport hubs, entry statements) to reflect Hedland's role as a gateway to the Pilbara.

4. Maintenance and Conservation

- **Development of a Public Art Maintenance Plan** outlining inspection schedules, conservation protocols, and responsible teams.
- **Undertake annual condition audits** of all public artworks, with results included in the Public Art Impact Report.
- **Develop and implement a maintenance log system** to track repairs, cleaning, and conservation efforts.
- **Integration of maintenance planning** into commissioning contracts to ensure longevity and artist input on care requirements.

5. Tools to Support

- **Review the entertainment exemption** and applicability to visual and public art.
- **Develop a public art commissioning checklist/form** to guide consistent processes and ensure compliance with the Public Art Masterplan objectives.



Wendy Warrle, Land.Mark.Art workshop for SpillBark Marina, Port Hedland, WA, November 2021. Photograph by FORM Building a State of Creativity



SUGAR, Echidna and Goanna inspired by elder Cyril Munda, 2023, 50th Anniversary Street Art Festival, South Hedland

Section Three

Evaluation and Finance

The Public Art Action Plan 2025–2035 is a strategic roadmap to bring the Town of Port Hedland’s Public Art Masterplan to life. It outlines the practical steps, partnerships, and priorities needed to embed public art across our civic spaces in ways that are culturally respectful, community driven, and creatively ambitious.

To ensure the long-term success and impact of public art in Hedland, this Action Plan places strong emphasis on two critical pillars, **evaluation and finance/funding**.

1. Evaluation

1. Evaluation: Measuring Impact and Guiding Future Success

Evaluation is a critical component of public art delivery. It ensures that projects are not only completed to a high standard but also deliver meaningful outcomes for the community. By embedding evaluation into each stage of the public art process, from concept to completion and beyond, the Town can:

- Measure community impact, including cultural engagement, social connection, and place activation.
- *Assess artistic quality and relevance, ensuring artworks reflect the themes of **Mosaic of Voices**, **Richness of Country**, and **Hum of Industry**.*
- Inform future planning, by identifying what works well and where improvements can be made.
- Support funding applications, by demonstrating outcomes and value to potential sponsors and grant bodies.
- Ensure accountability, transparency, and alignment with strategic goals.

Evaluation methods may include community feedback surveys, stakeholder interviews, site usage data, and post-project reviews. A consistent evaluation framework will help build a strong legacy of public art in Hedland.

2. Evaluation Framework: Measuring Success and Impact

To ensure the Public Art Action Plan delivers meaningful outcomes, a structured evaluation framework will be applied across all stages of public art planning, commissioning, and implementation. This framework will help assess the effectiveness, relevance, and impact of public art projects, and guide continuous improvement.

3. Evaluation Objectives

- Measure alignment with the Masterplan's themes: **Mosaic of Voices**, **Richness of Country** and **Hum of Industry**.
- Assess community engagement, cultural impact, and place activation.
- Evaluate artistic quality, safety, accessibility, and inclusivity.
- Monitor project delivery against timelines, budgets, and governance standards.
- Inform future planning, funding applications, and policy development.

4. Evaluation Stage

Stage	Focus	Methods
Pre-Project	Community needs, site suitability, theme alignment	Stakeholder consultation, site analysis, artist brief review
During Project	Process quality, engagement, collaboration	Progress reports, artist feedback, community participation tracking
Post-Installation	Impact, reception, functionality	Surveys, usage data, visual audits, stakeholder interviews
Ongoing	Maintenance, relevance, legacy	Annual reviews, condition reports, community feedback

5. Key Performance Indicators (KPI's)

- Number of artworks commissioned under each theme.
- Level of community involvement (e.g. workshops, co-creation).
- Visitor engagement (e.g. trail participation, QR code scans).
- Artist diversity (e.g. First Nations, local, emerging).
- Public space activation (e.g. increased foot traffic, reduced vandalism).
- Maintenance compliance and longevity of artworks.

6. Reporting and Review

- Annual Public Art Impact Report to Council and community.
- Integration with Town's Strategic Community Plan reporting.
- Use of evaluation data to inform future funding priorities and project selection.



2. Finance and Funding

1. Enabling Sustainable and Strategic Investment

A clear understanding of available funding sources, eligibility criteria, and application timelines will enable proactive planning and ensure that public art projects are well-resourced and strategically aligned.

The delivery of high-quality public art relies on sustainable investment. This Action Plan identifies key funding avenues, including developer contributions through the Local Planning Policy 04 – Percent for Public Art (LPP/04), and Town budget allocations. By aligning funding with strategic priorities and leveraging partnerships, we can ensure that public art continues to thrive and evolve across Hedland.

Together, evaluation and funding provide the foundation for a resilient, responsive, and inspiring public art program, one that honours our stories, celebrates our diversity, and activates our shared spaces for generations to come.

2. Finance and Budget: Enabling Sustainable Public Art Delivery

This Action Plan outlines the funding mechanisms, budget considerations, and investment priorities that will support the commissioning, maintenance, and evolution of public art across the Town of Port Hedland.

Key funding sources include:

- Percent for Public Art contributions from developers (as per Local Planning Policy 04).
- Cash-in-lieu payments into the Town's Public Art Reserve.
- State and federal government grants for arts, culture, and placemaking.
- Corporate sponsorships from industry and local businesses.
- Town budget allocations linked to infrastructure, community development, and cultural programming.



3. Funding Streams: Long Term Planning

Funding Stream	2024/25	2025/26	2026/27	2027/28	2028/29
Public Art Reserve	\$463,125	\$313,125 *			
Capital Projects		\$50,000 <i>(Plaques)</i>			

*\$150,000 allocated towards the First Lights Drone Show

Maintenance and Repairs	\$57,480 <i>(Requires budget)</i>				
Administration and Management	<i>Requires separation from Events budget</i>				





4. Contribution Framework: Shared Investment in Hedland’s Cultural Future

Public art in Port Hedland is a shared responsibility and a shared opportunity. This Action Plan includes a detailed contribution framework that outlines how both private developers and the Town of Port Hedland have invested in the delivery of public art.

This shared investment model strengthens Hedland’s identity, supports local creatives, and ensures public art continues to enrich our public spaces, reflect our stories, and inspire our community.

Developer	Grant	2022/23	2023/24	2024/25	2025/26
Town of Port Hedland	Waste Storage Facility Community Contributions	\$130,000			
	Depot Masterplan Community Contributions	\$11,624.80			
	Capital Projects				\$50,000 (Plaques)
Alinta Energy	Developer Contribution		\$150,000		
Tyrecycle	Planning Approval Regional JDAP 2023/012 Condition 3 Planning Policy		\$50,000		
Construct Perth	Community Contributions	\$35,000			
MGM Lodge Pty Ltd	Developer Contribution			\$86,500	

**Values current as of Q2 2025/26. Reviewed annually.*

Section Four

Key Strategies, Plans and Policies



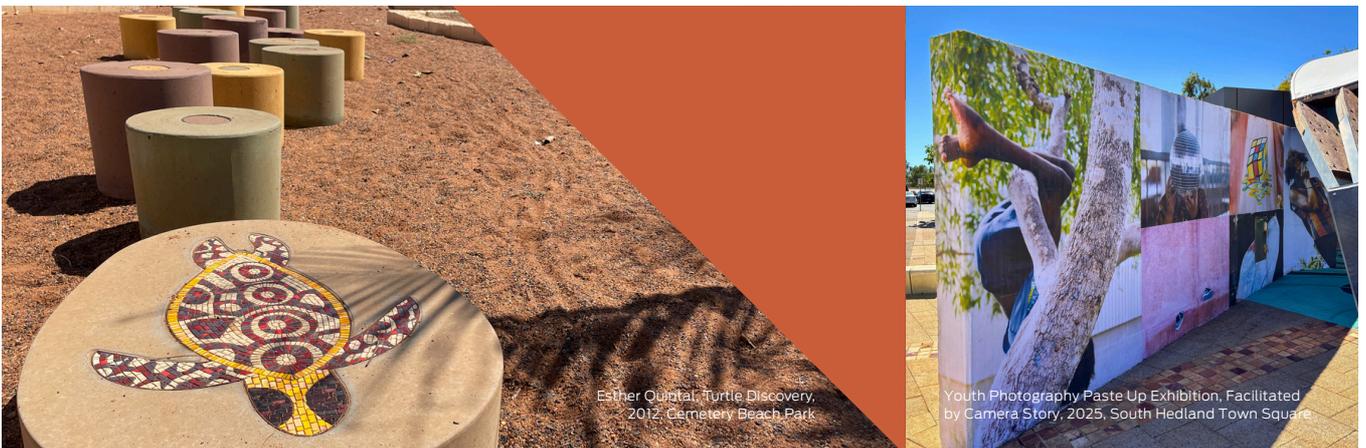
Strategic Context

This Public Art Masterplan does not sit in isolation. It has been developed in thoughtful consideration of the following Town-wide strategies and plans to ensure it aligns with, and builds on, past and existing visioning, goals, and aspirations:

- Council Plan (2025-35)
- Corporate Business Plan (2023 –2027)
- Community Development Plan (2022-25)
- Arts and Culture Plan (2023-2027)
- South Hedland Place Plan (2021)
- Public Art for Selected Projects (2021)
- Public Art Strategy (2020)
- Port Hedland Marina and Waterfront Place Plan (2019)

In addition, this Masterplan supports and provides a framework for the following:

- Local Planning Policy 04 – Percent for Public Art (2021)
- Percent for Art Guidelines (revised May 2021)
- Spoilbank Marina Public Art (Pilbara Ports, 2021)
- Creative WA: A 10 Year Vision
- Town of Port Hedland Wayfinding Style Guide



Esther Quintal, Turtle Discovery, 2012, Cemetery Beach Park

Youth Photography Paste Up Exhibition, Facilitated by Camera Story, 2025, South Hedland Town Square



Planning for the FUTURE

The Community Services Strategic Plan 2025-2035 is being developed in alignment with the Town of Port Hedland’s broader strategic documents, including the Strategic Community Plan, Corporate Business Plan, and the Public Art Masterplan. It reflects the Town’s commitment to building a resilient, inclusive, and culturally vibrant community through coordinated service delivery across all community-facing portfolios.

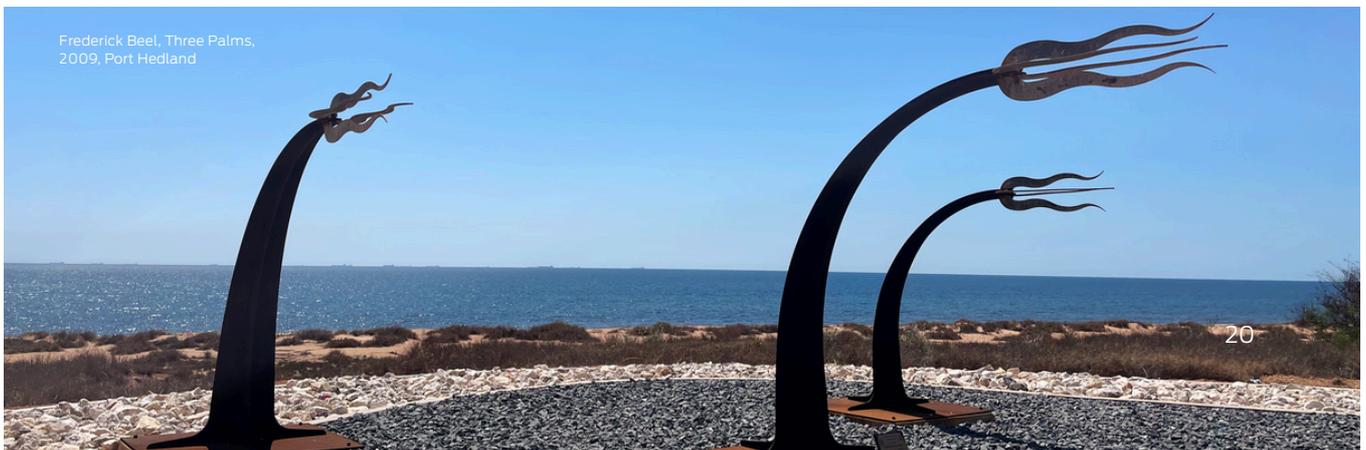
Community Services encompassing Community Development, Youth and Children’s Services, Recreation and Leisure, Libraries, Events, Arts and Culture, and Community Safety play a vital role in shaping the social fabric of Hedland. These services are interconnected and collectively contribute to wellbeing, identity, and civic pride.

The inclusion of Arts and Culture within this strategic framework recognises its power to:

- Strengthen community connections and cultural expression.
- Celebrate diversity and heritage, particularly Aboriginal stories and knowledge.
- Activate public spaces and enhance safety through creative placemaking.
- Support local creatives and foster economic development.
- Promote inclusion, accessibility, and lifelong learning.

The Community Services Strategic Plan acknowledges the importance of embedding cultural planning into community services, ensuring that arts and culture are not siloed but integrated into health, education, youth engagement, infrastructure, and social inclusion strategies.

By aligning with existing plans - such as the Public Art Masterplan and Arts and Culture Plan - the Community Services Strategic Plan ensures that investment, programming, and partnerships are strategically coordinated to deliver maximum impact for the Hedland community.



Frederick Beel, Three Palms,
2009, Port Hedland

Section Five

Opportunity Mapping

1. JD Hardie Stage 3

Location Overview

The JD Hardie Youth and Community Hub is the Town's primary youth and community facility, catering for children and young people up to 19 years. More than 300 youth are involved with programs at the facility each week, many of them from Indigenous backgrounds. More than 750 families are also involved in activities for children each week, while others utilise the outdoor facilities.

Stage 3 of the project will involve redeveloping the vacant block next to the outdoor basketball courts into the JD Adventure Park. BMX pump track, skills track parkour course for 12-17 year-olds, turf area for passive recreation, bike racks, repair station and shade structures are all part of the initial concept designs for the Adventure Park.

Relevant Community Feedback

- **Involve Youth in Public Art Creation:** Engage local youth in co-designing and creating public art, especially in areas like the playground, skate parks, and recreational facilities.
- **More Murals and Colour:** Install murals that transform blank spaces into vibrant canvases telling local stories that resonate with the community.
- **Functional and Interactive Art:** Incorporate functional art forms, such as architectural elements, shade canopies, and play areas, to enhance public spaces while ensuring the art is playful and interactive, especially for younger audiences.
- **Integration with Infrastructure Projects:** Ensure public art is integrated into both new and existing infrastructure projects, like sports facilities, parks, and public buildings, to create a cohesive and enriched public space.

Objectives

- **Youth Engagement and Empowerment:** Empower local youth by involving them in the co-design and creation of public art, ensuring the space reflects their voices and creativity.
- **Cultural Celebration:** Honour the cultural heritage of the Kariyarra people and other local Indigenous communities through art that resonates with the broader Hedland community.
- **Enhanced Public Space:** Create a vibrant, welcoming, and visually engaging environment that encourages play, exploration, and social interaction.
- **Community Cohesion:** Strengthen community ties by creating spaces that invite gathering, interaction, and shared experiences among diverse groups.



Public Art Locations / Typologies

- **Concrete Screen Wall / Mural:** Large-scale murals that transform blank surfaces into vibrant canvases reflecting local stories and youth culture.
- **Concrete Bench Seating / Mural:** Custom-designed seating that incorporates murals or other artistic treatments, blending functionality with visual appeal.
- **Concrete Pathway / Sandblasted Graphic Treatment:** Pathways enhanced with sandblasted graphics, creating visual interest and guiding visitors through the playground.
- **Parkour Softfall / Custom Design and Colour Selection:** Parkour elements with artist-led design and colour schemes that reflect the energy and creativity of local youth.
- **Breakout Shelters / Integrated Graphic Treatment:** Shelters that feature integrated artwork, providing shaded areas for rest and social interaction while adding to the visual identity of the playground.
- **Bike Racks / Artist-Led Custom Design:** Artistically designed bike racks that serve both functional and aesthetic purposes, making them standout features in the playground.



Public Art Themes

The following broad themes are suitable for further exploration by artists, through the lens of youth and further guided by the co-design workshop process:

- Mosaic of Voices
- Richness of Country
- The History and Heritage of the Aboriginal People
- Diverse Cultures and the Melting Pot of Our Town
- Contemporary Life and Future Aspirations of the Community



Procurement Approach

An EOI call out to Local and Regional Artists suitably qualified to design and deliver the public art outcomes as one package, involving local youth through a Co-Design Workshops.



2. South Hedland Integrated Sports Hub

Location Overview

The South Hedland Integrated Sports Hub (SHISH) is a \$200 million staged project that will deliver much-needed sport and recreation facilities, including an aquatic centre and expanded gymnasium.

Wanangkura Stadium, in the heart of the South Hedland sporting precinct, opened in 2012. Since that time, public consultation has identified that functionality is poor and the stadium's facilities are at capacity, limiting future growth. In addition, Hedland's aquatic facilities are nearing end of life and are in urgent need of replacement.

The Town is committed to increasing the capacity for participation in sport by providing fully accessible facilities. Having open-space facilities that are connected and increasing spectator capacity are also expected to foster growth in sporting activity for Hedland.

The SHISH redevelopment includes:

- relocation of Kevin Scott Oval
- multi-use pavilion
- multi-use sports field
- diamond sports fields
- a new diamond sports field
- refurbishment of Wanangkura Stadium
- a new aquatic centre including indoor pool and outdoor facilities
- new carparking
- new indoor sports hall; and
- new covered outdoor courts.

Community and social benefits

- Nurturing growth of local sports and recreation
- Opportunities for smaller sports groups to grow
- Centralisation of sporting facilities and spaces
- Bigger spaces to allow for more community members to utilise the facilities
- Improved facilities allow for better access to programs and events
- Extensions and new additions will improve accessibility to all community members
- Better quality of life with high-quality community facilities.



Relevant Community Feedback

- **Create Iconic Landmarks:** Sculptures and other major installations can serve as points of pride, becoming landmarks that enhance the town's identity. These landmarks should also celebrate local sporting heroes and teams, honouring their achievements and inspiring future generations.
- **Strategic Placement of Art:** Public art should be placed in accessible and visible locations, especially near important landmarks, entry points, and key sporting facilities, to ensure it resonates with both the local community and visitors, aiding in wayfinding and celebrating the town's rich sporting culture.
- **Integrate with Infrastructure:** Integrate art with new and existing infrastructure projects, such as sports facilities, parks, and public buildings. Use functional art forms like architectural elements, shade canopies, and play areas to enrich public spaces, incorporating elements that celebrate the town's sporting achievements and community spirit.
- **Celebrate Cultural Diversity:** Public art should reflect the diverse cultures within the community, honouring the town's status as a melting pot. It should connect people through shared stories and experiences, including the role that sports play in uniting different cultural groups within the community.
- **Showcase Indigenous Art and Stories:** It is essential that art installations are created by and reflect the stories of the Indigenous community, fostering a strong connection to local culture and heritage. This could include recognising the contributions of Indigenous athletes and sporting traditions.



Public Art Approach

The public art approach for the South Hedland Integrated Sports Hub (SHISH) will focus on enhancing the community's connection to sports and wellness while celebrating the area's cultural diversity. Artworks will integrate with the existing and new infrastructure of the sports hub, creating a cohesive visual identity that promotes inclusivity, interaction, and pride in place.

Functional and interactive art forms will be prioritised, ensuring that artworks serve both aesthetic and practical purposes, while also reflecting the narratives of the local Kariyarra people and the wider Hedland community. The public art will enrich public spaces and offer residents and visitors a meaningful engagement with the site.



Precinct Objectives

- **Celebrate Local Identity:** Honour and celebrate the Kariyarra people's cultural heritage alongside Hedland's diverse contemporary community.
- **Foster Wellness and Connection:** Encourage social cohesion and connection to place through art that integrates with recreational activities, promoting health and well-being.
- **Enhance the Public Realm:** Create engaging, safe, and visually stimulating environments that welcome people to participate in the area's sports, recreation, and cultural activities.
- **Boost Tourism and Local Engagement:** Increase tourism by positioning SHISH as a dynamic hub of community interaction through culturally resonant and visually impactful public art.



Public Art Locations and Typologies

Entry Points: Iconic sculptures or integrated artistic elements at key entryways, including highly visible entry points from the road and roundabouts. These landmarks will welcome visitors and create a strong visual identity for the precinct, encouraging walkability and exploration across SHISH and reinforcing connections throughout the area.

Sports Infrastructure: Functional art integrated into both new and existing sports facilities, including seating, shade structures, or ground plane treatments. These elements will blend utility with aesthetic value while celebrating the community's connection to sports and outdoor activities. Specific attention will be given to the new buildings and upgrades to existing facilities, ensuring a cohesive and vibrant aesthetic.

Play-Based Art: Interactive art that engages users, particularly youth, through murals, sculptural elements, and play features within the skate park, outdoor fitness areas, and playgrounds. These installations will not only entertain but also foster creativity and a sense of ownership among young visitors.

Connecting Spine: Integrated art along the pathways that connect different areas of SHISH, enhancing wayfinding and ensuring a cohesive design throughout the precinct. These pathways will be visually linked by art that draws people through the site, encouraging exploration and interaction with the various facilities and spaces.

Light-Based Art: Lighting installations strategically placed to enhance the precinct's nighttime appeal, adding vibrancy, safety, and a sense of energy to the area. These installations will be particularly effective in high-traffic zones, entry points, and along key pathways, ensuring the space remains active and inviting after dark.

Architectural Integration: Incorporate public art directly into the architectural fabric of new and upgraded buildings within SHISH, including the revamp of the Wanangkura Stadium. This could involve large-scale murals, perforated metal facades, or other integrated art forms that transform the buildings into canvases that reflect the local culture and sporting spirit. These artworks will reinforce the visual identity of SHISH and enhance the aesthetic and functional value of the precinct's infrastructure.



Public Art Themes

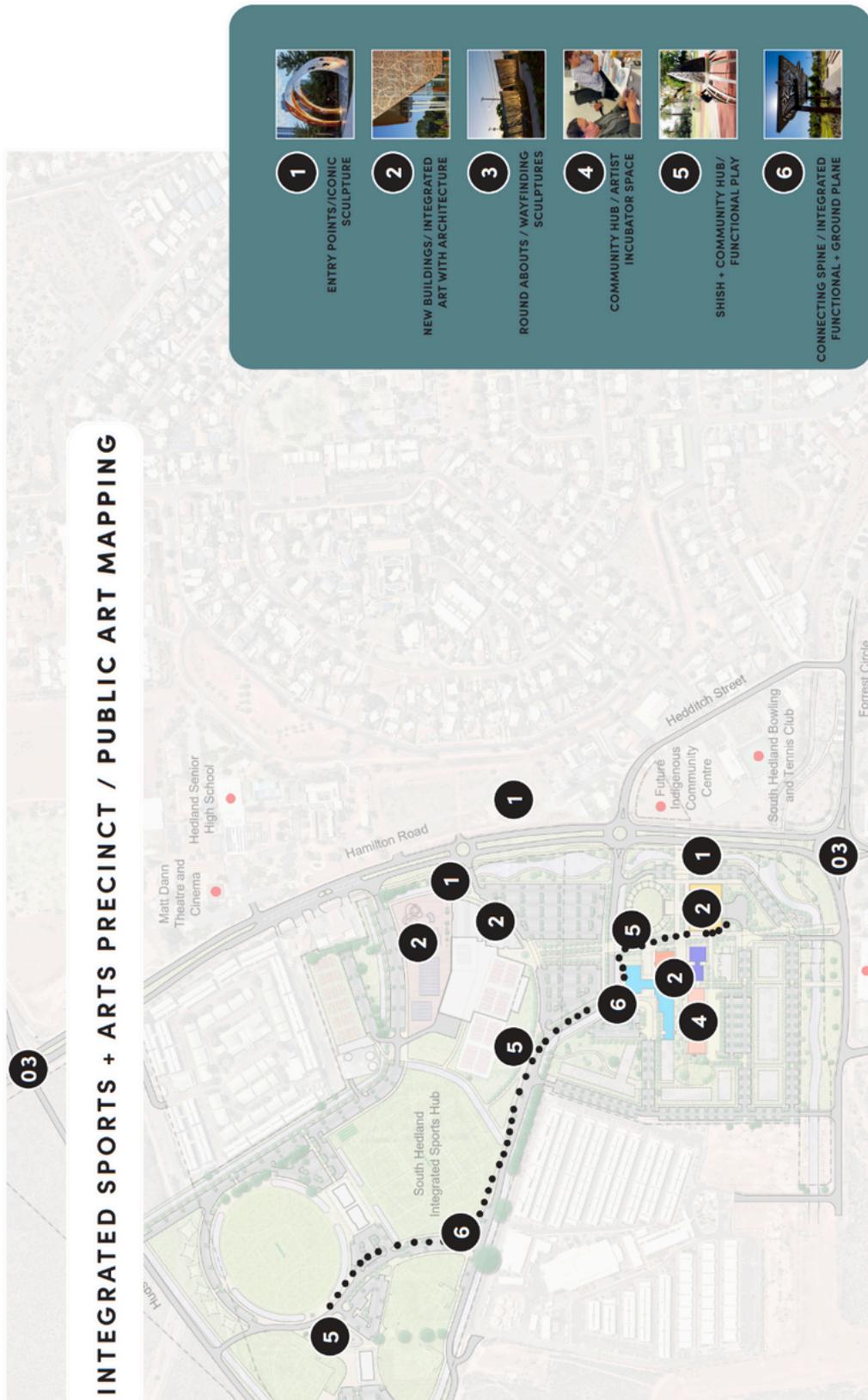
- **Mosaic of Voices:** Reflect the diverse cultural identities in Hedland, celebrating the stories of the Kariyarra people, other local Aboriginal communities, and the multi-cultural residents of the town. This theme can be extended to include the role of sports and outdoor activities in bringing together these diverse groups, highlighting how sporting events and community recreation foster unity, pride, and shared experiences.
- **Richness of Country:** Embrace the natural environment, focusing on the land, sea, and sky of the region, and celebrating endemic flora and fauna. This theme can also explore how the community engages with the natural landscape through sports and outdoor activities, such as running, cycling, and water sports, emphasising environmental sustainability and the health benefits of outdoor recreation.
- **Hum of Industry:** Acknowledge the importance of Hedland's industrial past and present, balancing progress and preservation in the context of the sports hub's active and energetic environment. Incorporate elements that reflect the physical and mental resilience developed through sports, paralleling the hard work and endurance seen in the industrial sector. This theme can tie in the energy and momentum of both industry and sports, showing how they collectively shape the identity and spirit of the community.



Artist Procurement Approach

The procurement process will involve a two-stage Expression of Interest (EOI) aimed at both local and regional artists with an emphasis on those experienced in community co-design processes.

Artists will be encouraged to engage with the local community through workshops, especially involving youth and Aboriginal artists, to create works that resonate with SHISH's users and its broader context. The selection process will focus on artists who can deliver impactful, durable, and functional public art outcomes.



3. Performing Arts Centre

Location Overview

The Performing Arts Centre precinct will seek to strengthen and build Hedland's cultural capacity with features to include a world-class theatre, bigger cinema and additional spaces for workshops, offices, and meeting rooms.

The plans also encompass an adjacent outdoor amphitheatre with outdoor stage and separate playground area.

This visionary project will position Hedland to attract live shows and performances that would normally only perform in metropolitan settings.

Community and social benefits:

- Dedicated arts and culture facility to attract new live shows and performances.
- Opportunity for tertiary education and training opportunities for people in Hedland.
- Economic diversification through new industry job creation.
- Increased community and social wellbeing by improving arts and culture offerings.
- Continued support for Hedland's arts and culture community which is recognised throughout Australia.

Relevant Community Feedback

- **Create Iconic Landmarks:** Sculptures and other major installations can serve as points of pride, becoming landmarks that enhance the town's identity and attract visitors while creating a sense of local pride.
- **Strategic Placement of Art:** Public art should be placed in accessible and visible locations, especially near important landmarks, to ensure it resonates with both the local community and visitors, highlighting key historical and cultural points.
- **Integrate with Infrastructure:** Integrate art with new and existing infrastructure projects, such as sports facilities, parks, and public buildings, and use functional art forms like architectural elements, shade canopies, and play areas to enrich public spaces.
- **Celebrate Cultural Diversity:** Public art should reflect the diverse cultures within the community, honouring the town's status as a melting pot and connecting people through shared stories and experiences.
- **Showcase Indigenous Art and Stories:** It is essential that art installations are created by and reflect the stories of the Indigenous community, fostering a strong connection to local culture and heritage.
- **Forward-Looking and Aspirational Art:** The public art should not only highlight historical significance but also showcase the community's future aspirations, inspiring hope, and progress.



Public Art Approach

The public art approach for the Performing Arts Centre will focus on reflecting the diversity, creativity, and cultural richness of the Port Hedland community. As a key cultural hub for the town, the Centre will host art that celebrates both the ancient traditions of the Kariyarra people and the contemporary multicultural community. Public art will play a critical role in creating a sense of place and identity for the Centre, enhancing the visitor experience and contributing to the facility's role as a destination for both locals and visitors. Iconic sculptures, integrated architectural artworks, and interpretive pieces will connect the Centre with Port Hedland's broader cultural narrative.



Objectives

- **Create a Cultural Destination:** Establish the Performing Arts Centre as a cultural landmark that attracts visitors and promotes social engagement through dynamic and accessible public art.
- **Celebrate Cultural Diversity:** Honour the stories and histories of the Kariyarra people and the town's broader multicultural community.
- **Promote Social Connections:** Encourage social cohesion by creating welcoming public spaces where people can gather, interact, and connect through art.
- **Foster Pride and Identity:** Use public art to instill a sense of pride and ownership in the local community, ensuring residents see themselves reflected in the cultural fabric of the Performing Arts Centre.



Public Art Locations and Typologies

- **Create a Cultural Destination:** Establish the Performing Arts Centre as a cultural landmark that attracts visitors and promotes social engagement through dynamic and accessible public art.
- **Celebrate Cultural Diversity:** Honour the stories and histories of the Kariyarra people and the town's broader multicultural community.
- **Promote Social Connections:** Encourage social cohesion by creating welcoming public spaces where people can gather, interact, and connect through art.
- **Foster Pride and Identity:** Use public art to instill a sense of pride and ownership in the local community, ensuring residents see themselves reflected in the cultural fabric of the Centre.



Public Art Theme

- **Mosaic of Voices:** Celebrate the diverse voices and stories that define Port Hedland, with a particular focus on the performing arts. Public art should embody the spirit of performance, storytelling, and celebration—honouring the Kariyarra people's oral traditions and connecting them to contemporary expressions of dance, theatre, and music. Artworks can explore the ways in which different cultural groups in the community celebrate, perform, and express their identity through creative arts.
- **Richness of Country:** Reflect the natural beauty of the Pilbara region, incorporating the land and sea as a backdrop to creative performance. Public art can celebrate the vibrant life cycles of the environment, with interactive elements that echo the rhythms of nature. Art installations could be dynamic and responsive, reflecting the energy of natural phenomena and mirroring the energy of live performance, creating spaces that invite gathering, movement, and celebration of the region's rich landscapes.
- **Celebration of Life and Aspirations:** Showcase the town's forward-looking energy by creating art that embodies joy, festivity, and the collective spirit of Port Hedland. This theme can include celebratory forms of public art—temporary installations, light-based art, and performance-focused spaces that encourage people to gather, celebrate, and perform. This theme could also focus on the contemporary aspirations of the community, reflecting its creativity, vibrancy, and the ongoing evolution of Port Hedland as a cultural hub.



Procurement Approach

The artist procurement process will involve a two-stage Expression of Interest (EOI) aimed at local, regional, and nationally recognised artists, with a particular focus on those experienced in creating integrated and large-scale public artworks.

Collaboration with the Spinifex Hill Art Centre and other local artists will be a key component of this approach. These partnerships will allow for the curation of a range of artworks—including paintings, prints, and photography—which can be licensed and seamlessly integrated into the building's fabric. This ensures that the artistic contributions of the local community are embedded into the architectural and interior design, enriching the Centre with authentic, place-specific art.

The selection will prioritise artists who demonstrate the ability to collaborate with the local community, ensuring that the artworks resonate with residents and visitors alike while honouring the cultural heritage and contemporary creativity of Port Hedland.

4. South Hedland Town Centre

Location Overview

Located about 18 kilometres southeast of Port Hedland, South Hedland Town Centre is a key hub for the local community offering a wide range of amenities and services. South Hedland has a diverse and dynamic community comprised of its Aboriginal community and workers associated with the mining and resources industries, alongside a growing community of families, attracted by the town's amenities, services, and educational opportunities.

In addition to a range of retail outlets, the Town Centre houses civic amenities, including the South Hedland Library, a community centre, and government offices that provide various public services. Recreational facilities, such as parks, playgrounds, and a nearby aquatic centre, offer spaces for relaxation and community activities. There are also primary and secondary schools, ensuring access to education within close proximity.

Collectively, these amenities support the daily lives of South Hedland's residents, contributing to the town's role as a regional centre and critically, creating an environment that builds a strong sense of community.

Relevant Community Feedback

- **Celebrate Cultural Diversity and Indigenous Heritage:** Public art should reflect the rich cultural diversity of South Hedland, honouring the history and heritage of the Kariyarra people and ensuring Indigenous stories are represented.
- **Strategic Placement of Art:** Public art should be placed in accessible and visible locations, especially near important landmarks and entry points, to ensure it resonates with both the local community and visitors, aiding in wayfinding
- **Incorporate Murals:** Large-scale murals can transform blank walls into vibrant canvases that tell local stories, celebrating the region's natural beauty, wildlife, and history.
- **Embrace Light-Based and Digital Art:** Modern installations, such as light-based displays and digital projections, can bring public spaces to life, offering dynamic and engaging experiences, particularly in the evenings to support feelings of safety.
- **Integrate with Infrastructure:** Art should be integrated into both new and existing infrastructure projects, enriching public spaces through functional art forms like shade canopies, seating, and wayfinding elements placed in key locations across the town.



Public Art Approach

The South Hedland Town Centre will embrace public art that enhances the vibrancy of the area, encourages social interaction, and fosters a deeper connection with the community's rich cultural diversity and heritage. Public art will be integrated into key infrastructure projects, ensuring a seamless blend between artistic expression and functional design. The approach will honour the Kariyarra people, reflecting their history while celebrating the contemporary, multicultural fabric of South Hedland. The aim is to create a visually dynamic town centre that serves both locals and visitors, while promoting a sense of pride and ownership within the community.



Precinct Objectives

Celebrate Cultural Identity: Honour and represent the Kariyarra people and the broader cultural diversity of the town.

Enhance the Public Realm: Ensure public art contributes to creating a vibrant, engaging, and welcoming town centre.

Promote Safety and Well-Being: Incorporate art that fosters safe, comfortable, and visually stimulating environments for all ages, particularly at night.

Support Economic Growth: Attract tourism and boost the local economy through culturally significant and visually striking public art.

Encourage Local Creativity: Provide opportunities for local artists, with a focus on engagement, mentorship, and co-design with the community.



Public Art Locations and Typologies

Gateway Art/Entry Statements: Large-scale, iconic sculptures at key entry points, welcoming visitors and creating distinct landmarks.

Mural Program: Large murals to transform blank walls, celebrating local stories, wildlife, and the history of the region.

Yarning Circle: A functional art installation in the form of a yarning circle, providing a space for gathering and dialogue.

Light-Based Installations: Dynamic light displays in key locations, enhancing safety and creating vibrant night-time experiences.

Functional Art: Integration of art into infrastructure such as seating, shade structures, and wayfinding elements to ensure usability and aesthetic appeal.



Public Art Themes

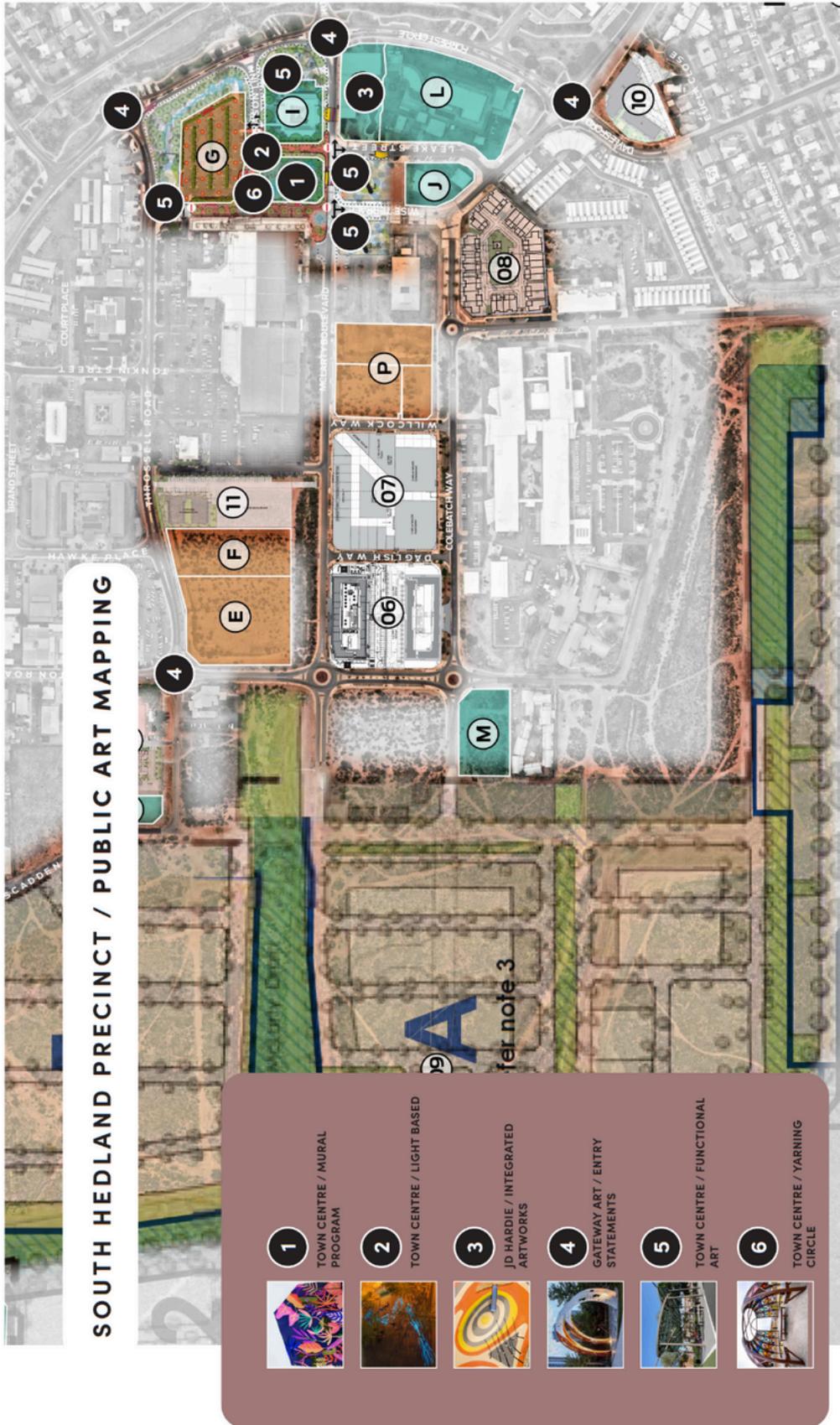
- **Mosaic of Voices:** Celebrate the diverse voices of Port Hedland's youth, capturing their energy, creativity, and aspirations. This theme will highlight how young people from different backgrounds come together in this active space, creating a vibrant tapestry of stories, cultures, and shared experiences.
- **Richness of Country:** Reflect the dynamic interaction between youth and the natural environment. This theme will explore how the Adventure Playground is a space where the land, sea, and sky inspire movement and play, connecting young people to the natural world in an active and engaging way.
- **Hum of Industry:** Echo the industrious spirit of Port Hedland within the context of youth activity and play. This theme will draw parallels between the energy of the town's industrial heritage and the vibrant, industrious play of its young people, showing how both shape the community's future.



Artist Procurement Approach

An Expression of Interest (EOI) process will be used to attract both local and regional artists.

The focus will be on engaging artists with experience in co-designing with the community, particularly involving youth, Aboriginal artists, and culturally diverse practitioners. Artists will be encouraged to explore innovative materials and methods, ensuring the public art is both impactful and enduring.



5. Portside, Coastal and Pretty Pool

Location Overview

Port Hedland's West End, Coastal, and Pretty Pool areas offer a unique blend of historical, natural, and recreational attractions, making them key destinations for both the community and visitors.

The West End, located near the port, is characterised by its historic buildings, art galleries, public art, and cultural landmarks, reflecting the town's rich maritime and industrial heritage, and engaged creative communities. This area is also a hub for local events and festivals.

The Coastal area extends along the Indian Ocean, providing stunning views and access to pristine beaches. This stretch is popular for outdoor activities such as fishing, boating, and coastal walks, which will be further enhanced on the completion of the Spoilbank Marina redevelopment. The coastal beaches also provide an important breeding sanctuary for the flatback turtle – and endangered species and native to this place – from October through to March. Pretty Pool, located at the eastern edge of Port Hedland, is a picturesque tidal inlet known for its tranquil environment and scenic beauty. It is a favourite spot for swimming, picnicking, and birdwatching, attracting families and nature enthusiasts alike.

Together, these areas combine to offer a mix of cultural, recreational, and natural experiences, enhancing Port Hedland's appeal as a place to live, work, and visit.

Relevant Community Feedback

- **Create Coastal Landmarks:** Large iconic sculptures along Pretty Pool, Sutherland Street, and West End can serve as tourist attractions, framing the coastal views and celebrating the region's maritime history.
- **Highlight History and Heritage:** Artworks should commemorate Port Hedland's mining and maritime history, as well as the Kariyarra people's cultural heritage, located near landmarks like Marapikurrinya Park and West End to draw visitors.
- **Interactive and Light-Based Installations:** Dynamic, light-based installations along the foreshore and walkways will enhance night-time experiences, creating vibrant tourist attractions by the coast.
- **Integrate Art with Infrastructure:** Functional art integrated with seating, pathways, and shade structures in coastal areas like Pretty Pool will serve practical needs while enhancing the tourist experience.
- **Murals and Art Trails:** Colourful murals and art trails along the coast and main streets, featuring local stories and cultural diversity, will engage tourists and locals alike, making exploration more immersive and informative.



Public Art Approach

The public art approach for the Portside, Pretty Pool, and Coastal areas will celebrate the rich cultural and natural heritage of the region, integrating the stories of the Kariyarra people, local history, and contemporary life. Public art in these areas will enhance both the natural beauty of the coastal environment and the urban fabric of Portside, connecting these precincts through art that resonates with the diverse community and its visitors. Large-scale iconic works and interactive installations will be prioritised, with an emphasis on place-specific art that respects both Indigenous knowledge and contemporary narratives.



Precinct Objectives

Portside: Create iconic entry statements and urban sculptures that reflect Port Hedland's industrial and maritime history, connecting to the broader public realm through interactive and functional art. The focus will be on revitalising public spaces to encourage pedestrian activity, tourism, and community engagement.

Pretty Pool: Celebrate the coastal beauty with sculptures, land art, and environmentally integrated pieces that reflect the natural ecosystems, such as mangroves and marine life, while enhancing public accessibility and interaction with the environment.

Coastal Area: Establish coastal landmarks that highlight the area's cultural heritage and maritime history, using light-based and interactive installations to enhance the visitor experience both day and night.



Public Art Locations and Typologies

PORTSIDE

- **Entry Points:** Iconic sculptures marking key entryways into the town centre.
- **Urban Spaces:** Functional and integrated art along pedestrian routes, including murals, light-based art, and seating sculptures.
- **Marapikurrinya Park:** Interpretive art that tells the story of the Kariyarra people and the maritime history of Port Hedland.

PRETTY POOL

- **Foreshore Walkways:** Large-scale sculptures reflecting marine and mangrove ecosystems, serving as both wayfinding and tourist attractions.
- **Playgrounds and Parks:** Play-based sculptures and interactive elements that engage children and families with the natural environment.
- **Coastal Trail:** Integrated art elements that highlight local flora, fauna, and indigenous stories

COASTAL AREA

- **Sutherland Street and Beachfronts:** Sculptures and light-based installations along the coastal road to enhance the evening experience and create visual connections between key landmarks.
- **Coastal Lookouts:** Installations at lookouts to frame views and encourage exploration of the area's natural beauty and cultural significance.



Public Art Themes

Mosaic of Voices: Celebrate the cultural diversity of the Port Hedland community, including the stories of Kariyarra, Ngarla, and Nyamal people, as well as the town's multicultural residents.

Richness of Country: Reflect the natural beauty of the region, emphasising the land-sea connection, local flora and fauna, and the area's significant environmental and conservation values.

Hum of Industry: Acknowledge the industrial history of Port Hedland, from mining to maritime activities, and explore the intersection between progress, community well-being, and sustainability.

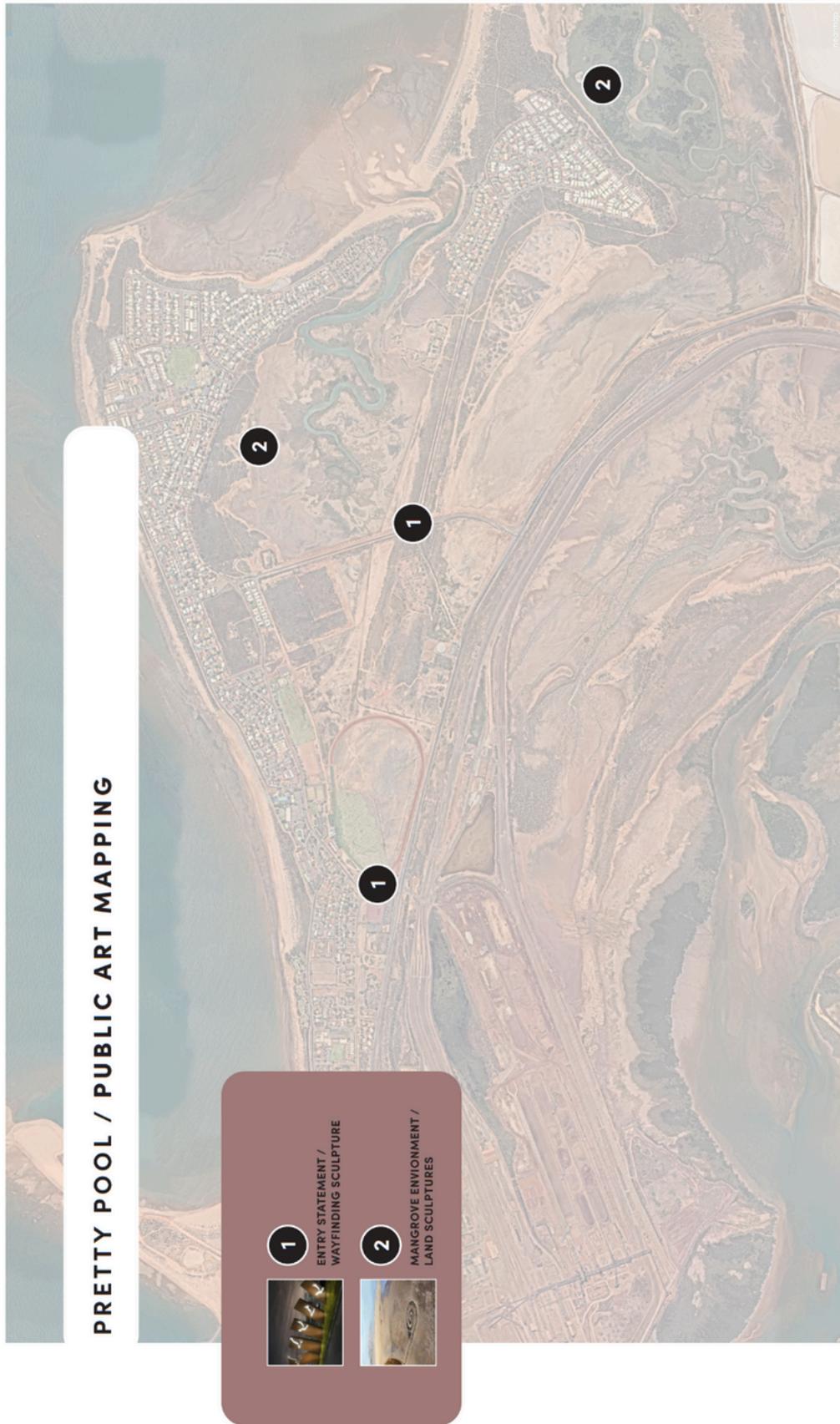


Artist Procurement Approach

Artists will be selected through a two-stage Expression of Interest (EOI) process, focusing on artists with a connection to the region or experience in community co-design.

Emphasis will be placed on collaborative works, particularly with Aboriginal artists, ensuring the works are culturally safe and resonate with both locals and visitors. Community engagement workshops will be a requirement, involving youth and local Aboriginal artists in the creative process. Public art projects will aim to involve artists with experience in large-scale sculptures, environmental art, and interactive installations.





6. Wedgefield, Great Northern Highway and Airport

Location Overview

Wedgefield, strategically located between the towns of Port Hedland and South Hedland, is the Town's primary industrial precinct, housing numerous businesses and services related to mining, transport, and logistics. This area is crucial for supporting the region's resource sector and not only provides employment opportunities for the community but is also home to a small residential population.

The Great Northern Highway, with its northern and southern entry points to Port Hedland, acts as a key transportation artery, linking the Town to the broader Pilbara region and beyond. These entry points are important for the movement of people and goods, reinforcing Port Hedland's role as a gateway to the north-west of Australia.

The Town's airport is a major regional airport that connects to domestic destinations as well as serving the offshore oil and gas industry and the region's Royal Flying Doctors Service Superbase. It facilitates travel for business, tourism, and residents, making it an essential part of the town's infrastructure.

Together, these areas support Port Hedland's economic vitality and ensure seamless connectivity for both residents and visitors.

Relevant Community Feedback

- **Mural Program to Bring Colour:** Launch a large-scale mural program to transform blank industrial walls into vibrant canvases that reflect Wedgefield's industrial spirit, adding colour and life to the area.
- **Art Integrated with Architecture:** Integrate art into the architectural design of industrial buildings and infrastructure, enhancing the built environment and elevating the overall experience of Wedgefield's industrial precinct.
- **Iconic Landmarks:** Create large, visually striking sculptures or installations that announce your arrival into both Port Hedland and the Wedgefield precinct, serving as iconic landmarks and boosting the area's identity for residents, visitors, and workers.

Public Art Approach

The public art approach for the Wedgefield, Great Northern Highway (north and south), and Airport precincts will focus on integrating public art into the industrial and transport fabric of these areas. Artworks will transform industrial landscapes, roadways, and airport infrastructure into visually engaging and culturally significant spaces. Large murals, integrated architectural elements, and landmark sculptures will be used to enhance the identity of these precincts, celebrating both the industrial heritage and the diverse cultures that define Port Hedland. The approach will prioritise bold, visible artworks that serve as visual markers for residents, workers, and visitors arriving by road or air.

Precinct Objectives

Wedgefield:

- Revitalise the industrial area through a large-scale mural program and sculptures, creating a vibrant and visually appealing precinct.
- Integrate public art into new buildings and infrastructure projects, enhancing the architectural environment and providing focal points for the community and workers.

Great Northern Highway (north and south):

- Use large iconic sculptures and artistic installations to mark key entry points along the highway, offering a visually engaging journey for those travelling to and from Port Hedland.
- Integrate wayfinding sculptures to help guide visitors and residents, enhancing the navigational experience while contributing to the area's identity.

Airport:

- Create welcoming and memorable public art installations that enhance the airport's arrival and departure experience, with sculptures and integrated light-based artworks that reflect the town's rich cultural and industrial heritage.

Public Art Locations and Typologies

WEDGEFIELD

- **Entry Statement/Wayfinding Sculpture:** Large-scale sculptures at key entry points to the industrial area, serving as markers for those entering the precinct (Wedgefield).
- **Mural Program:** A series of murals on blank industrial walls, celebrating the local workforce, industrial heritage, and diverse cultures within the precinct (Wedgefield).
- **New Buildings:** Integrated art within new building facades, blending architecture with artistic expression through metalwork, murals, or perforated designs (Wedgefield).

GREAT NORTHERN HIGHWAY (north and south)

- **Iconic Sculptures:** Strategically placed at key points along the highway, serving as landmarks that reflect the industrial, cultural, and environmental significance of the region.
- **Wayfinding Art:** Sculptural installations that guide drivers along the highway, incorporating visual elements that relate to the history and landscape of Port Hedland.

AIRPORT

- **Entry/Exit Sculptures:** Large, welcoming sculptures positioned at the main entrance and exit of the airport, creating a strong first and last impression for travellers.
- **Light-Based Art:** Illuminated installations that come to life at night, enhancing the visual experience and adding safety and vibrancy to the airport precinct.



Public Art Themes

Hum of Industry: Celebrate the industrial spirit of Wedgefield and the transport routes along the Great Northern Highway, reflecting the mining, logistics, and trade activities that define Port Hedland. Themes can include the history of the mining industry, the intersection of industry and environment, and the stories of the people who work in these sectors.

Mosaic of Voices: Highlight the cultural diversity of the area, from the Kariyarra people to the multicultural workforce that supports Port Hedland's industries. Artworks can tell the stories of these communities and their contributions to the town.

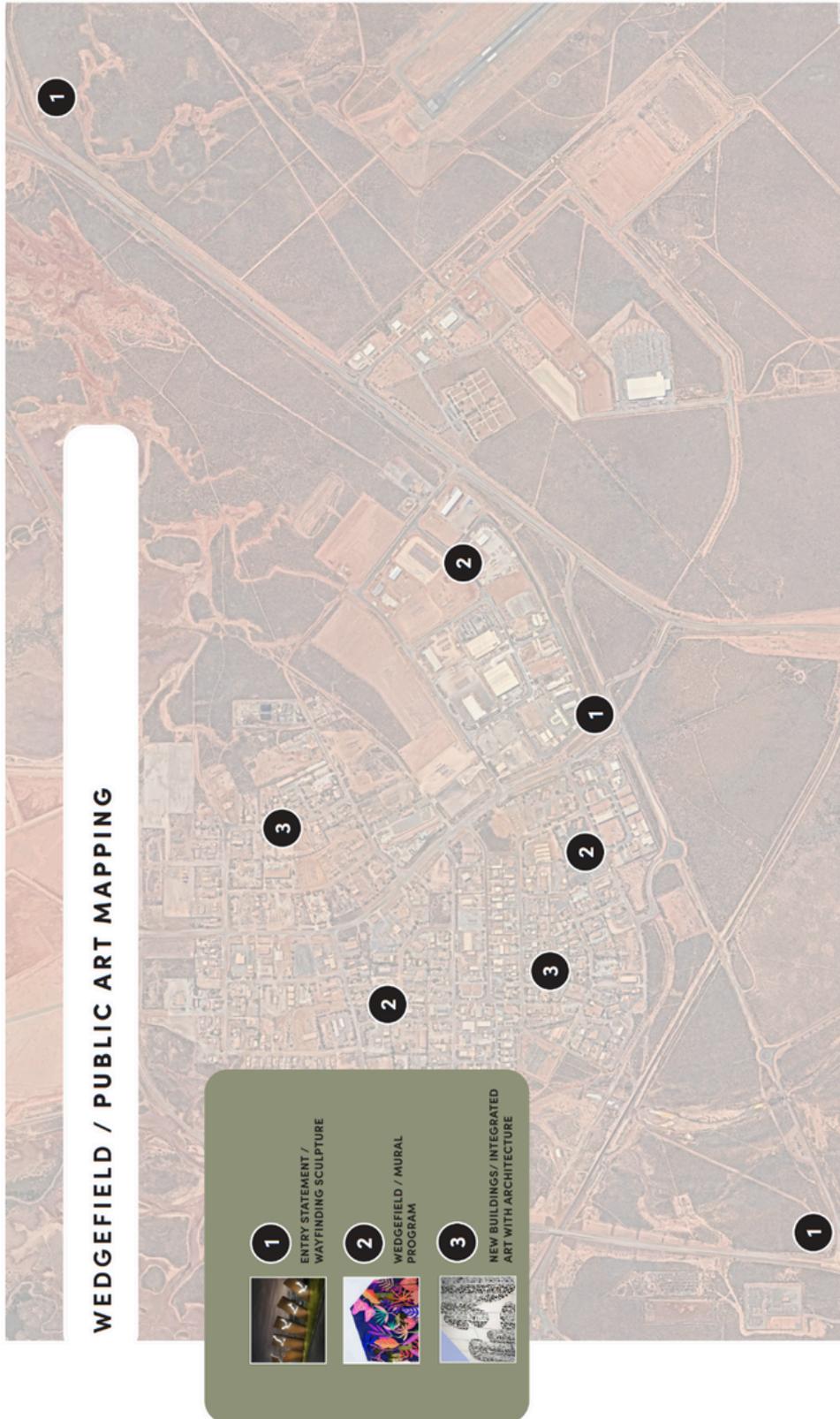
Richness of Country: Reflect the natural landscapes surrounding the industrial and transport zones, from the vast plains to the coastline, connecting the industrial with the environmental through public art.



Artist Procurement Approach

The procurement of artists for these precincts will be through a multi-stage Expression of Interest (EOI) process, prioritising artists with experience in large-scale and industrial public art projects.

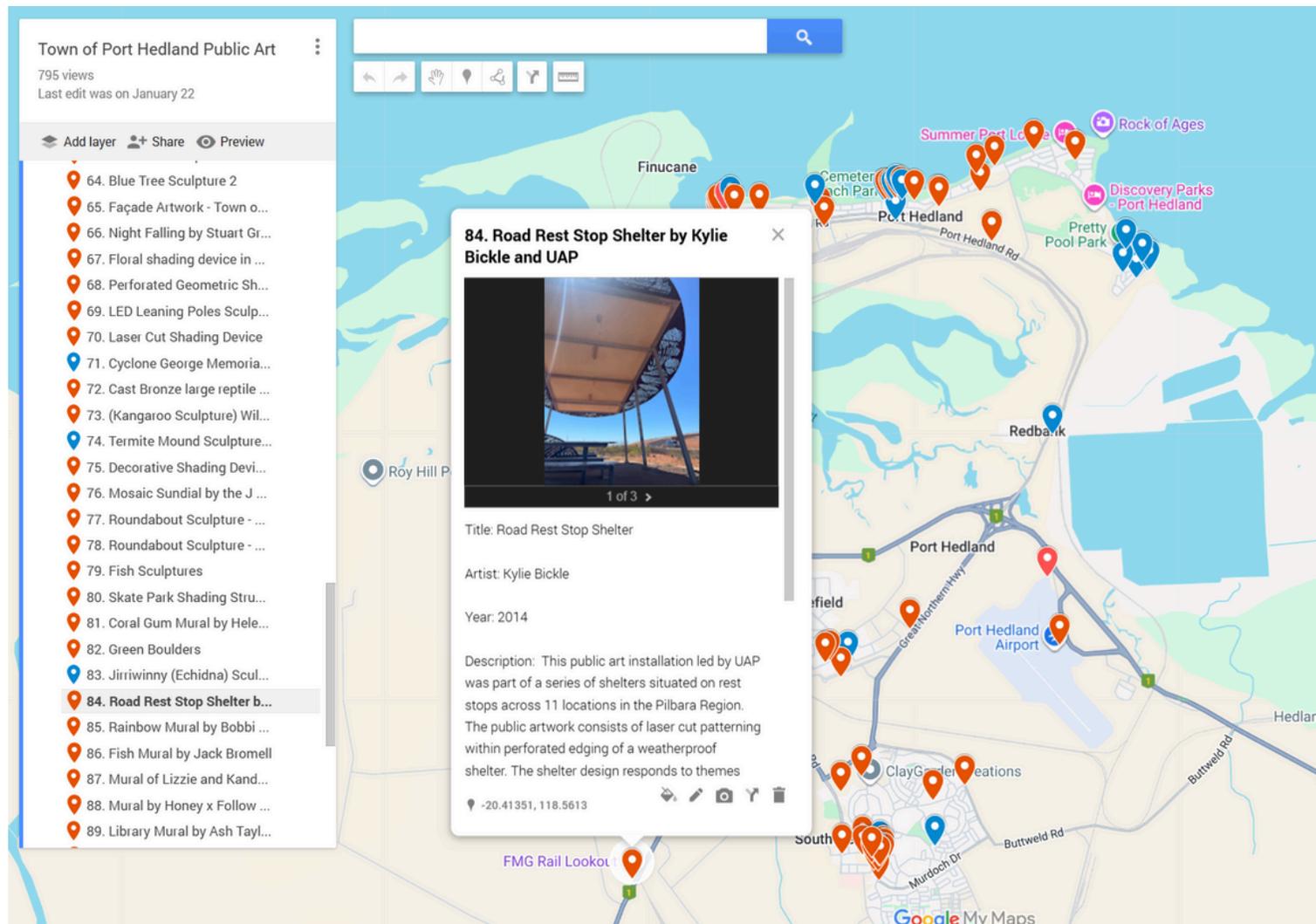
The selection process will favour those capable of working with durable materials suited to the industrial context, such as metal, concrete, and lighting elements. Additionally, artists will be encouraged to engage with the local workforce and community through workshops and consultations, ensuring that the artworks reflect both the local environment and the people who inhabit these spaces.





Ash Taylor, Library Mural, 2023,
50th Anniversary Street Art Festival, South Hedland

Alison Banks
Director Community Services
Town of Port Hedland



Town of Port Hedland Public Art Map

The Town of Port Hedland Interactive Public Art Map has been created is an internal catalogue which maps approxitmy 100 existing public art pieces.

Click Here:

https://www.google.com/maps/d/edit?mid=150qHCek4Lx1MrWPvI8ytC9QL_o_B8Tc&usp=sharing



Port Hedland Visitors Centre

Quarterly Report
July to September 2025

Report Prepared by
TERRI JOHNSON, DEBBIE DACACCHE and NINA PANGAHAS

Report Date: 24 October 2025



Port Hedland
VISITOR CENTRE

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1. Income and expenditure statements

The operating cost of the Visitors Centre has been within the parameters laid out in the contract.

The wages and salaries for the year have been in the parameters of the budget.

1.1. Statement of Variations

Nothing to report.

1.2. Audited Income Expenditure Statements

Nothing to report.

2. Statement of Capital Expenditure and Maintenance Items

2.1. Capital Expenditure Maintenance Items

Project/ Capital Work	Contractor	Start Date	End Date	Budget
Nothing to report.				

2.2. Maintenance Items

Date Reported/Work	Issue	Contractor	Date Rectified	Notes
22 July 2025	Light in the photocopier room	Heddy Electrical	22 July	
26 July 2025	No lights	MEC	26 July	Tripped RCD. Reset
3 Sept 2025	Cleaned aircon filters	Oresome air	3 Sept 2025	

3. Key Performance Indicators

KPI	Measurement
Visitors supported	32,000 (total per annum)
Visitors supported	8,000 (total between 1 October and 31 March)
Tours	2,500 visitors booked on formal tours per annum
Tours	Continue to provide: <ul style="list-style-type: none"> • step-on tours for all interested tour providers • Port Hedland Town tour
Tours	Continue to maintain the following self-guided tours: <ul style="list-style-type: none"> • Public artwork Trail • History and Culture Trail

Tours	Investigate the viability of shore excursions by 30 June 2025
Accreditation maintained	Gold/A1 (or equivalent) (renewed annually)
Minimum hours	<p>1 May to 30 September</p> <ul style="list-style-type: none"> Monday to Friday from 9am – 4pm Weekends and public holidays from 10am – 2pm. <p>1 October – 30 April</p> <ul style="list-style-type: none"> Monday to Sunday, including public holidays and excluding Summer Closure, from 10am – 2pm. Summer Closure period – mid-December to mid-January (28 days).
Staff training materials	Training materials created by 30 June 2025 and regularly updated.
Engagement	Engagement plan detailing how the Port Hedland Visitor Centre will engage local tourism businesses, industry stakeholders, and relevant Visitor Information Centres created by 30 June 2025 and continually updated according to business needs.
Engagement	Monthly engagement/collaboration with Pilbara and neighbouring regions' Visitor Information Centres.
Visitor satisfaction	4.5/5 rating reached and maintained on digital review platforms (E.g. Google Business Profile/ WikiCamps/ TripAdvisor/ Facebook).
Visitor satisfaction	5% of visitors to Port Hedland Visitor Centre between complete a Visitor Satisfaction survey.

4. Statement of Marketing Activities, Programs, and Initiatives

4.1. Statement of Marketing Expenses

Refer to financial statements.

4.2. Programs and Initiatives

This quarter focused on strengthening community engagement, supporting local tourism, and enhancing the visitor experience at the Port Hedland Visitor Centre (PHVC). Highlights included two successful Wedge Street Markets, ongoing collaboration with Aboriginal Corporations, improved regional networking, and the installation of an interactive visitor display. Challenges included communication constraints on social media management and

operational issues with tour coordination. These areas will be addressed in preparation for the 2026 tourist season.

Community and Stakeholder engagement

- **Port Hedland Speedway**

A few visitors informed PHVC staff that they had been staying at the Speedway for a 24-hour stopover. To clarify this, I phoned the Speedway and spoke with Candice regarding the situation. Many of these travellers use rooftop tents, camper trailers, swags, or vans that are not self-contained, making them ineligible for overflow camping. They are often too tired to continue driving the extra hour to De Grey or Peawah rest areas or arrive at dusk when it is unsafe to continue driving.

This presents an opportunity to work with the Speedway Committee next season to establish a managed overnight area. Doing so would help reduce illegal camping at Spoilbank, Old Boat Ramp carpark, Six Mile, and Cemetery Beach.

- **Aboriginal Corporations**

Liaised with Karriyarra Aboriginal Corporation to explore the potential for cultural tours. Met twice with Robert Dann, who currently focuses on corporate overnight tours. This will be revisited in the new year.

Liaised with Nyamal Aboriginal Corporation, particularly Head Ranger Rodney Monaghan, to engage Nyamal rangers for the “Yarning with Locals” program. Unfortunately, the scheduled session was cancelled due to a ranger call-out, but this will be reintroduced next tourist season.

- **Indigenous Polo Project**

Explored collaboration with Life Apparel and Karriyarra woman Skye Lockyer to design a Port Hedland polo depicting the saltwater, turtles, and natural elements of Marrapikurinya. Once developed, the design could be used on other merchandise such as lanyards, mugs, and bags. The project involves a one-time setup cost and will be revisited ahead of the 2026 tourist season.

Events and Tourism Initiatives

- **Wedge Street Markets**

PHVC held two Wedge Street Markets this quarter. Stallholder feedback was overwhelmingly positive, with appreciation for the opportunity to sell their products. Several stallholders travelled from Karratha to participate. Long-term vendors have requested the markets be aligned with the Sunset Food Markets to

improve attendance and sales. Shown is the winner of prize donated by Stephen Dawson for a free raffle held on market day.



Note below the increase in the walk-in traffic at the Visitor Centre during a market event.

Walk-in traffic before and after a market event – April to September 2025

Day before	Market day	Day after
9 May - 113	10 May – 395	11 May - 72
20 June – 63	21 June – 406	22 June - 93
Market held on 24 Aug. No data due to server malfunction		
20 Sept - 50	21 Sept - 217	22 Sept - 81

• **Tour Groups & Presentations**

PHVC welcomed multiple tour buses, each with around 30 tourists. Visitors watched the centre’s DVD presentation and participated in a “Town Talk” delivered by Debbie. Photo of APT Kimberley Outback tour group at PHVC.



• **Reef Walks**

Doris’s free reef walks remain a significant visitor attraction and are frequently mentioned as one of Port Hedland’s most memorable experiences.

- **School Holiday Program**

A September School Holiday Colouring Competition was held to encourage family engagement and community participation.

- **Community Events**

PHVC hosted a lunch for the Tidy Towns Judges, attended by council representatives, Care for Hedland, Port Hedland Industries Council, Rose Nowers, and other local stakeholders.



PHVC Hosted a Community Education evening with Care for Hedland and Northwest Flatback Turtle Conservation.

- **Future Tour Development**

Kimberley Astronomy Tours contacted the Port Hedland Visitor Centre to discuss the potential of bringing their Astronomy Tours to Port Hedland for the 2026 tourist season. This would be an exciting addition to our local tourism offerings, providing visitors with a unique stargazing experience that showcases the incredible night skies of the Pilbara. The PHVC has expressed support for the initiative and will assist with promotion and bookings once details are confirmed.

Operations and Development

- **Interactive Touchscreen Display**

Installed an interactive touchscreen menu where visitors can view documentaries and local content, including:

- Destination WA episodes
- Care for Hedland Flatback Turtles
- Port Hedland Nature
- Seafarers Mission
- Arnold Carter's Pilbara Port Authority presentation

The display has been very popular, with more videos to be added soon.

- **Public Health Initiative**

Registered and received a “Fight the Bite” mosquito repellent dispenser from the WA Health Department.

Retail and Merchandise Development

- **Souvenirs & Collectables**

PHVC sourced and purchased a new Port Hedland souvenir coin to expand retail offerings. The centre also promoted and is awaiting stock of the **Australia’s Big Things – Wheelbarrow** uncirculated \$1 coin, which has attracted strong pre-arrival interest from visitors and collectors.

- **Local Product Range**

PHVC continues to support and showcase locally made and regionally inspired products, including:

- **Pilbara Origins Prints**
- **Bare Snaps magnets**
- **Rex Corbett Upholstery Indigenous Prints**
- **The Locals Repellent** – a Pilbara recipe from Point Samson (currently awaiting delivery)

- **Cultural Displays**

For **NAIDOC Week and Reconciliation Week**, PHVC displayed vibrant artwork from **Gumala 3A Early Learning**, which received positive feedback from both visitors and the community.

- **Future Merchandise Projects**

Planning continues for the **Indigenous Polo Collaboration Project** with **Life Apparel** and **Karriyarra woman Skye Lockyer**, to design a polo that represents the saltwater, turtles, and nature of Marrapikurinya. Once developed, the design can be extended to other retail items such as mugs, lanyards, and tote bags. This initiative is expected to launch before the **2026 tourist season**

Meetings & Collaboration

- Meeting 1 – General Tourism & Operations Catch-Up

Attendees: Riley (Town of Port Hedland), Phil Donnan (Port Hedland Seafarers Centre), and PHVC.

Discussion topics included:

- Current tourism updates and collaborative opportunities
- Progress on the **interactive touchscreen display** project
- Considerations for the **PHVC business plan** moving forward

- **Meeting 2 – Events & Marketing Coordination**

Attendees: Riley and Abbey (Town of Port Hedland)

Topics discussed:

- **Aligning Wedge Street Markets** with **Sunset Food Markets** to improve visitor turnout and stallholder success
- Enhancing PHVC's **Facebook presence**, including posting event updates and visitor information more frequently
- **Printing of leaflets** and promotional material for distribution across local outlets
- Discussion on **Cyclone Joan** as a potential theme or feature for commemoration historical displays or storytelling initiatives

Challenges & Improvements

- **Social Media Management**

PHVC currently does not have full control over its Facebook page, limiting the ability to post updates promptly. This delay affects the promotion of local attractions and communication of important visitor information. The page should be regularly updated with accurate, real-time information such as:

- Road closures and local fire alerts
- Dump point status (e.g., if the main dump point is out of service, directions to alternatives)
- Locations where travellers can access water
- Reminders that a **tap handle** is required for water access at the Marina
- Local landmarks and attractions (e.g., Pretty Pool Observation Deck for birdwatching, art galleries, and cultural points of interest)
- Gaining administrative access would allow timely updates and improve visitor safety, satisfaction, and engagement.

- **Operational Issues**

An incorrect Facebook post resulted in some visitors being directed to the wrong meeting point for **Doris's Reef Walks**. On two separate occasions, a staff member was required to assist and redirect guests on a Sunday after hours.

Next Steps / Upcoming Priorities

- Revisit collaboration with Aboriginal Corporations for cultural and storytelling tours.
 - Progress Indigenous Polo project for completion before the 2026 tourist season.
 - Continue developing the interactive visitor display and add new visual content.
 - Plan alignment of Wedge Street Markets with the Sunset Food Markets to boost attendance.
 - Expand regional marketing outreach through additional visitor centres.
 - Seek improved administrative control of PHVC's Facebook page to strengthen real-time promotion and engagement.
-
- **Yarning with locals**

We started off August with a big attendance at our Yarning with the Locals (held every Tuesday at 11.00) during our Tourist season. Matt Wheeler from Fortescue presented along with Laura and Abbey from the Fortescue Community department who at the end handed our visitors a small keepsake. There were over 30 adults and 5 children who listened to the Fortescue presentation and commented on how good it was that PHVC had this sort of presentation.



- **Training**

The PHVC is a member of the Tourism Council WA (TCWA) and will be utilising the tourism website <https://tourismcouncilwa.com.au/> as one of the references in the determination of the appropriate training for staff.

Visitor Centre Training Academy on 21 October

During this quarter, TCWA called for expression of interest with members given first preference for limited support to attend. In October, 2 senior staff (Terri Johnson and Debbie Daccache) will be travelling to Perth to attend the Visitor Centre Training Academy hosted by Tourism Council WA. This in-person training is designed to enhance the skills and knowledge of Visitor Centre managers, team leaders, and relevant staff member in key areas essential for effective Visitor Centre operations. Accommodation was supported by TCWA.

Step-On Tours & Training

The Manager Terri Johnson undertook training and mentorship from Phil Smeaton (Pilbara Tours) to enhance delivery and guiding of Step-On Tours. Guided multiple Step-On Tours this quarter, including O’Shannessy’s Tours and Taylor Made Tours. These tours continue to be well-received by visitors and contribute to positive town engagement and exposure.

Our first Step on Tour for this year was with O'Shaunessy's Tours, please refer to photos.





Taylor Made Tours



4.3. Social Media

4.3.1. Facebook

It has 3,404 followers.

Audience predominantly women. Those within the age bracket between 25- and 44-years old account for 60.2% (both genders combined) and those within 45- and 64-years old account for 31.7% (both genders combined). They are mainly from Port and South Hedland WA (48%) and from Perth WA (31%).

Facebook page achieved 81,470 views compared with 57,155 views from the previous quarter. Views refer to the number of times our content was played or displayed. Content includes posts, stories and ads.

The top content based on views are Wedge street market on 24 August (12,492 views), July reef walks by Doris Teufel (9,117 views), Wedge street market on 19 September (5,157 views), Reminder Wedge Street market on 19 September (4,970 views), and Thank you to Doris Teufel (3,894 views).

Delivered a total of 51 posts this quarter.

Refer to Facebook insights for details (**Attachment 1**).

4.3.2. Instagram

Nothing to report.

4.3.3. Example

Nothing to report.

4.3.4. Membership

Nothing to report.

4.3.5. Products

Nothing to report.

4.3.6. Marketing Material Distribution, Networking and Outreach

Local Promotions (August)

- Promoted Luxe Coastal Tours and Port Hedland Aqua Park through posters, word of mouth, and direct visitor engagement — featuring sunset cruises, adventure water sports, and whale-watching. (PHVC does not take direct bookings).
- Promoted Micko’s Land-Based Fishing Tours, supporting local tourism through referral and visibility (PHVC does not take direct bookings).
- Guided a Step-On Town Tour for O’Shannessy’s Tours.

Networking & Regional Outreach

- Attended the Pilbara For Purpose Awards Gala Dinner in Newman, networking with regional businesses.
- Visited Newman Visitor Centre and met with Manager Carol; exchanged flyers and contacts for mutual promotion.
- Engaged with Martumili Studio, met the Manager, and collected product samples for PHVC displays.
- Distributed “Port Hedland – Things to Do” and local tour flyers at Newman Visitor Centre and Auski Roadhouse.

5. Accreditation

The Visitor Centre received its Level One Western Australian Visitor Centre Accreditation in March 2020. Accreditation is renewed annually. The Centre is accredited as a Quality Tourism Accredited Business until February 2026.

6. Visitor Centre Business Plan

The Business Plan is updated as required.

7. Cruise Ship Engagement Plan

Subject to government policy due to COVID19 pandemic.

8. Statistics, Visitor Numbers

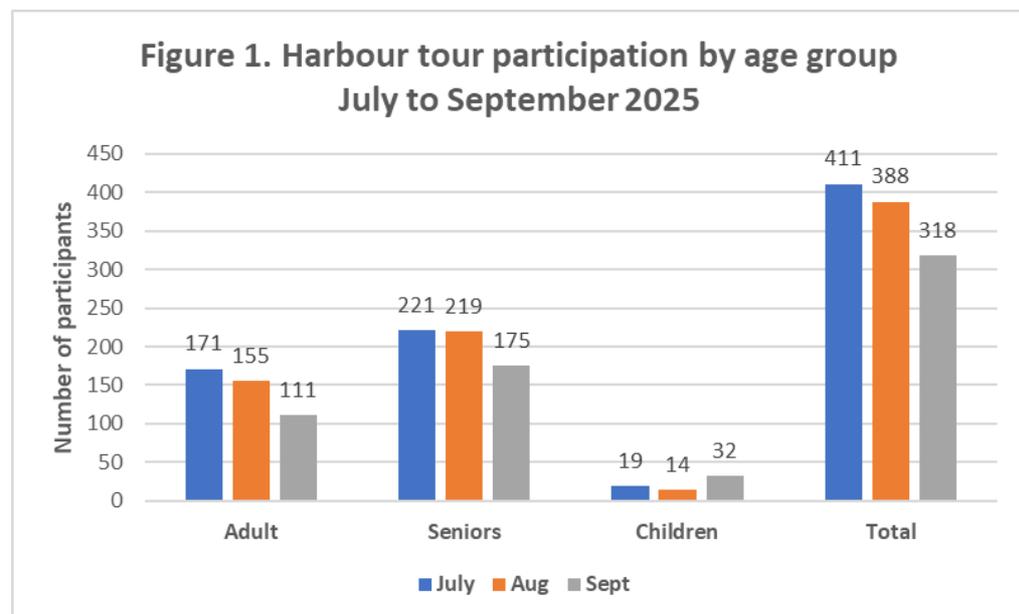
8.1. Tour Participation Numbers

The Seafarers Centre delivered a total of 87 tours with a total attendance of 1,117 consisting of 437 adults (39%), 615 seniors (55%), and 65 children (6%). The total harbour tour participation by age group from July to September is shown in Figure 1.

Pilbara Tours reached a total of 741 attendance from July to September 2025, nearly twice the number compared with the previous quarter of 385 visitors. The total participants from the Twilight and Salt tours combined consisted of 100 adults (13%), 631 seniors (85%) and 10 children (1%). The total Pilbara tours participation by age group from July to September is shown in Figure 2.

Combining the tour participation from July to September 2025 (Harbour tour and Pilbara tours), a total attendance of 1,858 was achieved consisting of 537 adults (29%), 1,246 seniors (67%), and 75 children (4%). Please refer to Figure 3.

Historical tour participation from July 2019 to September 2025 is shown in Table 1.



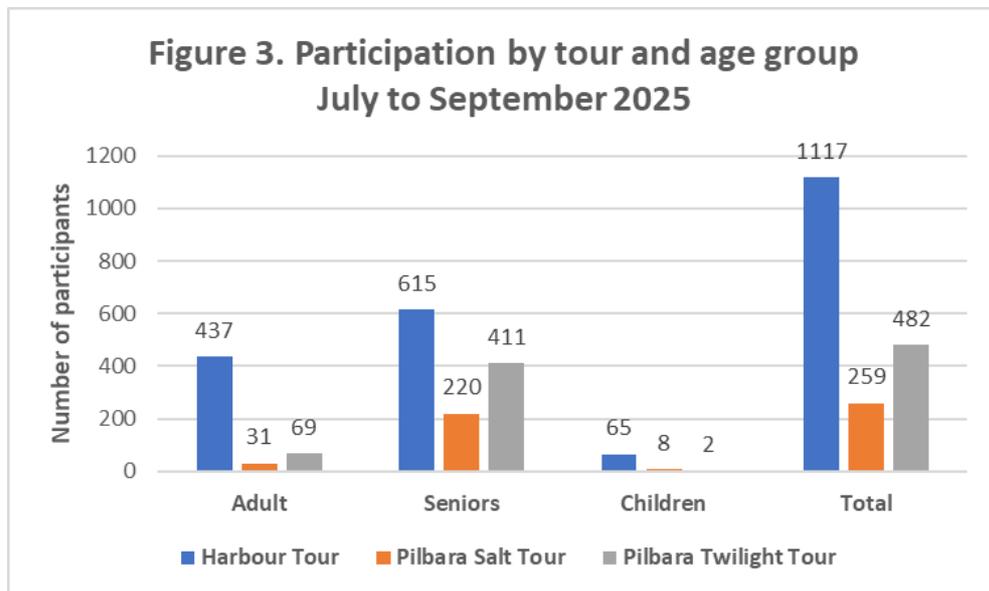
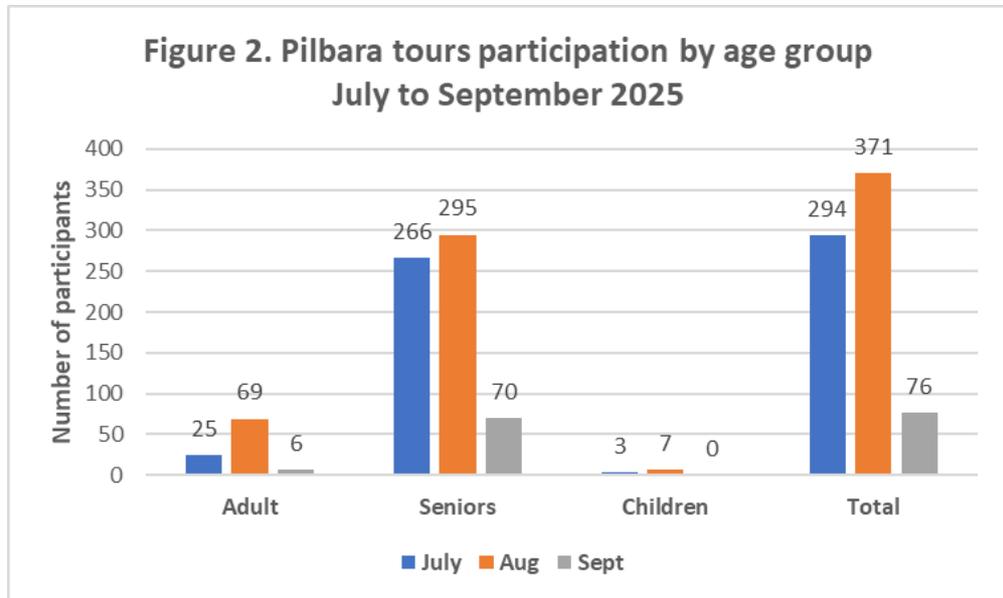


Table 1. Tour participation number from July 2019 to September 2025

Year	Seafarers Centre Harbour Tour	Town Discovery Tour	Salt Eco/ Industry Tour	Twilight Industry Tour	Twilight /Port Industry Tour	Turtle Nesting Tour	Total
2019/2020	3676		368	572			5,194
2020 (ending 30 October)	937	9	106	403			1,455
No tours from November 2020 to 31 March 2021 due to cyclone season, holiday closure, and shutdown period. Only corporate or group tours are run on request.							
April to June 2021	405	63	72	535			1,075
July to Sept 2021	1,939	77	209	796			3,021
Oct to Dec 2021	326		5	19		45	395
Jan to March 2022	35						35
April to June 2022	1,139		152	301			1,592
July to Sept 2022	2,294		404	785	22		3,505
Oct to Dec 2022	534					25	559
Jan to March 2023	66						66
Apr to June 2023	1,117		212		455		1,784
July to Sept 2023	1,896		303		917		3,116
Oct to Dec 2023	274			10		57	341
Jan to March 2024							nil
April to June 2024	500			454			954
July to Sept 2024	1,015		46	527			1,588
Oct to Dec 2024	186					33	219
Jan to March 2025	74						74
April to June 2025	949		152	233			1,334
July to Sept 2025	1,117		259	482			1,858

- Turtle nesting tours

Nothing to report.

8.2. Visitor Number supported

The people counter system recorded a total of 11,665 visitors supported from July to September. There was no data from 16 August to 02 September due to an issue with the server.

The graph below illustrates the pattern of visitor attendance at PHVC during the peak of the tourist season. It also shows the increase in the number of walk-in visitors during a market event held on 19 September. Another market event was held on 24 August, but visitor attendance was not captured due to server malfunction.

Please refer to section 8.3 for the numbers to date.



8.3. Walk in Traffic

Year	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
2019			9,677	5,022	14,699
2020	4,138	1,984	8,839	3,564	18,525
2021	734	10,077	8,908*	6,206	25,925
2022	1,902	9,169	15,845	5,031	31,947
2023	2,438	9,777	13,034	4,933	30,182
2024	2,511	10,752	15,282	4,495	33,040
2025	2,235	8,804	11,665**		22,704
Total	13,958	50,563	83,250	29,251	177,022

*This figure was understated. The people counter system did not function from 23 July to September in 2021 due to battery failure. The numbers for this period were taken from the manual count of walk-in visitors during the period when the reception desk was not busy.

** This figure was understated. There was no data from 16 August to 02 September due to an issue with the server.

A snapshot of walk-in visitors for this quarter showed the dominance of those in the 60+ age bracket.

AGE CATEGORY

AGE	JULY	AUGUST	SEPTEMBER	TOTAL	In Percent
<20	90	95	58	243	5%
20-30	156	157	177	490	9%
40-50	335	448	258	1,041	20%
60 +	1,520	1,228	700	3,448	66%
Total	2,101	1,928	1,193	5,222	100%

8.4. Telephone Enquiries **

Month	Number
July	130
Aug	70
Sept	40
TOTAL	240

**It should be noted that the telephone enquiries were understated during the peak periods when the reception was busy.

8.5. Email /Digital Mail

Month	Number
July	2
Aug	No data
Sept	No data
TOTAL	

8.6. Online/Website

Refer to **Attachments 2 and 2a** for website analytics.

Users are those who have initiated at least one session in the selected data range. They are active users. **New users** are those who have used the website for the first time during the selected date range. They are the number of users who interacted with the site for the first time.

Period	Users	New Users
July–September 2025	26,529	26,303

Gender	Users
Female	59.3%
Male	40.7%

Users were mainly from Perth (25,000) and other Australian cities and regional towns. Majority of the users were female and belong to age group between 25-34.

8.7. Performance of sales against Visitor Numbers and overnight stays.

Nothing to report.

9. Prevailing Marketing Conditions

10. Customer Feedback

10.1. Visitor Book and feedback

Overall, the comments from the visitors demonstrate satisfaction and positive experience in relation to their interaction with staff, the range and quality of information provided to them, tour delivery, and family connection of those who used to or currently work in Hedland.

Please refer to **Attachment 3. Visitor Comments July to September 2025**

10.2. Online

Nothing to report.

10.3. RV Overflow site

Nothing to report.

10.4. Tour Feedback

Please refer to **Attachment 3. Visitor Comments July to September 2025**

11. Incident Reports

Nil

12. Minimum hours

The minimum opening hours from 1 May to 30 September, as per management agreement, are from 9am-4pm Monday to Friday and from 10 am to 2 pm on weekends and public holidays.

We exceed the minimum working hours. Staff work from 8:30 am-5pm, Monday to Friday and from 9 am to 3 pm on weekends and public holidays (if the Centre is open).

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
1/07/2025	LGM	VIC	Very interesting town and tours
1/07/2025	CF	Warrangul, VIC	Fantastic
1/07/2025	SKS	Harvey, WA	Great
1/07/2025	TSW	Mt Gambiers, SA	Love to live where its warm
1/07/2025	ABA	Wettenham, VIC	Very helpful
3/07/2025	G	Perth, WA	Info centre staff were so friendly and helpful. Enjoyed the port talk and the self guided
3/07/2025	CCD	Mount Martha, VIC	Fantastic staff here
3/07/2025	PDM	Temora, NSW	Very helpful staff
4/07/2025	RM	Brisbane, QLD	Nice
4/07/2025	CLM	Gold Coast, QLD	Very helpful
4/07/2025	DS	Bruny Island, TAS	V.G
6/07/2025	AT	Mildura, VIC	Great place
6/07/2025	FK	Perth, WA	Interesting place where lots is going on
6/07/2025	JAP	Canada	Lots of salt
7/07/2025	SG	Brisbane, QLD	Great to see the Info Centre actually open
7/07/2025	B	Taylors Hill, VIC	Great place
7/07/2025	P	Taylors Lake, VIC	Nice fishing place
7/07/2025	SJM	Gladstone, QLD	Great place
7/07/2025	RPP	Brisbane, QLD	Great spot
7/07/2025	NB	Canada and England	Cute
7/07/2025	PDM	Wagga, NSW	Thank you - awesome help
7/07/2025	DD	Mandurah, WA	Very nice
7/07/2025	MRT	Gold Coast, QLD	Good
7/07/2025	AW	Gold Coast, QLD	Very good
8/07/2025	MRH		Lovely to look around. Thank you
8/07/2025	JE	Port Hedland, WA	53 years & still large town
8/07/2025	TB	Wanganclary, VIC	Lovely town with some much to see.
8/07/2025	GM	Pinjarra, WA	Fanstastic location with so much to see and do. Very tidy
8/07/2025	AJ	South Africa, Cape ow, New Zealand	Lovely, thanks for the warm welcome
8/07/2025	JI	Adelaide, SA	Thanks for the information. It was lovely
8/07/2025	FH	Auckland, NZ	Thank you
9/07/2025	NLT	Lincoln, New Zealand	Excellent - Full on
9/07/2025	JCB		Yay
9/07/2025	WW	Terongal, NSW	Thank you
10/07/2025	MP	Madora Bay, WA	Awesome
10/07/2025	AAC	Perth, WA	Had an awesome time. The doco was super interesting. Thanks team.
10/07/2025	PK&FK	Perth, WA	Just arrived and look forwar to the vist. Looks great already

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
10/07/2025	TG	Winchelsea, VIC	I lived when I was one. I came back to visit
10/07/2025	MK	Boort, VIC	Great stay
10/07/2025	KGB	Marra, QLD	Wonderful and helpful
10/07/2025	RB	Wodonga, VIC	This is a long way from Wodonga
11/07/2025	JNS	Brisbane, QLD	A very informative centre. Lovely helpful staff
11/07/2025	RLA	Mackay, QLD	Excellent intro to Port Hedland
11/07/2025	CRS	Hunter Valley, NSW	Interesting
11/07/2025	DLG	Portland, VIC	Awesome
11/07/2025	GA	Gurumbah, NSW	Very informative personnel
11/07/2025	MKT	Bruce Rock, WA	Beautiful and educational. Loved it
12/07/2025	KKKK	Perth, WA	Come back again
12/07/2025	CK	Mt Gambiers, SA	Great set up
12/07/2025	RJI	Mornington, VIC	Looks like some fun to be had. Very friendly staff helpers
13/07/2025	AG		Good
13/07/2025	KL	SA	Very nice driver. Good. Interesting
13/07/2025	CLM	Lockyer Valley, QLD	Great visitor centre. Great help given. Amazing. God Bless
13/07/2025	VU	Slovenia, Europe	Nice
13/07/2025	BU	Slovenia, Europe	Nice
13/07/2025	LU	Slovenia, Europe	Nice
13/07/2025	SU	Slovenia, Europe	Nice
13/07/2025	JU	Slovenia, Europe	Nice
13/07/2025	STS	Mooroolbark, VIC	Beautiful weather
14/07/2025	AM	Blackall, QLD	Happy face
14/07/2025	TM	Bathurst, NSW	Two Happy face
14/07/2025	LGM	Main Ridge, VIC	Excellent assistance. Thanks Terri
14/07/2025	D	Polska Watbrzych	Hard yakka on a red dirt
14/07/2025	TM	Bannockburn, VIC	Happy face XX
14/07/2025	KB	Sunshine Coast, QLD	Lovely people, helpful
15/07/2025	DS	Sunshine Coast, QLD	Love the warm sunshine
15/07/2025	SCG	Monto, QLD	Lovely place
15/07/2025	KJ	Gisborne, VIC	Lots of information
15/07/2025	GS	Gladstone, QLD	Very helpful
15/07/2025	LC	Padstow, NSW	Good store
16/07/2025	PP	Flaggy Rock, RO	Aweome
17/07/2025	TC	Eugowra, NSW	Great place
17/07/2025	PK	Falls Creek, NSW	Great info centre
18/07/2025	AC	Meallow Spring, WA	Very nice place here
19/07/2025	JD	Bundaberg, QLD	Lots of interesting info. Good camping. Thank you.
19/07/2025	AG	Yandina, QLD	The port is amaxing
20/07/2025	PSS	Blue Mountains, NSW	First time here - great

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
20/07/2025	JRG	Hartley, NSW	Interesting spot
20/07/2025	M	Adelaide, SA	Friendly and helpful
20/07/2025	GM	Scotland, UK	Just arrived - enjoying weather
20/07/2025	GBS	Cooloda Cove, QLD	Very interesting town
21/07/2025	MMH	Kingaroy, QLD	Just arrived. Doing the lap. Having a great time
21/07/2025	APD	Durnham, UK	Interesting place to explore
21/07/2025	Maln	Brisbane, QLD	Thanks for all the info. Much appreciated
21/07/2025	SJE	Maleny, QLD	Great information and bode exchange
21/07/2025	TM	Sevilla, Spain + Bochuchos	Very helpful and much information. Thanks
22/07/2025	KMM	Shepparton, VIC	Interesting
22/07/2025	BS	Adelaide, SA	Good info
23/07/2025	RJL	Strathpine, QLD	Bloody good information
23/07/2025	AB	Seaton, SA	Great
23/07/2025	IP	Port Macdurrell, SA	Love fre RV camp. Spending more time in town
23/07/2025	JK	Hallidays Port, NSW	Great information and very helpful staff
23/07/2025	AG	Victoria (eventually)	Lovely visit - lots of info
23/07/2025	HF	Victoria	Very helpful
25/07/2025	MLA	Ballarat, VIC	Great info
25/07/2025	BJR	Monta Bay	V.good
25/07/2025	LPM	St George, QLD	V. helpful, interesting place
25/07/2025	DB	Montreal, Canada	Very interesting
26/07/2025	DMN	Warrnambool, VIC	Very helpful
26/07/2025	SG	Melbourne, VIC	Truly amazing
26/07/2025	MG	Rutherford, NSW	Very interesting
27/07/2025	YM	Bribie Island, QLD	Very helpful
28/07/2025	GS	Albury, VIC	Very helpful
28/07/2025	SL	Sydney, NSW	Just arrived, impressed so far
28/07/2025	TB	Tweed Heads, BSW	Just arrived. Love the xx and foreshore
29/07/2025	AC	Melbourne, VIC	Great info + recommendations. Thank you
29/07/2025	LRM	Sydney, NSW	Nice
29/07/2025	CML	Queensland	What a great place. Well set out.
29/07/2025	JGT	Queensland	Very helpful staff
29/07/2025	LSJ	Newborough, VIC	Salt tour was good
29/07/2025	GBS	South east QLD	Great country
30/07/2025	JVB	Ballarat, VIC	Interesting place
30/07/2025	CMJ	Wynvale	Very good
31/07/2025	GSB	Echuca, VIC	Very helpful
31/07/2025	NL	Orange, NSW	Lovely, friendly and helpful staff
31/07/2025	RNL	Tamworth, NSW	Lovely, friendly and helpful staff

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
31/07/2025	RKW	Brioport, TAS	Helpful staff
1/08/2025	CM	Palmyra, WA	Lived here for 34 years. Love coming back
2/08/2025	RH	Ballarat, VIC	Interesting history
2/08/2025	CTC	Bathurst, NSW	Loved the video, very interesting
2/08/2025	PSW	VIC	Thank you for all your help
3/08/2025	PA	Highett, VIC	Travelling through your amazing town
3/08/2025	MM	Bendigo, VIC	More interesting and more to see
3/08/2025	HJB	Susan Hill, VIC	So interesting
3/08/2025	OMTS	Perth, WA, London, UK	Super part of the world & Loved & xx
3/08/2025	ACS	Mt McKenzie, SA	Great tour in bus around Port Hedland
3/08/2025	LP	Nunurkay, VIC	Very interesting
3/08/2025	PWD	Adelaide, SA	Very interesting, friendly
3/08/2025	NF	France	Great support
4/08/2025	F	Germany	Very friendly and helpful
4/08/2025	MJT	France and UK	Lovely staff
5/08/2025	MM	Brisbane, QLD	Happy to hear Matt's chat. Informative. Thanks
5/08/2025	ME	Maleny, QLD	Great talk from Matt on Fortescue, Cheers
5/08/2025	RKM	Sydney, NSW	Lots of history and information
5/08/2025	VW	Coolongatta, QLD	Fabulous info centre. Just arrived
6/08/2025	JG	Crambourne, VIC	Interesting tours
7/08/2025	SL	South Hedland, WA	Great reading materials
7/08/2025	CM	Berridale, NSW	Excellent info
7/08/2025	MKB	Brisbane, QLD	Good
7/08/2025	PLG	Bribie Island, QLD	Lovely
7/08/2025	JH	Tamworth, NSW	Lovely
8/08/2025	SES	Mandurah, WA	Beautiful beaches. Thanks for may magnet
8/08/2025	DLB	Hamilton, VIC	Very undewhelming town
8/08/2025	TR	Woodamilling, WA	I enjoy all you have to offer
8/08/2025	JH	Gundaroo, NSW	Best visitor centre we've visited. Thanks
9/08/2025	JGL	Lucindale, SA	Interesting place - Go Campbell transport
9/08/2025	KH	Roma, QLD	Smells wonderful. Great info
9/08/2025	PB	Eglington, WA	Great friendly service
9/08/2025	JO	Joondalup, WA	Bonze
9/08/2025	GJ	Kiama, NSW	Great
9/08/2025	AJ	Karratha, WA	Nice town
9/08/2025	RLA	Tacumwal, NSW	Interesting town
10/08/2025	KHL	Travalgon, VIC	Very interesting port
10/08/2025	LP	TAS	A lovely centre and it was open
10/08/2025	TR	QLD	Lovely lady, good info
10/08/2025	CLS	QLD	Very helpful and informative

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
10/08/2025	NWH	SA	Thank and loved you for your time and patience. Will now stay longer.
10/08/2025	DPB	Sunshine Coast, QLD	A great centre. Very helpful
11/08/2025	PKH	Kambalda, WA	Lovely spot. Happy staff
11/08/2025	MP	Adelaide, SA	Fabulous. Thank you
11/08/2025	CS	Kallanay xx, NSW	Interesting
11/08/2025	C	Travelling	Beautiful
11/08/2025	ICW	Travelling from to Tasmania	I was living here in 1973
12/08/2025	TKB	Albany, WA	Very helpful staff
12/08/2025	R		Great place
12/08/2025	APC	Kellira, SA	Very informative
12/08/2025	GT	Temora, NSW	Great place
12/08/2025	GJH	Townsville, QLD	Lovely place
12/08/2025	PA	Wingham, NSW	Great place
12/08/2025	GC	Toowoomba, QLD	Very good
13/08/2025	KP	Adelaide, SA	Fantastic tour with Phil
13/08/2025	RR	Tea gardens, NSW	Great place and clean
13/08/2025	RT	Keri keri, New Zealand	Lots to look at. Very interesting
13/08/2025	TK	Brisbane, QLD	Great place with long history
14/08/2025			Resident 1949-52, 1962-65. No history left. Very sad and some info wrong (Around town)
15/08/2025	PF		Nice. Amazing
15/08/2025	MBD	Back O Bourke, NSW	A very spread out place, still looking
15/08/2025	TMB	Bunbury, WA	Nice place. Perfect weather this time year
15/08/2025	RM	Geelong West, VIC	Lots of ships
16/08/2025	TWS	Ballarat, VIC	Pleasant place
16/08/2025	RSS	Wollongong, NSW	Very diverse, great ports
16/08/2025	CM	Tapping, WA	Great to be back
16/08/2025	SP	Bourke, NSW	Great place
16/08/2025	NDO	Brisbane, QLD	Great work
16/08/2025	DSB	Brisbane, QLD	Awesome
16/08/2025	JE	Wameroo	Good to see the old hometown again + big ships
16/08/2025	CC	Perth, WA	Very helpful staff
16/08/2025	WC	Canberra, ACT	Long way for a beer coaster
17/08/2025	SG	Brisbane, QLD	Very helpful staff
18/08/2025	SF	Lismore and Taree, NSW	Very good place to visit. Great staff
18/08/2025	JNM	Mt Gambiers, SA	Very good
18/08/2025	JJ	Germany	Love it
19/08/2025	KM	Ballarat, VIC	Beautiful
19/08/2025	KK	Tannum Sands, QLD	Deb and Gina were great. Thank you
19/08/2025	OH	Hamburg, Germany	Looking forward to watch ships
19/08/2025	MRL	Maryborough, QLD	Helpful staff

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
20/08/2025	PF	Hopetoun, VIC	Happy face twice
20/08/2025	HF	Horsham, VIC	Happy face twice
20/08/2025	SE	Sydney, NSW	Excellent resource. Thank you
20/08/2025	MG	Paradise Beach, VIC	Nice town and friendly people
20/08/2025	ASW	Kerora, NSW	Very interesting
21/08/2025	MMF	North Melbourne, VIC	Great
22/08/2025	F	Brisbane, QLD	Cool Rocks
23/08/2025	WSC	Perth, WA	Awesome Port Hedland
23/08/2025	WGC	Melbourne, VIC	Terrific and friendly visitor centre
23/08/2025	BF	Raymond Terrace NSW	Very helpful. Thank you. Happy face
23/08/2025	FP	France	Very nice! Thanks. Happy face
24/08/2025	K	Goulburn, NSW	Great
24/08/2025	PD	Brisbane, QLD	Very helpful
24/08/2025	MK	Lake Macquarie, NSW	Amazing friendly informative staff
24/08/2025	BRAB	Wodonga, VIC	Great stuff
24/08/2025	JPM	Emu Park, QLD	Great. Helpful staff, info etc
25/08/2025	MBF	Moama, NSW	Very informative
25/08/2025	J	Tocumwal, NSW	Good o
25/08/2025	JS	Monteflores, NSW	Good service
26/08/2025	PR	Isisford, QLD	Friendly staff
26/08/2025	KC	Burrum Heads, QLD	Great staff
26/08/2025	TCL		Yet to see around
27/08/2025	BGF	Melbourne, VIC	Looking around
27/08/2025	AF	Italy	xxx
27/08/2025	S	Italy	Very interesting
27/08/2025	KKMG	Perth, WA	Lovely keepsakes to take home for the kids
27/08/2025	RF	Chinchilla, QLD	Heart figure
27/08/2025	DMG	Thornlands, QLD	The connection between business+xxx. Thanks
28/08/2025	HTR	Launceston, TAS	Very interesting so fave
28/08/2025	JVM	Mildura, VIC	Great
28/08/2025	DVA	Horsham, VIC	Very good
28/08/2025	LRC	Albury, NSW	Excellent
28/08/2025	PMGB	Broulee, NSW	Great
29/08/2025	JB	Melrose, SA	Great
29/08/2025	MB	Bonny Hills, NSW	Very good
29/08/2025	HK	Townsville, QLD	Happy face
29/08/2025	SS	Buderin, QLD	Great shopping
29/08/2025	BS	Sydney, NSW	Very interesting
29/08/2025	KS	Germany	Great
29/08/2025	LS	Hope Island	Great stopovers
29/08/2025	LL	Hope Island	Big ships. Good fishing
29/08/2025	B	QLD	Three hearts
30/08/2025	MD	WA	Great

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
31/08/2025	AH	WA	Lovely service + quality presents TY
31/08/2025	YP	Blue Mountains, NSW	Brilliant
31/08/2025	CCT	St Helens, TAS	Interesting place
31/08/2025	TVY	VIC	Debbie was very informative. Thank you
31/08/2025	RE	Point Vernon, QLD	Very welcoming town of Port Hedland
31/08/2025	BJL	Brisbane, QLD	Thanks for all the info
1/09/2025	JL	Lakes Entrance, VIC	Great, thank you
1/09/2025	JM	Tewantin, QLD	Always enjoyable
1/09/2025	JJ	Kunnunurra	We like the ships and trains. Happy face
1/09/2025	JMG	Aurora, VIC	Really friendly, helpful staff
1/09/2025	CLS	On the road full time	Lovely friendly staff. Enjoying Port Hedland
1/09/2025	SJP	Gold Coast, QLD	Great town, friendly people
2/09/2025	SMW	Warwick, QLD	Great town and service
2/09/2025	JB	Gold Coast, QLD	Great info centre
2/09/2025	RKB	Rockingham, QLD	Lovely
2/09/2025	JH	NSW	Nice
2/09/2025	WJM	Yeppoon, QLD	Interesting town, enjoyable
2/09/2025	PMP	Dimboolf, VIC	Interesting town
4/09/2025	AMK	Horsham, VIC	Lovely
4/09/2025	DK	Mt Barker, SA	Need a clean up around street
4/09/2025	VDG	Whangamata, New Zealand	So thankful for your help
4/09/2025	RA	Brisbane, QLD	Thanks for all the info
4/09/2025	RG	Gold Coast, QLD	Awesome and staff very helpful
4/09/2025	GJ	Armidale, NSW	Very helpful with the video
7/09/2025	SR	Brisbane, QLD	Visiting. Doing lap of Australia
8/09/2025	JPL	Barossa, SA	Really enjoying our visit
8/09/2025	LLM	Kiel Vale, NSW	In town on our lap
9/09/2025	WG	Geraldton, WA	Great place to visit
9/09/2025	YT	Mt Gambiers, SA	Great
9/09/2025	MS	Germany	Great nice country. Happy face
10/09/2025	KN	Harvey Bay, QLD	Beautiful people and country
10/09/2025	MJ	Ballina, NSW	Visiting doing lap
10/09/2025	DK	Strathpine, QLD	Great, love it
10/09/2025	CLH	Townsville, QLD	Harbour cruise was great
11/09/2025	DKH	UK	Very helpful and knowledgeable. Thank you.
11/09/2025	BVM	Tamworth, NSW	Excellent
11/09/2025	RJP	Melbourne, VIC	Tour was great
12/09/2025	EOB	Perth, WA	So helpful, thanks again
12/09/2025	PDB	Dalby, QLD	Helpful thanks.
12/09/2025	LC	Tannum Sands, QLD	Very helpful

* Included are those visitors who provided feedback.

Attachment 3. Visitor Comments - July to September 2025			
- a selection from the Visitor Centre's Guest Book *			
Date	Initial	State	Comment
12/09/2025	JS	Singapore, Malaysia	Thanks for all the local-made brochures, very useful
12/09/2025	BF	Travelling Australia	Interesting, Thanks. Nice info.
12/09/2025	JA		Fascinating town and surrounds
13/09/2025	SH	Adelaide, SA	Interesting town
13/09/2025	JK	Hunter Valley, NSW	Surprising
14/09/2025	MV	Travelling	Interesting and friendly
15/09/2025	KD	Travelling	Great stop in.Lots to see and lovely staff
15/09/2025	GT	Austria	No such huge harbours known in Austria.
15/09/2025	GJ	Anti-clockwise round trip from Sydney	Great info
15/09/2025	FA	Brisbane, QLD	Heart
16/09/2025	NC	Ballina, NSW	Lovely people. Very nice town
16/09/2025	DB	Binnui, WA	Very interesting. Geraldton needs this
16/09/2025	ML	Coffs Harbour, NSW	Love the trains
16/09/2025	KHP	Kurrimini Beach, QLD	Loving this place, watching the ships and trains
16/09/2025	DB	Tumby Bay, SA	Great
16/09/2025	NT		Great staff
16/09/2025	DGP	Kiama Downs, NSW	Interesting town
17/09/2025	PGM	Cooloola Court, QLD	Interesting town
17/09/2025	GG	Batemans Bay, NSW	ist time visit - great
18/09/2025	CCB	Rockhampton, QLD	Very impressed with Port Hedland
18/09/2025	CEJ		Good info
18/09/2025	QMW	Cameron Park, NSW	Very interesting and unique town
19/09/2025	DB	Newbi to town	Fantastic with welcome and help
21/09/2025	RA	Victoria	On our lap
22/09/2025	JWE	Darwin, NT	Very helpful
23/09/2025	HJIC	UK/USA	First visit - excited to explore
23/09/2025	TD	QLD	Very helpful and friendly happy face and heart
24/09/2025	A	Margaret River, WA	Beautiful store, thank you heart
24/09/2025	CJ	Port Hedland	A wonderful place to explore
25/09/2025	GKW	Louth Basy, SA	Great town
26/09/2025	CF	Melbourne, VIC	ist visit, great info centre, thank you
26/09/2025	AJ	Moulamein, NSW	Very helpful, thank you
26/09/2025	LP	Googong, NSW	Amazing
27/09/2025	TG	Brisbane, QLD	Thanks so much
28/09/2025	RRS	J	Dad worked here. Cool town
30/09/2025	MM	Middle Swan, WA	Dad works here on a tug boat

* Included are those visitors who provided feedback.

KPI Report – September 2025

KPI	Measurement	Status YTD September 2025
Visitors supported	32,000 (total per annum)	27,199
Visitors supported	8,000 (total between 1 October and 31 March)	6,730
Tours	2,500 visitors booked on formal tours per annum	2,326
Tours	Continue to provide: <ul style="list-style-type: none"> • step-on tours for all interested tour providers • Port Hedland Town tour 	<ul style="list-style-type: none"> • Step on tours commenced August 2025 and four have been conducted. • Port Hedland Town tours scheduled to start in February 2026
Tours	Continue to maintain the following self-guided tours: <ul style="list-style-type: none"> • Public artwork Trail • History and Culture Trail 	Resources provided for both Public Artwork Trail And History and Culture Trail
Tours	Investigate the viability of shore excursions by 30 June 2025	Shore excursions for seafarers expanded to include South Hedland planned for November 2025
Accreditation maintained	Gold/A1 (or equivalent) (renewed annually)	Achieved
Minimum hours	1 May to 30 September <ul style="list-style-type: none"> • Monday to Friday from 9am – 4pm • Weekends and public holidays from 10am – 2pm. 1 October – 30 April <ul style="list-style-type: none"> • Monday to Sunday, including public holidays and excluding Summer Closure, from 10am – 2pm. • Summer Closure period – mid-December to mid-January (28 days). 	1 May to 30 September <ul style="list-style-type: none"> • Achieved 1 October – 30 April <ul style="list-style-type: none"> • Achieved with following exceptions • Staff funeral (1 day) • Cyclone Zelia (3 days) • Public Holiday (staff unavailability) (1 day)

Staff training materials	Training materials created by 30 June 2025 and regularly updated.	
Engagement	Engagement plan detailing how the Port Hedland Visitor Centre will engage local tourism businesses, industry stakeholders, and relevant Visitor Information Centres created by 30 June 2025 and continually updated according to business needs.	Included with Business Plan
Engagement	Monthly engagement/collaboration with Pilbara and neighbouring regions' Visitor Information Centres.	Achieved via conference attendance, attending other centres and phone calls
Visitor satisfaction	4.5/5 rating reached and maintained on digital review platforms (E.g. Google Business Profile/ WikiCamps/ TripAdvisor/ Facebook).	Trip Advisor 4.3/5.0 FaceBook 3.404 followers with 81,470 views in September quarter WikiCamps 3.5/5.0
Visitor satisfaction	5% of visitors to Port Hedland Visitor Centre between complete a Visitor Satisfaction survey.	Visitor satisfaction remarks in the September show a high satisfaction rating for 316 individuals

Engagement Report



Facebook: Views

The number of times that your content was played or displayed on a users screen.



Facebook: Content interactions

The number of post likes or reactions, saves, comments and shares minus the number of deleted or removed interactions.



Facebook: Viewers (previously 'reach')

The number of Facebook accounts that have viewed your content at least once.
This metric is estimated and in development via Meta Business Suite.



Website

Views: Views represent the number of times a page or screen was loaded.

Event count: Represent user interactions tracked separately (e.g. button clicks, video plays, downloads). Note - A single page view can trigger multiple events, so it's normal for event counts to exceed view counts.



Engagement Report



June 2025

Total Followers

3,324 ↑ 125%

Page Visits

1,020 ↑ 75%

Content Interactions

293 ↑ 29%

Top performing posts by interactions

Port Hedland Visitor Centre
Published by Peter Hedland · 17 June ·

PRIDE IN PORTSIDE 🌈 There's lots of fun happening this Saturday in Portside, including the Pride Week Wedge Street Markets 🥰
Co... See more

Views	Reach
18,389	8,968
Interactions	
32	

Port Hedland Visitor Centre
Published by Peter Hedland · 6 June ·

Join the Department of Biodiversity, Conservation and Attractions with Care For Hedland Environmental Association next week to learn about our Flatback turtles! 🐢... See more

Views	Reach
6,160	4,283
Interactions	
19	

Engagement Report



July 2025

Total Followers 

3,344 ↑ 44%

Page Visits 

634 ↓ 38%

Content Interactions 

213 ↓ 27%

Top performing posts by interactions

Port Hedland Visitor Centre
Published by Peter Hedland · 8 July · 🌐

Join us in July for reef walks with Doris! 🌊💧



Views	Reach
9,057	5,784
Interactions	
18	

Port Hedland Visitor Centre
Published by Peter Hedland · 3 July · 🌐

Today, we had Russell visit us from Pilbara Ports for our 'Yarning with a Local' series! 🗣️

A group of 15 very lovely and interested visitors were keen to know all about the World's Largest Tonnage Port 🌊🚢 Thanks for sharing your knowledge with us Russell!

Next up on the Yarning with a Local Series... 🗣️

- 🌟 Tuesday 8 July - Jeff from BHP
- 🌟 Tuesday 15 July: Carolyn from Cash for Cans



Views	Reach
1,616	873
Interactions	
22	

*Interactions: The number of post likes or reactions, saves, comments and shares minus the number of deleted or removed interactions.

Engagement Report



August 2025

Total Followers 

3,368 ↑ 33%

Page Visits 

848 ↑ 54%

Content Interactions 

271 ↑ 102%

Top performing posts by interactions

Port Hedland Visitor Centre
Published by Peter Hedland · 21 August at 10:00 · 🌐

Join us on Sunday 24 August from 9:00am for our free, Wedge Street Footpath community markets 🥰🍷



Views	Reach
12,108	6,051
Interactions	
27	

Port Hedland Visitor Centre
Published by Peter Hedland · 13 August at 10:01 · 🌐

Last week, O'Shannessy's Quality Tours did a Step On Tour around Hedland. It was a great day covering history, industry and tourism 🥰 Thanks for joining us!



Views	Reach
1,934	969
Interactions	
22	

*Interactions: The number of post likes or reactions, saves, comments and shares minus the number of deleted or removed interactions.

Engagement Report



September 2025

Total Followers 

3,397 ↑ 0.6%

Page Visits 

1k ↑ 2.8%

Content Interactions 

261 ↓ 28.9%

Top performing posts by interactions

Port Hedland Visitor Centre
Published by Port Hedland · 19 September at 10:00

Wedge Street Markets are on again SUNDAY! Come down and enjoy the sunshine, maybe grab a coffee and come support small local business 📍

WEDGE STREET FOOTPATH MARKETS

FREE COMMUNITY MARKETS!

SUNDAY 21 SEPTEMBER
9:00am - 1:00pm

Discover products from local businesses and makers at these popular community markets

WEST END - WEDGE STREET, PORT HEDLAND

If you are interested in having a stall, please contact the Port Hedland Visitors Centre: info@visitporthedland.com.au

See insights and ads [Boost post](#)

5 6 comments 10 shares

Views	Viewers
5,123	2190
Interactions	
22	

Port Hedland Visitor Centre
Published by Port Hedland · 21 September

Congratulations to our raffle winner, Simon! We hope you enjoy the goodies 📍 Thank you to Stephen Dawson MLC for donating the hamper.



See insights and ads [Boost post](#)

11 1 share

Views	Viewers
1,169	969
Interactions	
22	

*Interactions: The number of post likes or reactions, saves, comments and shares minus the number of deleted or removed interactions.

Engagement Report



October 2025

Total Followers 

3,444 ↑ 0.7%

Page Visits 

936 ↓ 20.3%

Content Interactions 

210 ↓ 38.1%

Top performing posts by interactions



Views
13,212

Viewers
9,785

Interactions
42



Views
1,823

Viewers
1,134

Interactions
20

*Interactions: The number of post likes or reactions, saves, comments and shares minus the number of deleted or removed interactions.

Engagement Report



November 2025

Total Followers 

3,444 ↑ 0.7%

Page Visits 

640 ↓ 1.4%

Content Interactions 

207 ↓ 34.4%

Top performing posts by interactions

Port Hedland Visitor Centre
Published by Peter Hedland · 10 November at 11:00 · 🌐

🎅 Santa is coming to Port Hedland Visitor Centre!
📅 This Friday - for the Twilight Christmas Markets!
🕒 From 5:00pm

Bring the kids and capture magical Christmas photos with Santa in our festive setting!

- 🎁 FREE Raffle - kindly donated by Stephen Dawson
- 🎟 Tickets available from stallholders
- 🗳 Drop completed tickets into the special Raffle Box at the Visitor Centre to enter
- ✉ Letters to Santa

Children can post their letters to Santa at the Visitor Centre during the evening.
Don't miss this wonderful family event - full of Christmas cheer! 🎄



See insights and ads [Boost post](#)

👍 36 3 comments 9 shares

Views	Viewers
6,558	4,300
Interactions	
48	

Port Hedland Visitor Centre
Published by Peter Hedland · 10 November at 13:51 · 🌐

🔔 Visitor Centre early closure - Wednesday 12 November.
Please note the Visitor Centre will close at 12:00pm as we host a networking luncheon with the CEO and Board Chair of Australia's Northwest Tourism, alongside local tourism stakeholders and businesses.
Thank you for your understanding!



See insights and ads [Boost post](#)

👍 14 1 comment 3 shares

Views	Viewers
2,312	1,621
Interactions	
18	

*Interactions: The number of post likes or reactions, saves, comments and shares minus the number of deleted or removed interactions.

Website Highlights



June - October 2025

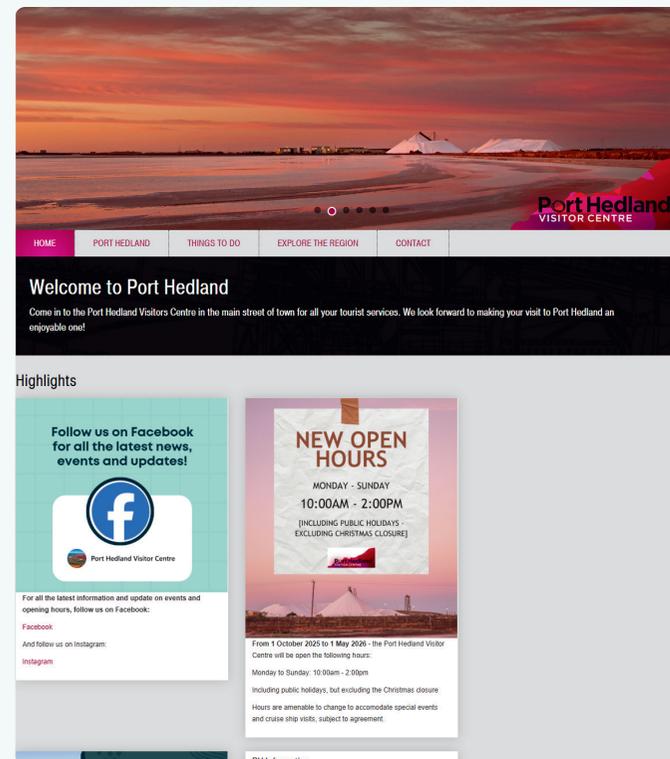
Page views
12k

Event count
36k

Top 5 pages

	Views
Home	3,592
Port Hedland sights (things to do)	3,958
About Port Hedland	1,331
Pilbara National Parks	917
Contact	665

Source: Google analytics





Public Health Plan

2025 - 2029



Town of
Port Hedland



Acknowledgement of Traditional Custodians

The Town of PortHedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of Hedland lands. We recognise their strength and resilience and pay our respects to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander people of the local community and recognise their rich cultures and continuing connection to land and waters.



Advice

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

Disclaimer

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

Town of Port Hedland

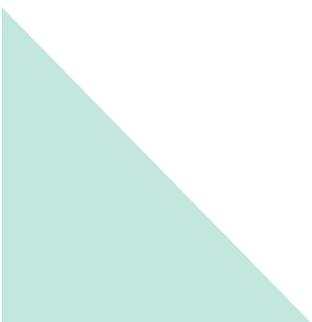
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“The Public Health Plan outlines our vision for a healthier, more resilient community.”



Message from the Commissioner

As the Chair of Commissioners for the Town of Port Hedland, it is with great pride that I present the Public Health Plan.

This plan is informed by findings and data gathered through our community survey, as well as valuable input from local healthcare stakeholders and businesses.

The Public Health Plan sets out a clear vision, guiding principles, and actionable strategies to strengthen our collective efforts in building a resilient, healthy, and connected community.

The Town plays a vital role as an advocate for protecting and promoting the health needs of our community, and we’ll continue to collaborate with local agencies to support optimal health and wellbeing for all residents.

In developing this plan, we have listened carefully to the diverse perspectives and needs within our community. Whilst we cannot solve every challenge overnight, we are committed to working with all levels of government and the healthcare industry for meaningful progress.

The Public Health Plan outlines our vision for a healthier, more resilient community. It provides a roadmap for addressing health challenges we face – from infectious diseases to chronic conditions – and tackles the social determinants of health that affect us all.

It also sets clear goals and strategies to promote health equity, ensuring that everyone, regardless of background or circumstance, has the opportunity to lead a healthy life.

Our success depends on the collective efforts of the entire community, government, and industry. I encourage all residents, businesses, and organisations to engage with this plan, take ownership of our shared health outcomes, and contribute to the ongoing work of improving public health in Hedland.

Commissioner, Jessica Shaw (Chair)



Our Town

The Town of Port Hedland is a diverse community of 17,500 permanent residents, boosted by a fly-in, fly-out workforce catering predominately to the mining industry.

The Town covers 12,000 square kilometres with the urban population mostly living in Port and South Hedland.

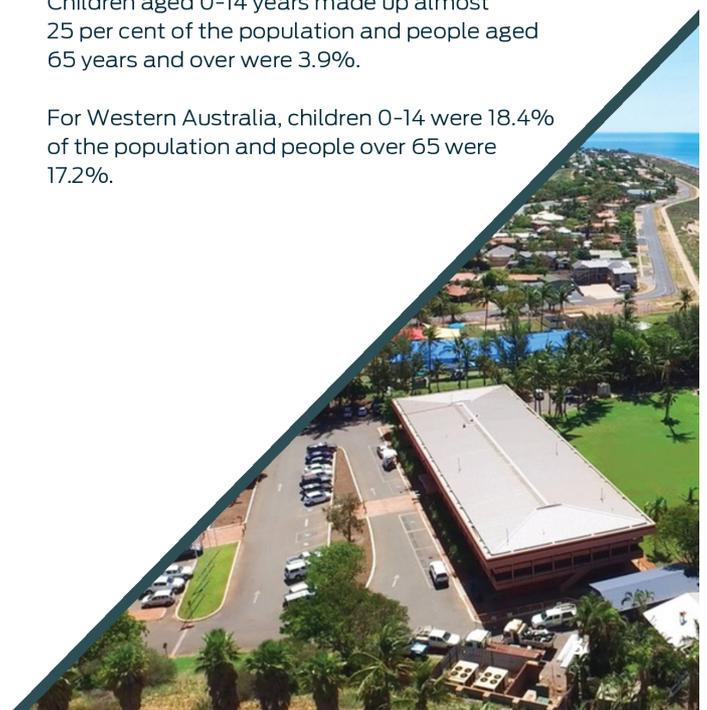
The industrial hub of Wedgefield and remote communities of Strelley and Yandeyarra are also within the Town of Port Hedland boundary. Home to the world's largest bulk export port, Hedland plays a key role in the WA and national economies through the export of iron ore and other commodities.

The Hedland community has strong arts and culture, sport, business, tourism and regional services, and its population is expected to grow significantly over the next 15 years.

The 2021 National Census reported the median age in Hedland was 32 years, younger than the state average of 38.

Children aged 0-14 years made up almost 25 per cent of the population and people aged 65 years and over were 3.9%.

For Western Australia, children 0-14 were 18.4% of the population and people over 65 were 17.2%.



Our Vision

Together, we create a thriving, resilient and inclusive future for our diverse community.

Our Mission

To guide the growth and development of the Hedland community, economy and environment through the provision of strong civic leadership, provision of high-quality services and facilitation of active community participation.



Introduction to Public Health

The World Health Organisation defines Public Health as:

“All organised measures (whether public or private) to prevent disease, promote health, and prolong life among the population as a whole. Its activities aim to provide conditions in which people can be healthy and focus on entire populations, not on individual patients or diseases.”

Public Health can also be influenced by anthropologic determinants of health including but not limited to demographics, education, employment status, housing, social inclusion, early childhood development, and access to food.

Public Health attempts to promote the health and well-being of the entire population rather than just individuals. The overall Public Health Plan is a community-wide strategic document developed by local governments that set high-level, planned directions for health issues and concerns affecting their community.



Our contribution to Public Health

In 2024 we...



... conducted 2,112 swimming pool inspections to ensure public health safety



... secured \$4 million in funding from Lotterywest to construct the Spoilbank Marina Playground



... invested in new equipment for Port Hedland Leisure – Wanangkura Stadium and Gratwick



... invested in renewals across our Open Spaces, including constructing shade over playgrounds in Pretty Pool and McGregor Street and starting a renewal of the Yikara Park playground



... invested \$3 million into the new Wilson Street shared path in collaboration with the WA Bike Network



... opened the Marquee Dog Park facility, the first stage of the Hedland Playspace Precinct Redevelopment



... hosted the Annual Ship to Shore event, a community fun run open to everyone of all ages and abilities



... continued our mosquito fogging program for mosquito management including the investment in drones so we can tackle larger areas



... subsidised the rent for GP Housing to incentivise GPs and health professionals to move to Hedland



Our role in Public Health

Under the Public Health Act 2016, the State Government requires local governments to develop a Public Health Plan for their jurisdiction.

This requirement was mandated in June 2024. The Town of Port Hedland is required to adopt a Public Health Plan that assesses the current health status of the local population, identifies key community health needs, and sets clear objectives and policy priorities to improve overall public health.

The Town of Port Hedland’s Public Health Plan must align with the State Public Health Plan for Western Australia 2025–2030, which identifies 4 key objectives: promote, prevent, protect and enable, and 2 overarching objectives which are Aboriginal health and wellbeing, and equity and inclusion.

It is composed of two key elements:

Health profile

An analysis of health data, trends, and determinants that provide insight into the health status and needs of a population, whether at the state or local level. This profile identifies public health risks and highlights areas where intervention can make a meaningful impact.

Strategic plan

A roadmap for action, outlining objectives, priorities, and policies designed to promote, protect, and improve public health. The roadmap should be informed by consultation with the local community and used to guide the delivery of essential public health services and interventions.

Our role in
Public Health

What does a Public Health Plan mean for our community?

A Public Health Plan aims to improve community health outcomes by taking a proactive, systematic approach to understanding health needs, setting priorities, and developing evidence-based strategies.

This Plan will place the Town in a strong advocacy position to gain support and help shape future health policies, services, and programs at State and Federal levels.



What is the Town's role in public health?

It is important to define the Town's role and responsibilities within the broader structure of government in Australia, as the responsibility for public health is shared across all three levels of government:

1.

The Commonwealth Government is responsible for national leadership in public health policy and regulation. It sets overarching health strategies, funds medical research, and manages initiatives such as vaccination programs and disease surveillance.

2.

The State Government plays a key role in the funding and delivery of public health services. This includes hospitals, mental health services, environmental health regulation, and health promotion initiatives. It also oversees public health legislation and manages responses to local health issues and outbreaks.

3.

Local Governments contribute significantly to public health at the community level. The Town recognises that it is a vital stakeholder with the ability to influence health outcomes and enhance community wellbeing in Hedland. Through planning, partnerships, and direct service delivery, the Town can make a measurable impact.



Our role in
Public Health

As part of its Public Health Plan, the Town has identified six potential roles it can adopt to help achieve its public health objectives and promote a healthier community:

- 1** **Advocator**
The Town acts as the leadership voice for the Hedland community, promoting local public health needs and aspirations to relevant government agencies, health authorities, and industry stakeholders. This includes advocating for improved services, funding, and policy changes that support better health outcomes.
- 2** **Facilitator**
The Town plays a key role in enabling public health priorities to progress by connecting stakeholders, supporting partnerships, and creating opportunities for collaboration between health providers, community organisations, and residents.
- 3** **Provider**
The Town delivers a range of public health-related services and facilities that contribute to healthier lifestyles, including recreational spaces, health education programs, environmental health services, and initiatives that promote mental and physical wellbeing.
- 4** **Funder**
The Town strategically allocates funding to support local public health initiatives, programs, and organisations that align with community needs and the goals outlined in the Public Health Plan.
- 5** **Partner**
The Town builds and maintains strong partnerships with government agencies, non-profits, Aboriginal health organisations, and other community stakeholders to collaboratively deliver effective public health solutions.
- 6** **Regulator**
The Town upholds its legal responsibilities to enforce public health standards through regulation and compliance, including food safety, sanitation, waste management, pest control, and other health-related inspections to protect the wellbeing of the community.

How was this plan developed?

The development of the Public Health Plan was guided by a comprehensive and collaborative approach to ensure it reflects the needs and priorities of the Hedland community.

A total of 347 community members contributed their perspectives through a public survey, providing valuable insights into local health challenges and aspirations.

In addition, targeted engagement was carried out with key stakeholders and health service providers to gather expert input and identify opportunities for partnership.

The Plan was also informed by research and analysis conducted by public health consultants, ensuring it aligns with best practice and is grounded in current evidence.

Whilst this inclusive process has shaped a strategic framework that supports the long-term health and wellbeing of the community, the Town will continue to engage with our community and key demographics.

Snapshot of the health and well-being of people living in the Town of Port Hedland



Lung cancer incidence is 58.2%, higher than the State average of 42.2%



28.9% drink alcohol at risk of long-term harm, higher than the State average of 26.5%



The rate of vector-borne diseases is double the State average



20.9% of males and 15.7% of females are current smokers – much higher than State averages (13.6% and 8.8%)



50.8% don't eat the daily recommended serves of fruit, higher than State averages of 45.3%



Rate of vaccine-preventable disease notifications is double the State average



10.3% have a self-reported mental health problem, better than the State average of 15.5%



41% are overweight, and 42.2% are obese, higher than State averages (38.9% and 29.7%)



45.8% do less than 150 mins of physical activity per week, poorer than the State average of 38.3%

Key results from the survey

As things are now

The four health risks of greatest concern:

- Using illegal drugs 85.3%
- Too much alcohol 84.5%
- Not enough regular medical checks 78.8%
- Tobacco/cigarettes/vaping 75.9%

The most commonly-used sport and recreation facilities:

- Swimming pool 75.1%
- Ovals and playing fields 64.6%
- Gym 59.0%

The most satisfactory health support services :

- Emergency Department – Hospital 39.5%
- Chiropractic services 39.0%
- Hospital 34.2%
- Physiotherapy 33.1%

The four mental or social health issues of greatest concern:

- Alcoholism 89.9%
- Drug addiction 84.0%
- Abuse in the home 83.4%
- Stress 83.1%

Change for the future

The top two options to help us to be more physically active:

- Free fitness classes 66.6%
- More recreational community activities/events 50.9%

The most important facilities and resources for public health and wellbeing:

- Local medical services 95.0%
- Affordable housing 93.8%
- Childcare facilities 87.9%
- Youth activity facilities 83.5%
- Recreation facilities
- e.g. Wanangkura Stadium

The five most important environmental issues for public health and wellbeing:

- Clean, safe water for recreation and homes 95.0%
- Access to safe, affordable nutritious food 95.0%
- Clean, safe air 87.6%
- Waste and rubbish recycling 78.8%
- Environmental testing (food premises, mosquito control) 78.5%

The top two options to help us choose healthier foods:

- More healthy food options in takeaway/fast food outlets 73.6%
- Healthy food options at sporting and community clubs/events 46.2%



Integrating this plan with other Town strategic documents

The integration of this Public Health Plan with the following strategic documents has been considered in the development of this plan.

Strategic Community Plan 2018-2028

A ten-year plan that guides the future direction of the Town and every activity that it undertakes.

Corporate Business Plan 2023-2027

A four-year plan supporting the strategic response in the strategic community plan, including community safety.

Community Development Plan 2022-2027

Hedland is viewed as a safe community where all residents feel connected to people, place, and home.

Town of Port Hedland Youth Development Plan 2022-2025

A three-year strategic plan with a focus on improving the safety of our young people through the development of youth-specific community safety initiatives.

South Hedland Place Plan 2022-2024

A place-based approach targeting the specific circumstances of a place, providing a roadmap for how the Town Centre should be activated, and possibly altered over a short- and medium-term period to generate a desirable place.

Economic Development and Tourism Strategy 2022

Access to quality social and community infrastructure, including, education, childcare, community facilities, and amenity contributing to the Town's liveability.

Access and Inclusion Plan 2023-2026

A three-year plan providing safe and accessible community facilities, services, events, and open spaces that connect people.

Community Safety Plan 2023-2026

A three-year plan providing safe and accessible community facilities, services, events, and open spaces that connect people.

Public Health Plan actions

1

Preventative health and wellbeing

Promoting healthy behaviours and reducing the risk of preventable illnesses through collaborative education, screenings, and lifestyle interventions.

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
1.1 Targeted health promotion	Develop Business Case to support additional FTE to deliver on the objectives of this plan to ensure successful engagement, proactive education and reduced compliance activity.	<ul style="list-style-type: none"> Approval/ endorsement of the business case Successful integration of public health promotion roles into the EH services team Implementation of the plan Improved community health outcomes 	<ol style="list-style-type: none"> Design workforce strategy to align with PHP Secure endorsement and funding Implement and monitor integration of FTE and health deliverables into the organisation and EH business unit Implement and monitor integration of FTE and health deliverables into the organisation and EH business unit 	Provider and funder
	Partner with relevant local and state health organisations to deliver community programs.	<ul style="list-style-type: none"> Number of collaborative programs or campaigns implemented annually Attendance rates Improved health metrics 	<ol style="list-style-type: none"> Consultation and engagement (develop online SharePoint portal) Program design, review Program delivery, review Program refinement and expanded delivery 	Partner
	Collaborate with local Aboriginal and Torres Strait Islander leaders to co-design and deliver local government-led health initiatives.	<ul style="list-style-type: none"> Engagement levels from Aboriginal and Torres Strait Islander community members Qualitative feedback through appropriate engagement 	<ol style="list-style-type: none"> Consultation and engagement Program design & review Program delivery & review Program refinement and expanded delivery 	Partner
	Seek endorsement to expand recreational services provided by the Town.	<ul style="list-style-type: none"> Reduction in overweight and obesity rates Reduced incidence of lifestyle-related health issues 	<ol style="list-style-type: none"> Stakeholder and community consultation to identify key barriers to services Prepare a comprehensive proposal to expand recreational services based on needs assessment Implement expanded recreational services at selected venues for targeted populations (test feasibility) Monitor, review, adapt and refine services 	Provider



Public Health
Plan actions

1 Preventative health and wellbeing continued

Strategic objectives	Deliverables	Measures	Timeline Phases 1-4	Our role
1.2 Media and communications	Engage internal and external media to promote health campaigns and programs.	<ul style="list-style-type: none"> Number and type of media engagement activities Metrics for media posts (e.g. likes, shares) 	<ol style="list-style-type: none"> Ongoing engagement, promotion, and review 	Provider
	Increase interaction with local businesses and stakeholders through targeted communication (e.g. monthly food safety newsletters, quarterly regulatory updates).	<ul style="list-style-type: none"> Frequency and quality of communications Number of businesses engaged Feedback from businesses Reduction in compliance action taken 	<ol style="list-style-type: none"> Design communication strategy (type, layout, frequency) Implement and review Refine and scale strategy Review and maintain 	Provider and facilitator
1.3 Education	Implement school based education sessions on health objectives (e.g. preventable illnesses and lifestyle interventions).	<ul style="list-style-type: none"> Number of sessions conducted Participant feedback New program sign-ups 	<ol style="list-style-type: none"> Stakeholder consultation and engagement Develop programs Implement and review programs Review and refine programs and increase scope where practical 	Provider and facilitator
	Implement targeted education and workshops for registered businesses (e.g. food premises, skin penetration and beauty services, lodging houses, and caravan parks).	<ul style="list-style-type: none"> Number of sessions conducted Participant feedback New program sign-ups 	<ol style="list-style-type: none"> Stakeholder consultation and engagement Develop programs Implement and review programs Review and refine programs and increase scope where practical 	Provider and facilitator



Public Health
Plan actions

2

Health advocacy, equity and inclusion – creating supported communities

Promoting equal access to health resources across all members of the community, and building capacity to improve health standards

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
2.1 Advocacy and support for enhanced health services	Strengthen partnerships with mental health services and advocate for a stepped-care mental health system to integrate local mental health professionals, with tiered care provided in collaboration with existing service providers.	<ul style="list-style-type: none"> Implementation of tiered care Number of patients accessing care Reduction in reported experiences of mental ill health 	<ol style="list-style-type: none"> Engage stakeholders including state and local services, health professionals and policy makers Review existing needs assessments and identify gaps and opportunities for tiered care Co-develop advocacy and proposal plan for tiered care Support the implementation of tiered care in pilot communities or groups 	Partner and advocator
	Support the attraction and retention of allied health service practitioners to the town, including advocating for the provision of office space, housing, and transport.	<ul style="list-style-type: none"> Increase in gross floor area available for service delivery Increase in number of practitioners operating locally Increase in measured service provision 	<ol style="list-style-type: none"> Engage with key stakeholders to determine workforce gaps and retention needs. Facilitate local insights and data sharing Partner with local service providers to co-develop an attraction and retention advocacy case Advocate for cross-sector investment in practitioner housing, office space, and transport support Support implementation of attraction strategies. Help to promote identified solutions such as co-located service hubs 	Advocator



2 Health advocacy, equity and inclusion – creating supported communities continued

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
	Improve equitable access to allied and preventative health services for all community members, with a focus on at-risk and low-income groups, through advocacy, service expansion, and funding support.	<ul style="list-style-type: none"> · Increase in participation rates in preventative health services · Improved health outcomes · Increased access for low-income and at-risk populations 	<ol style="list-style-type: none"> 1. Assess existing needs and gap analyses, identify specific healthcare needs and service gaps (including for mobile and telehealth), and potential funding opportunities and partners 2. Collaborate with relevant stakeholders to develop a proposal for additional services, including funding proposals 3. Co-develop targeted support strategies (e.g. awareness campaigns, resources for at-risk groups), advocacy materials, and engage with key policy makers, funding bodies and service providers 4. Monitor and track advocacy progress. Scale successful initiatives and adjust based on health outcomes 	Advocator and facilitator
2.2 Community Engagement	Connect with local advisory groups to guide health initiatives.	<ul style="list-style-type: none"> · Number of group partnerships · Membership numbers and attendance rates 	<ol style="list-style-type: none"> 1. Identify and engage with key local advisory groups to develop health initiatives 2. Define group health objectives, roles and processes 3. Support regular meetings and gather input on health initiatives 4. Incorporate feedback into health planning and review effectiveness of groups 	Partner and advocator
	Partner with community organisations and service providers to determine resource and service gaps and needs.	<ul style="list-style-type: none"> · Number of interactions · Number of gaps identified and addressed 	<ol style="list-style-type: none"> 1. Utilise existing needs assessment data and conduct joint needs assessments with healthcare providers where necessary 2. Prioritise and document resource gaps and service needs 3. Develop collaborative strategies to address gaps 4. Monitor progress and refine as required 	Partner
	Support existing community forums to gather feedback from local population, including vulnerable groups.	<ul style="list-style-type: none"> · Attendance and engagement levels · Quality and relevance of feedback 	<ol style="list-style-type: none"> 1. Support and promote forums targeting diverse populations 2. Support forum discussions on public health and document feedback 3. Analyse feedback and integrate relevant feedback into planning 4. Review forum success and renew if viable 	Partner and advocator

2 Health advocacy, equity and inclusion – creating supported communities continued

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
2.3 Reduced health disparities	Partner with local service providers and community groups to deliver tailored programs and interventions to address specific health inequities for at-risk groups.	· Improved health metrics in target populations	1. Identify key health inequities and target populations	Partner and facilitator
			2. Co-design programs based on existing needs assessment	
			3. Pilot tailored interventions and monitor outcomes	
			4. Review and refine programs as required	
	Partner with Aboriginal Medical Services, local health providers and community groups to promote health education.	· Participation in targeted health campaigns	1. Build relationships with key partners and identify shared goals	Partner
			2. Co-develop and co-design health campaigns and training	
			3. Deliver campaigns and training and track participation	
			4. Evaluate and review, refine and expand as required	
2.4 Strengthen social connectivity	Build on council's commitment to provide safe, inclusive and diverse community events and programs.	· Number of events and programs that reflect this aspect, measuring diversity of participants, community satisfaction feedback	1. Interdepartmental mapping of existing events and programs and identify areas for expansion and collaboration	Provider
			2. Continue to provide inclusive events with diverse community participation	
			3. Continue to provide inclusive events with diverse community participation	
			4. Continue to provide inclusive events with diverse community participation	
	Continue capacity building within the community to deliver programs which enhance inclusion and access.	· Number of initiatives, participation rates, demographics of participants, feedback and satisfaction surveys, impact assessments	1. Continue to identify key gaps in engagement and participation	Facilitator and partner
			2. Continued collaboration with local service providers and community groups to co-design targeted outreach programs	
			3. Continued delivery of targeted initiatives (e.g. youth drop-in sessions, elder connection programs, multicultural meet-ups)	
			4. Monitor outcomes, adapt initiatives based on evaluations, seek sustained funding where successful	



3

Environmental health and safety

Ensuring safe and sustainable environments through proactive public health risk assessment and monitoring of environmental hazards, including food safety and hygiene, water quality management, waste management, and pest and vector control.

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
3.1 Promote food safety	Develop and implement food safety and healthy food training and workshops.	<ul style="list-style-type: none"> Attendance at workshops Compliance of local food businesses 	<ol style="list-style-type: none"> 1. Identify training needs through routine inspections, and community and business consultation 2. Design training and workshop materials 3. Deliver workshops and monitor attendance 4. Evaluate workshop effectiveness and adjust as required. Evaluate potential for expansion, including food premises scoring system 	Partner
	Develop guidelines for healthy food provision at events and council functions.	<ul style="list-style-type: none"> Number of people/events adhering to healthy food guidelines. Percentage of healthy food options available at events 	<ol style="list-style-type: none"> 1. Draft initial guidelines in consultation with community health experts 2. Collaborate with stakeholders to pilot guidelines at select events and gather feedback 3. Finalise and implement guidelines across functions 4. Monitor adherence and adjust as necessary 	Provider
	Conduct routine inspections in line with Department of Health annual inspection frequency, including inspections at community events and markets.	<ul style="list-style-type: none"> Compliance with Department of Health inspection frequencies Reduction in compliance action taken 	<ol style="list-style-type: none"> 1. Conduct consistent inspections and report on compliance levels 2. Conduct consistent inspections and report on compliance levels 3. Conduct consistent inspections and report on compliance levels 4. Conduct consistent inspections and report on compliance levels 	Provider and regulator



3 Environmental health and safety continued

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
3.2 Enhance pest and vector control	Increase surveillance – mosquito trapping and larval dipping.	<ul style="list-style-type: none"> Numbers of mosquitoes at identified sites Identified vectors trapped 	1. Identify priority sites and establish trapping /dipping schedules	Provider and regulator
			2. Begin routine surveillance and data collection	
			3. Monitor trends and adjust strategies to focus on high risk areas	
			4. Report outcomes and refine surveillance methods	
	Develop new mosquito media campaign to include Hedland specific messaging in collaboration with local cultural connections.	<ul style="list-style-type: none"> Increased public awareness Compliance with protective measures Decreased mosquito borne disease activity 	1. Collaborate with cultural liaisons to co-design campaign materials integrating local culture	Provider
			2. Launch promotional stalls and education sessions	
3. Monitor public awareness through surveys and quizzes				
4. Evaluate campaign outcomes and refine messaging as required				
Improved and expanded use of new technology (specilaised drones and live mosquito tracking).	<ul style="list-style-type: none"> Decreased number of mosquitoes Reduced mosquito borne disease notifications 	1. Build a business case for additional technology for mosquito control	Provider	
		2. Pilot new technology in targeted locations		
		3. Monitor initial impact and expand coverage		
		4. Evaluate the effectiveness and increase as required		
3.3 Healthy living	Partner with state and local services to deliver targeted healthy living programs.	<ul style="list-style-type: none"> Reportable improvement on challenging properties Reduced pests and vermin 	1. Conduct needs assessment and identify priority groups and properties	Partner
			2. Develop program, including resources and communication strategy	
			3. Develop program, including resources and communication strategy	
			4. Evaluate program and refine interventions as required	
	Collaborate with local services to deliver targeted cleanup programs, including resource provision and collection services.	<ul style="list-style-type: none"> Reduction in number of unhealthy housing complaints Reduced pests and vermin Reduced hoarding and squalor complaints 	1. Build partnerships and identify properties requiring intervention	Partner and advocator
			2. Develop cleanup logistics and allocate resources	
3. Implement programs and monitor outcomes				
4. Evaluate impact and plan for scalability				

3 Environmental health and safety continued

Strategic objectives	Deliverables	Measures	Timeline phases 1-4	Our role
3.4 Water quality	Education programs on water quality and using safe water for drinking and food preparation.	<ul style="list-style-type: none"> Participation rates in programs Reduced gastrointestinal disease notifications 	<ol style="list-style-type: none"> Co-design education materials and program structure Conduct pilot sessions and gather feedback Roll out programs to broader community Evaluate impact and adjust program as required 	Partner and facilitator
	Incorporate recreational water sampling at key locations such as Spoilbank Marina and Pretty Pool.	<ul style="list-style-type: none"> Samples taken per season Percentage of samples meeting standards 	<ol style="list-style-type: none"> Develop sampling schedules and allocate resources Conduct initial sampling and report results Evaluate results and amend program and schedule as required Evaluate results and amend program and schedule as required 	Provider and regulator
3.5 Community Health	Collaborate with Aboriginal and Torres Strait Islander service providers to create an education campaign linking companion animal health and human health.	<ul style="list-style-type: none"> Reduction in human skin / gastrointestinal conditions 	<ol style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander services to co-develop materials and messaging Launch campaign through media, community events and community outreach Monitor impact through health surveys Review and refine campaign as required. 	Partner
	Support Aboriginal and Torres Strait Islander service providers to deliver on-country animal health programs.	<ul style="list-style-type: none"> Programs provided Number of animals desexed Number of animals surrendered Number of animal registrations 	<ol style="list-style-type: none"> Consult with partners and complete needs-assessment on desexing and link program to animal registrations Support and assist with organising and promoting desexing programs Monitor participation and impact Expand or adjust programs based on community needs 	Advocator, partner and provider
	Expand management services to reduce feral / pest animals in community via trapping programs and pest control services.	<ul style="list-style-type: none"> Reduction in feral and pest animals in the community. Number of trapping programs implemented. 	<ol style="list-style-type: none"> Identify priority areas and develop management strategies Implement trapping programs and pest control services Monitor outcomes and adjust strategies Expand services to additional areas and evaluate impact 	Provider and regulator



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Town of Port Hedland

Public Health & Wellbeing Survey 2022

SURVEY RESULTS AND CONCLUSIONS

DRAFT: 23rd April 2024

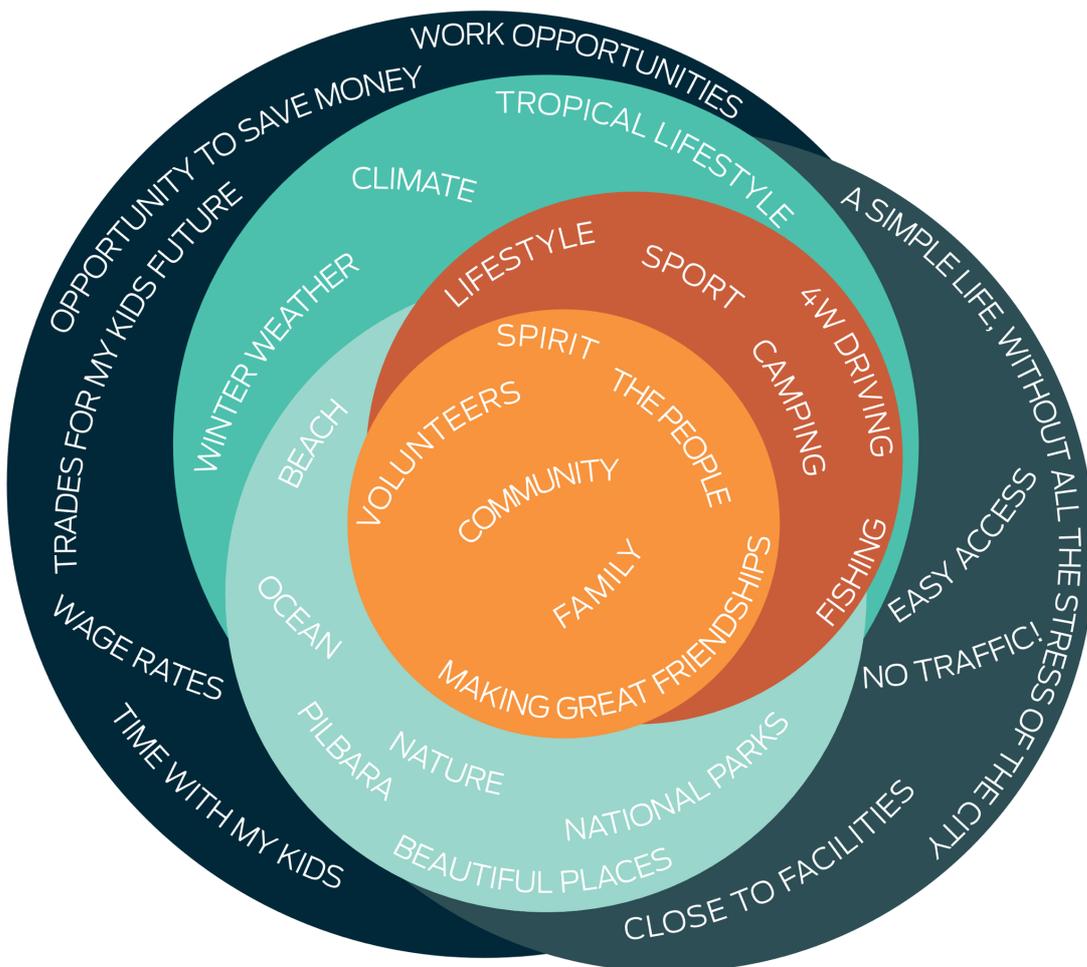


Illustration from Q20: The things we like best about living in the Town of Port Hedland

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SECTION ONE OVERVIEW: Demographics of the Respondents

Questions 1 to 5 establish the demographic profile of the responders to the survey.

Questions 1 to 5 were compulsory. The remaining questions in the Survey (6 to 20) were opt-in. All response options were randomised for each respondent to avoid order bias.

341 people participated in the Survey which ran in March and April 2024
There were 335 responses submitted online, and 6 responses submitted on paper.

Q1: Residency



Q1 RESULTS

The largest cohort of the respondents were Residents of the Town of Port Hedland (97.6%).

Response options	Responses
Resident of the Town of Port Hedland	97.9%
Visiting the Town for work	0.9%
Other (please explain)	0.6%
Visiting the Town for family	0.3%
Visiting the Town for tourism	0.3%

Four respondents who had listed themselves as “Other” were recategorized into “Resident”, leaving only two responses as “Other”.

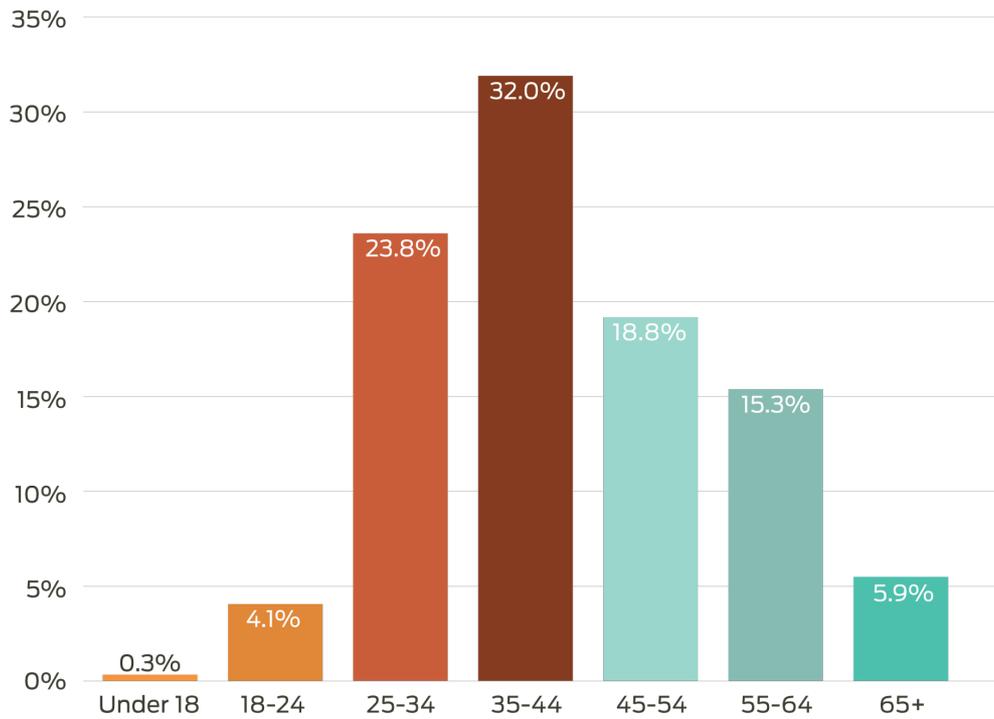
Recategorized into “Residents” were:

- *Living in Hedland, working in Hedland, travel to Perth for university semesters*
- *I live in South Hedland*
- *Resident of South Hedland*
- *Owner occupier, ratepayer*

This left two respondents in the “Other” category, their explanatory comments were:

- *Aged Person's Bridging Visa, awaiting result of whether I can become a permanent resident.*
- *Previous resident, now rental owner.*

Q2: Age Ranges

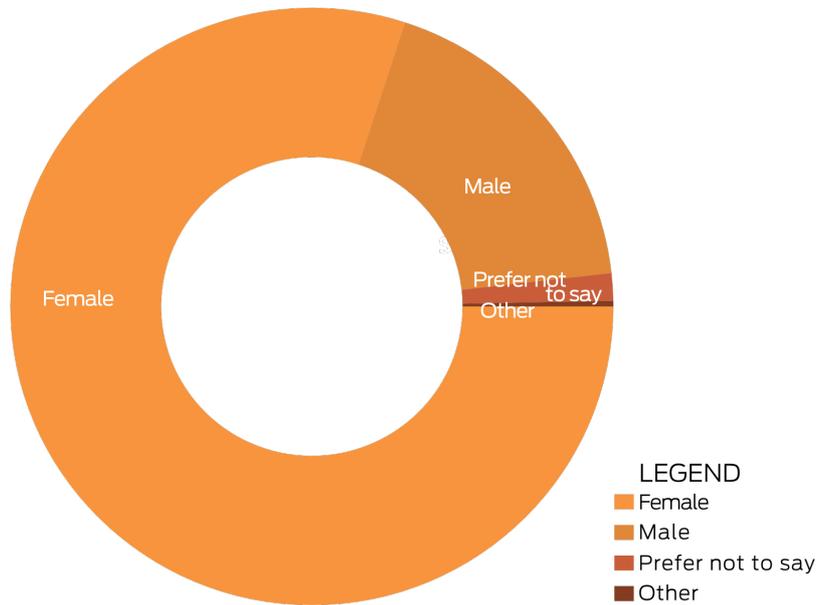


Q2 RESULTS

The largest cohort of the respondents were in the 35-44 years age range (32.5%).

Response options	Responses
Under 18	0.3%
18 - 24	4.2%
25 - 34	24.2%
35 - 44	32.5%
45 - 54	18.8%
55 - 64	15.5%
65 and over	4.5%

Q3: Gender

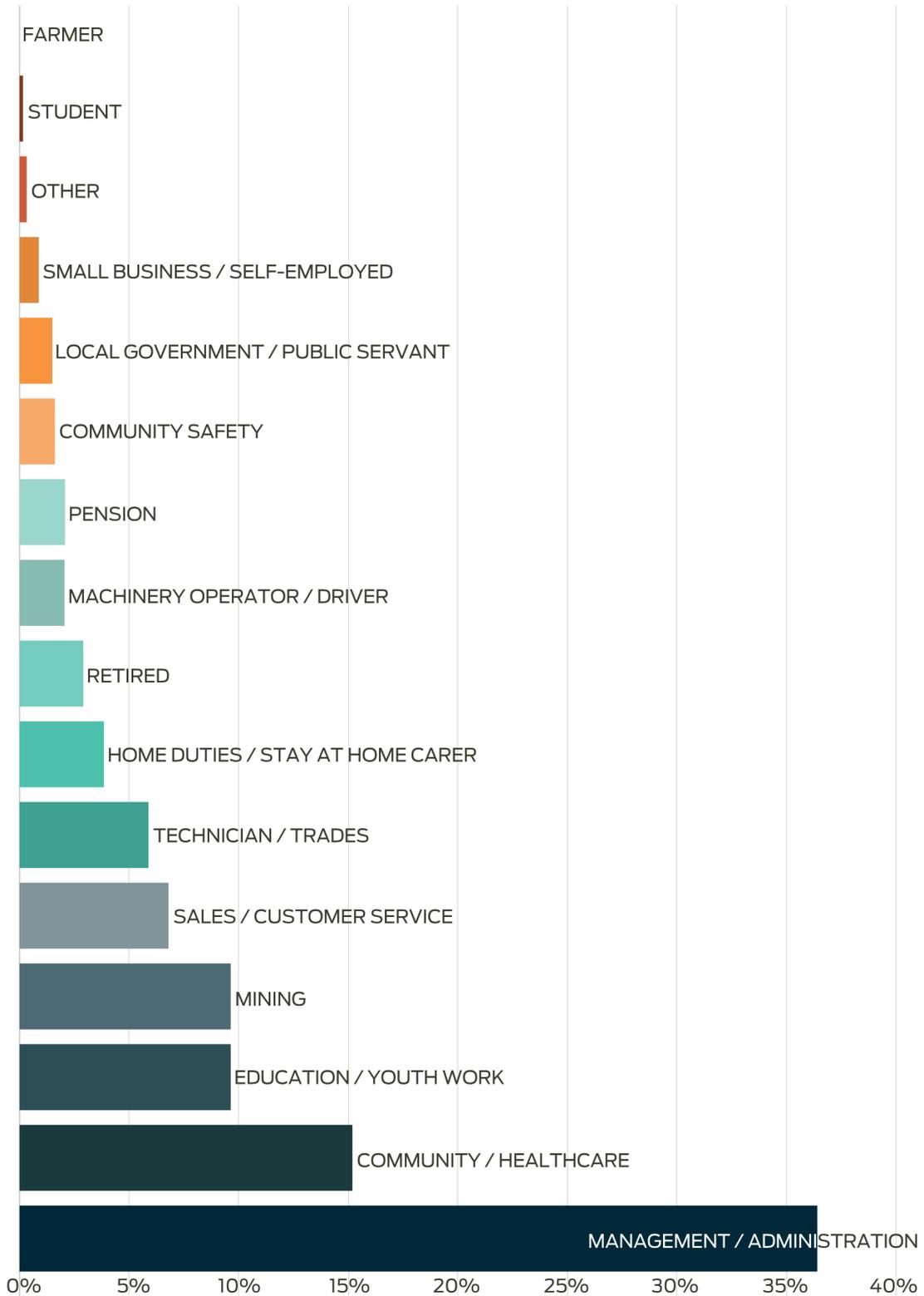


Q3 RESULTS

The largest cohort of the respondents were Female (80.0%).

Response options	Responses
Female	80.0%
Male	18.2%
Prefer not to say	1.5%
Other	0.3%

Q4: Employment



Q4 RESULTS

The largest cohort of the respondents were employed in Management / Administration roles (36.4%).

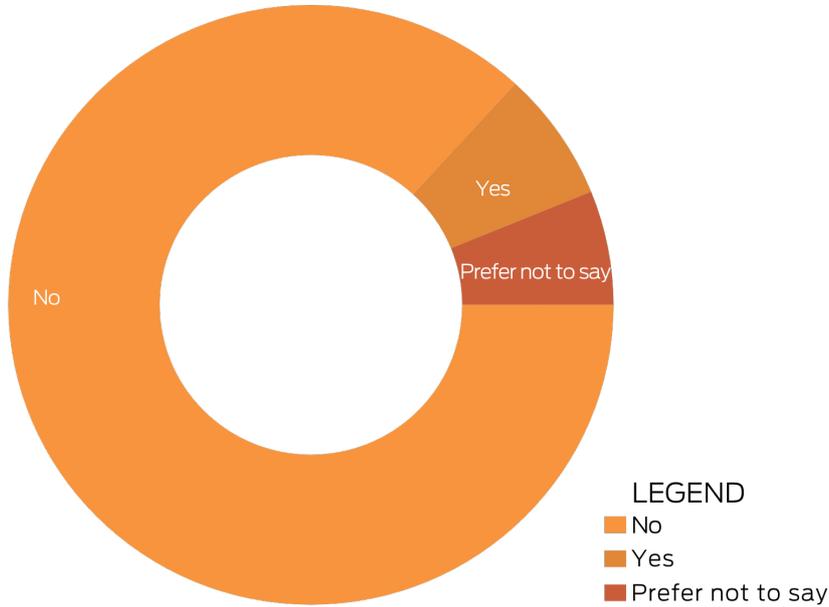
26 people selected “Other” as their response category, and provided additional explanatory information. The information was then used to assign 23 of those “Other” responses into existing categories and two additional categories which were created to accommodate those responses: Small Business / Self Employed; and Local Government / Public Service.

Response options	Responses
Management / Administration	36.4%
Community / Healthcare	15.2%
Education / Youth Work	9.7%
Mining	9.7%
Sales / Customer service	6.7%
Technician / Trades	5.9%
Home duties / Stay at home Carer	3.8%
Retired	2.9%
Machinery operator / driver	2.1%
Pension, eg unemployed, disability	2.1%
Community Safety eg Police, Firefighter	1.5%
Local Government / Public Servant	1.5%
Small Business / Self-employed	1.5%
Other (please explain)	0.9%
Student	0.3%
Farmer	0.0%

Uncategorized written comments “Other”:

- *Gardener*
- *Cleaner*
- *Prefer not to say*

Q5: Do you identify yourself as being an Aboriginal or Torres Strait Islander person?



Q5 RESULTS

7.0% of the respondents said that they identify as being an Aboriginal or Torres Strait Islander person. The largest cohort of the respondents said they did not (86.8%).

Response options	Responses
No	86.8%
Yes	7.0%
Prefer not to say	1.5%

SECTION TWO OVERVIEW: Physical, Mental, & Social Health Issues

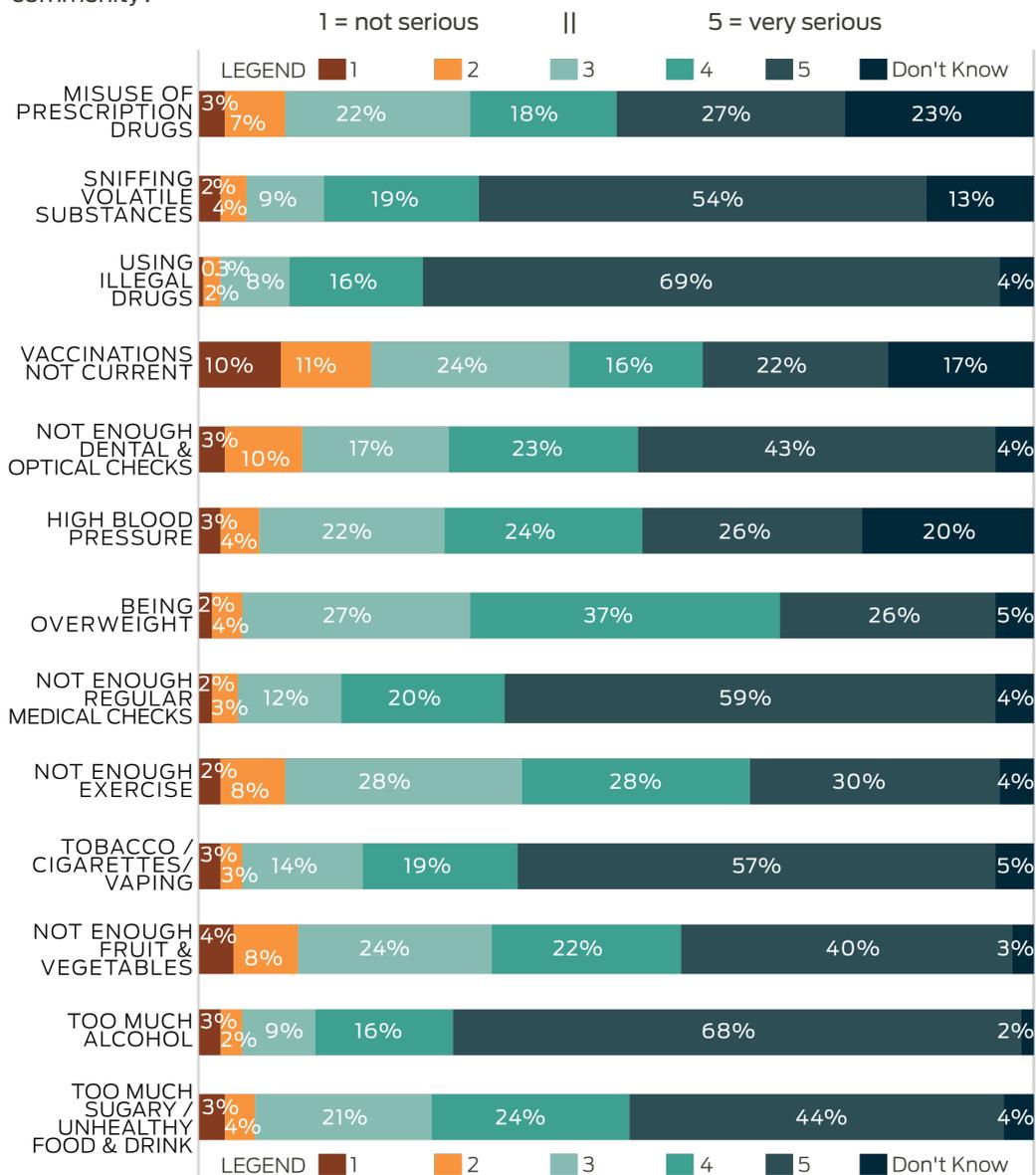
Questions 6 and 7 invited the respondents to assess the degree to which they believe a range of physical health, mental health, and social health issues affect them and their community.

These questions were not compulsory to answer.

To remove order bias, the order in which the different risks and issues appeared for these questions was randomised for each respondent.

Q6: Health Risks:

On a scale of 1 to 5, how serious do you think the following health risks are in our community?



Q6 RESULTS & OBSERVATIONS						
Health Risks	1	2	3	4	5	Don't know
Misuse of prescription drugs	3.2%	7.3%	21.7%	17.9%	27.0%	22.9%
Sniffing volatile substances	2.4%	3.5%	8.9%	18.6%	53.7%	13.0%
Using illegal drugs	0.3%	2.1%	8.3%	16.2%	69.0%	4.1%
Not keeping your immunisations up to date	10.0%	10.9%	23.8%	15.8%	22.3%	17.3%
Not enough dental & optical checks	2.9%	9.7%	17.3%	22.9%	42.8%	4.4%
High blood pressure	2.6%	4.4%	22.3%	23.8%	26.4%	20.5%
Being overweight	1.8%	3.5%	27.4%	36.8%	25.9%	4.7%
Not enough regular medical checks	1.5%	3.2%	12.1%	20.0%	58.8%	4.4%
Not enough exercise	2.4%	8.2%	27.9%	27.6%	29.9%	4.1%
Tobacco/cigarettes/vaping	2.7%	2.7%	14.1%	18.8%	57.1%	4.7%
Not enough fruit & vegetables	4.1%	7.6%	23.5%	22.3%	39.9%	2.6%
Too much alcohol	2.6%	2.4%	9.1%	16.1%	68.3%	1.5%
Too much sugary or unhealthy food & drink	2.9%	3.8%	20.9%	24.1%	44.4%	3.8%
1 = Not a serious issue			5 = A very serious issue			
<p>Don't know</p> <p>Quantifying the Don't know responses provides a measurement of the degree of uncertainty felt by the respondents in assessing the seriousness of the listed physical health issues in the community.</p> <p>For this question, the three issues which the respondents were most uncertain about assessing the risks of were:</p> <ul style="list-style-type: none"> • Misuse of prescription drugs 22.9% • Not keeping your immunisations up to date 17.3% • High blood pressure 20.5% 						

Q6 CONCLUSIONS			
Health risks of greatest concern			
<p>To mitigate statistical bias which can result from small sample cohorts, the values for the two highest concern ratings (4) and (5) have been added together to provide a more reliable indicator of the issues of greatest concern to the greatest number of respondents.</p> <p>By combining the two percentile ratings, we derive an overall rating for the issues considered by the respondents to be the most serious health issues for the Town of Port Hedland community. In the table below they are ranked from highest to lowest.</p>			
Health Risks	4	5	Combined Highest Concerns
Using illegal drugs	16.2%	69.0%	85.3%
Too much alcohol	16.1%	68.3%	84.5%
Not enough regular medical checks	20.0%	58.8%	78.8%
Tobacco/cigarettes/vaping	18.8%	57.1%	75.9%
Sniffing volatile substances	18.6%	53.7%	72.3%
Too much sugary or unhealthy food & drink	24.1%	44.4%	68.5%
Not enough dental & optical checks	22.9%	42.8%	65.7%
Being overweight	36.8%	25.9%	62.6%
Not enough fruit & veg	22.3%	39.9%	62.2%
Not enough exercise	27.6%	29.9%	57.5%
High blood pressure	23.8%	26.4%	50.1%
Misuse of prescription drugs	17.9%	27.0%	44.9%
Not keeping your immunisations up to date	15.8%	22.3%	38.1%
<p>The top four health risks rated as of greatest concern for the respondents were:</p> <ul style="list-style-type: none"> • Using illegal drugs 85.3% • Too much alcohol 84.5% • Not enough regular medical checks 78.8% • Tobacco/cigarettes/vaping 75.9% <p>Please list any other health risks in our community you can think of:</p> <ul style="list-style-type: none"> • <i>Not enough general practitioners to provide access to healthcare.</i> • <i>Lack of medical professional staff.</i> 			

- *Violence, anti social behaviour, drugs addicts that are a danger to the community.*
- *Public Safety, Young Children robberies and Break-ins, Teen's throwing stones at Cars, Stolen Cars*
- *lack of collaborative, preventative health. lack of education and programs to support physical & mental health. lack of specialist services and even difficult to get a GP appointment and have any kind of consistency. lack of face to face counselling options*
- *meth use resulting in mental health issues. mental health generally*
- *Skin cancers exposure to the sun*
- *Sniffing Spray Can and other spray containers*
- *There is currently about a 2 to 3 month wait to see the child health nurse. Only one Dr's surgery available and the wait can be weeks, overwhelming the hospital. Also, the crime in the town is a health risk. The youths with no consequences for their violet behaviour towards others*
- *Environmental Harm - working and learning both indoors and outdoors at temperatures above legal recommendations, domestic violence. Viral and Bacterial infections.*
- *These are not the responsibility of the Shire. They are the responsibility of the individual and would be managed much better if there was better access to affordable GO health care.*
- *Skin cancer.*
- *Dust, tap water, impossible to get in to see a good health professional*
- *Lack of timely access to regular health check with qualified and vested suppliers. And lack of ease to access to Perth suppliers.*
- *Heat exposure and dust inhalation*
- *Lack of community health service providers (Doctors), and especially support services for aged persons (e.g. Silverchain is only provider, not taking new clients).*
- *Misuse of alcohol and drugs (prescribed and illicit) smoking and access to decent fresh fruit and veg (quality at supermarkets is atrocious)*
- *Not enough medical facilities and women's health neglected such as access to Mammograms.*
- *Smoking boundaries in public areas are not enforced. I am asmatic and find it a health hazard trying to enter the shopping centre*
- *Domestic violence. Lack of services.*
- *Insomnia. Mental Health care crisis. Medical services shortage. Nurse shortage. Educational programs shortage.*
- *People don't go to Dr because it's so hard getting into see a Dr. You wait weeks for an appointment or go sit at ED for hours on end.*
- *Doctors here are among the worst I've encountered, trying to prescribe me serious medication before a diagnosis had been completed. An utterly despicable practice. That and Coles and Woolworths having a monopoly is a bad thing for this town, they push a huge majority of unhealthy foods, and the pricing is obviously an issue, adding to stress levels.*
- *Vicarious trauma from social violence and drug and alcohol use. Dust inhalation. Heavy metal exposure from water supply.*
- *Dust*
- *Unsafe disposal of drug taking equipment in playgrounds and parks.*
- *Lack of services. Long lead times to get to Perth. Inexperienced medical professionals with poor best side manner, diagnostic accuracy and hygiene practices*
- *These questions are very poorly worded and the lack of content makes them difficult to answer*
- *Diabetes.*
- *Mental health*
- *Not being able to see a GP easily so illness gets worse as not treated early*
- *Heat exposure*
- *Not enough public sun protection / SHADE. One iffy doctor surgery available*

- *DV/FDV. Mental Health services /access. Children and Families at Risk which requires interagency participation lead by Communities. Improved street lighting.*
- *Vaping is seriously out of control along with drug addiction.*
- *Sun exposure. Dust/chemical exposure. Use of hard water.*
- *Skin cancer*
- *Not enough gps*
- *Industrial/Environmental Dust causing chronic lung disease. Lack of GP services in South Hedland.*
- *Not being able to access small procedural services such as a biopsy. A friend has been waiting for a biopsy for over 2 months with a lump on her breast.*
- *With too much sugary or unhealthy question and the not enough exercise question you cannot link that back to health services and facilities. This is up to the individual to purchase. Yes awareness is needed around these topics, but again its up to individuals/parents to purchase healthy food and to participate in sports - this is a town that has a lot of sports for children and adults and a Town that has tunnel vision for all things sporty - Are there incentives for the low economic families to be involved in some sports. If you have more than 2 children then the cost of sports can be rather large.*
- *Not being compliant with dialysis or diabetes medication.*
- *Environmental health, dust,*
- *Not enough doctors*
- *Used syringes left in public places. Health and hygiene of local indigenous population is very poor*
- *POOR MENTAL HEALTH FACILITIES*
- *Dust inhalation and sun exposure*
- *Heat*
- *Lack of bulk billing doctors*
- *Sexual assault and abuse to minors, crime!*
- *Mental Health in Youth*
- *Not enough doctors in town*
- *Education of safe needle use including needle dumping points.*
- *Not having access to enough services like GP and overloading our emergency department. Not having MRI, increasing risk if cancer within the community from increase use of CT. Mental health support for acute and chronic patients. Need more than what we have available.*
- *No availability of GPs, means we can't get issues checked when we need to. Hedland needs an urgent medical facility.*
- *Severe lack and very long wait for medical facilities, optical, mental health. Naturopath/natural medicines, Hospital, Dental, preventative checks. A basic x-ray, GP can be a wait for a month and for a basic mri you need to go to Perth. Care for Children's health is more than 6 months to a year wait for Pediatric appointments, ent appointments etc.*
- *Lack of available services that are affordable*
- *Lack of gp's. Lack of locums. Lack of specialist appointments at outpatients. No Orthopaedics. Lack of nursing staff at HHC. No safe drug rooms for methadone users putting the community at risk. PATS processing times. The wait to see a specialist!!! Over 1.6 years to see a paed for ADHD, because the cat 1 patients get priority on appts and then don't show up. Cancelling Outpatient clinics. No follow up appt post op from outpatients. I was supposed to have a 6wk post op with gynaecologist it never happened.*
- *Bad living conditions for some ie asbestos dust*
- *Our hospital hasn't been designed to cater for the socioeconomic diversity of our town as well as the increased need for health care from the fifo community. Most residents in this town are under 50 years of age and there are a lot of growing families. The maternity ward needs to reflect this, as does the Emergency Department*
- *Mental health!*
- *Diabetes. Access to regular GP. Lack of mental health services.*

- *There's a lack of connectivity. Violence in South Hedland is a big health risk. Casual attitude to skin cancer is a health risk. Waiting times for appointments are terrible.*
- *Not having access to doctors within a reasonable time and affordability of doctors*
- *Mental health*
- *Air pollution- even in south.*
- *Lack of GP services*
- *Local council mismanagement of health infrastructure. Port Hedland Pool is run haphazardly and often closed*
- *MRNA injection that has been wiping out aboriginal communities heavily along with cause a range of heart and neurological issues Hedland is not equipped to provide care for.*
- *Domestic Violence. Violence in general*
- *Not enough doctors. MRI machines to do test. To see specialist for issues - waitlist is very long over 12 month periods.*
- *Zero dust suppression at cleared, developing and port sites. We know we are constantly breathing more dust than is healthy. Lack of GP clinics. This survey is stupid.*
- *Long wait periods to get into see a GP.*
- *Air & Water pollution*
- *Hygiene*
- *No facilities for the above*
- *used needles all over the town*
- *Mental health services, child health diagnosis*
- *Not being able to get a doctors appointment as there is only 1 medical centre in town. The hospital is constantly busy.*
- *Domestic violence*
- *Not enough doctors for the population inundating ED*
- *Syringes on the floor. Broken glass everywhere. Lack of support staff for people living with complex health and mental health issues in the community. Risks to the community from people intoxicated by methamphetamine or alcohol. Poor air quality to people. Lack of cleanliness in public areas i.e. shopping centres and supermarket.*
- *Mental health services and doctors.*
- *Mental wellbeing (as opposed to diagnosed mental health conditions); environmental health conditions which if not appropriately managed increases risk of communicable diseases and infections such as staph / strep; sexual health promotion; provision of health hardware to prevent sexually transmitted diseases and blood borne viruses; food deserts created by overabundance of convenience foods as opposed to healthy food options; alignment of local government policy and regulations with public health outcomes eg. City of Vincent creating smoke free streets and supporting local business in implementation of this.*
- *The complete lack of available mental health services for children under the age of 12. Zero options for diagnosis's to be made in town for any kind of neurodivergence*
- *Lack of medical staff and medical centres in Hedland. You can't even go to the GP (the one in Port had [REDACTED]).*
You literally have to go to the emergency dept to get actual healthcare. The TOPH can spend \$20 million on a skate park which is infested with loitering drunks, junkies and criminals that defecate and fight in it all day long and cause fear to the general public, but you can't spend any money to keep Sonic Healthcare open. The TOPH is wildly mismanaged, it's criminal.
- *Lack of access to specialist care. Lack of diagnostic equipment like MRI.*
- *Viral infections. Daycare children spreading sickness*
- *Mental health and well-being*

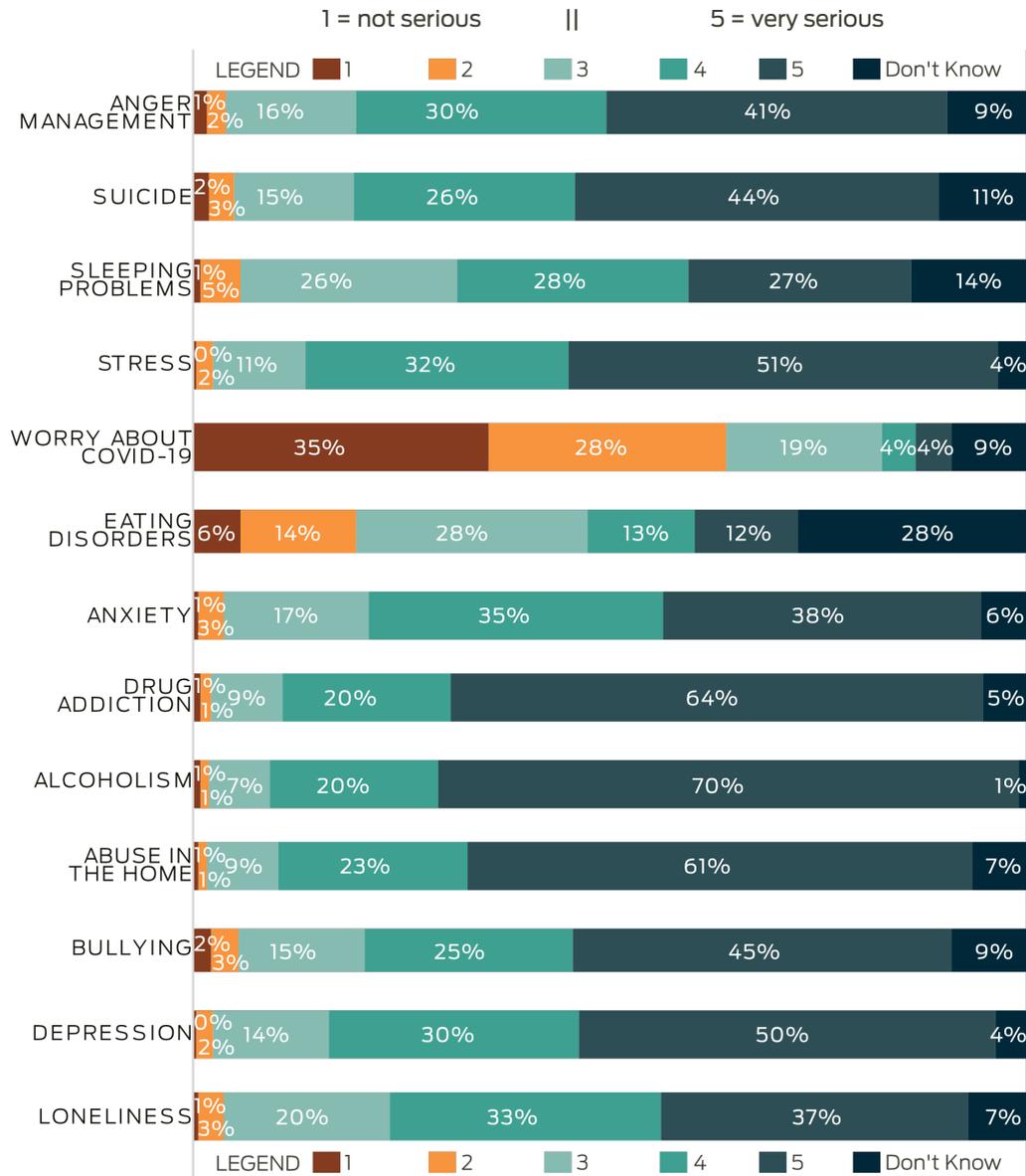
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- *Dust concerns - consistent eye infections and can't go for a run / walk in south without coughing severely. Horrific quality of "drinkable" tap water.*
- *Dust from the port- causing asthma and respiratory issues. Severe lack of drs appointments. Heatstroke*
- *Female health concerns*

94 written comments were received.
No respondents skipped this question.

Q7: Mental and Social Health Issues:

On a scale of 1 to 5, how serious do you think the following mental and social health issues are in our community?



Q7 RESULTS & OBSERVATIONS						
Mental and Social Health Issues	1	2	3	4	5	Don't know
Anger management	1.5%	2.4%	15.7%	29.9%	41.1%	9.5%
Suicide	1.8%	3.0%	14.5%	26.4%	43.6%	10.7%
Sleeping problems	0.9%	4.7%	26.0%	27.8%	26.6%	13.9%
Stress	0.3%	2.1%	11.0%	31.7%	51.5%	3.6%
Worry about COVID-19	35.3%	28.5%	18.7%	4.2%	4.2%	9.2%
Eating disorders	5.6%	13.9%	27.8%	12.7%	12.4%	27.5%
Anxiety	0.6%	3.0%	17.5%	35.2%	38.2%	5.6%
Drug addiction	0.9%	1.2%	8.6%	20.1%	63.9%	5.3%
Alcoholism	0.9%	0.9%	7.4%	20.1%	69.8%	0.9%
Abuse in the home	0.6%	0.9%	8.6%	22.9%	60.5%	6.5%
Bullying	2.1%	3.3%	15.1%	25.2%	45.3%	9.2%
Depression	0.3%	2.1%	13.9%	30.1%	49.9%	3.8%
Loneliness	0.6%	2.9%	20.0%	32.7%	36.8%	7.1%
1 = Not a serious issue			5 = A very serious issue			
<p>Don't know</p> <p>Quantifying the Don't know responses provides a measurement of the degree of uncertainty felt by the respondents in assessing the seriousness of the listed mental and social health issues in the community.</p> <p>For this question, the three issues which the respondents were most uncertain about assessing the risks of were:</p> <ul style="list-style-type: none"> • Eating disorders 27.5% • Sleeping problems 13.9% • Suicide 10.7% 						

Q7 CONCLUSIONS			
Mental and Social Health issues of greatest concern			
<p>To mitigate statistical bias which can result from small sample cohorts, the values for the two highest concern ratings (4) and (5) have been added together to provide a more reliable indicator of the issues of greatest concern to the greatest number of respondents.</p> <p>By combining the two percentile ratings, we derive an overall rating for the issues considered by the respondents to be the most serious health issues for the Town of Port Hedland community. In the table below they are ranked from highest to lowest.</p>			
Health Risks	4	5	Combined Highest Concerns
Alcoholism	20.1%	69.8%	89.9%
Drug addiction	20.1%	63.9%	84.0%
Abuse in the home	22.9%	60.5%	83.4%
Stress	31.7%	51.5%	83.1%
Depression	30.1%	49.9%	79.9%
Anxiety	35.2%	38.2%	73.4%
Anger management	29.9%	41.1%	71.0%
Bullying	25.2%	45.3%	70.4%
Suicide	26.4%	43.6%	70.0%
Loneliness	32.7%	36.8%	69.4%
Sleeping problems	27.8%	26.6%	54.4%
Eating disorders	12.7%	12.4%	25.2%
Worry about COVID-19	4.2%	4.2%	8.3%
<p>The top Mental or Social Health issues rated as of greatest concern for the respondents were:</p> <ul style="list-style-type: none"> Alcoholism 89.9% Drug addiction 84.0% Abuse in the home 83.4% Stress 83.1% <p>Please list any other mental or social health issues in our community you can think of:</p> <ul style="list-style-type: none"> <i>Public Safety, Young Children robberies and Break-ins, Teen's throwing stones at Cars, Stolen Cars</i> 			

- *massive concerns on the lack of MH supports. I had 2 colleagues in 1 day with suicidal ideation, one had ingested medications. both went to emergency and were discharged within a few hours. no follow up, no additional actions. person who ingested was instructed to come back to work. there are not enough services in town to support people in need and distress. mental health issues shouldn't have to only present at emergency, nor should you have to go there if you can't get a GP appointment. for how much wealth is in the town, it is a joke that health care is below par for the regions, where people are working hard, more isolated and need (and deserve) health care consistent with metro areas. There are challenges, but nothing that is not able to be overcome with strategic commitment, funding and general care for people in the regions!"*
- *Sniffing Spray Can and other spray containers*
- *Again unless the shire is going to fund AOD and Mental health services how is this info going to help the TOPH. However I strongly believe that the TOPH's continuous take over of community organisations and facilities had a massive impact on social connection, interaction and recreational activities. E.g. bowls club, yacht club, feni eri*
- *Help-seeking behaviour.*
- *Hearing loss*
- *Poor housing, lack of support services that actively engage with families in communities.*
- *No mental facility in town. Too many high risk mental health patients roaming around town and causing problems! It is urgent the town to open a mental health hospital. Mental health does not receive enough attention here.*
- *Trauma. Not enough specialised services like Psychiatry, psychology, counselling. We need a secure facility for people with mental health issues who are needing help whether they are drug affected or not. We need private mental health facilities.*
- *In an industry dominated town, you could do a lot more to support the unique mental and emotional challenges of young men. Research in this area is pretty clear now, it would be good to see an appealing push to reach out to the young men who carry a lot and have no place to unburden socially except at the pub, which is obviously not a good option.*
- *Constant abuse just trying to shop from antisocial people.*
- *Again, the context? Are you looking for rankings or importance or discussing risk in the local community?*
- *Isolation and boredom*
- *Women refuges*
- *I am seeing a huge amount of elder abuse by their younger siblings. It's at a point where many elder people are forced from their own homes.*
- *Post partum depression/mental illness*
- *Alcohol and drug induced mental health exasperation*
- *Homeless - people sleeping in cars or on the street.*
- *Hygiene*
- *Lack of a cultural centre - Similar to spinifex but broader*
- *Alcohol induced violence/abuse*
- *Post-partum healthcare has dropped considerably due to COVID-19. Local businesses have arisen by HHC leading Midwives/Physios in town to meet service needs during COVID lockdown that HHC could not safely provide. This has now set a trend in what used to be completely free community programs/workshops now only offered privately (pregnancy retreats, \$300 post-partum group exercise for 10 sessions, breastfeeding workshop) for hundreds of dollars. It is concerning as much as want to support small business owners but these owners are employed in leading community health roles that have direct influence over health service programs. They've previously advise they cannot facilitate these once FREE programs due to staffing for YEARS but then provide a flyer in preference of their own private \$ business services. Services such as Child & Parent Centre & WA Health/Hedland Health campus community programs are very minimal*

compared to various options previously facilitated FOR FREE prior to 2020 (Aquarobics, Mum 0-6 group physio & exercise class, monthly mums groups pending on month babies are born to meet others, etc.) Very concerning for new mothers who choose to birth and raise their newborns in Hedland.

- *Mental health awareness & management*
- *Lack of available mental health services*
- *Not enough mental health services for non aboriginal people. Turned away from ED when presenting with self harm risk. Long wait times for mental health services.*
- *Indigenous mental health fifo mental health*
- *Mental health!*
- *Financial stress. Homelessness. Family Domestic Violence. Financial abuse.”*
- *See how sleep problems is the first option? Shift work, especially 12 hour shifts, are PROVEN to be bad for long term health. Why is it the accepted norm? (when I checked the box for Covid, I meant panic about vaccination).*
- *Teenagers missing out on treatment as they are nearly adults and waiting lists are so long by the time they get an appointment in the childrens dept they are 18 so can't be seen. And they can't join the adults waitlist until they are actually 18. This is nearly an entire year, the kids need help when they need the help, not when they fit neatly in the system*
- *Filthy. I'm sickened by the state of filth everywhere. Had it after 17 years. Can't even go to the shop without wanting to throw up at all the filth.*
- *Self harm*
- *Lack of facilities for all the above*
- *Children specific mental health support*
- *Very anti social behaviour in town. My friend saw a woman shooting up with a needle at the south hedland shopping centre.*
- *There are a lot of people with drug addiction problems, a lot of people with complex mental illness who have really complex health and psychosocial issues and very little resources to help these people and the police don't seem to tackle the drug dealing which is the biggest contributing factor. Drugs are ruining people's lives and their families and community suffer, you only need to see Facebook and recognize the faces that continually break in to people's properties. A lot of it goes unreported but it's all interlinked. People are so sick of the drugs and the effect it has in this town.*
- *Lack of mental health services for ongoing care such as doctors / psychiatrists / psychologists. Lack of resources for people experiencing violence/abuse/addiction/crime-rehabilitation. For both children, adolescents and adults. Impossible place for people who are ill / disabled / mental health issues to afford living and seek required medical care.*
- *The high number of undiagnosed or untreated ADHD/ASD due to lack of service providers to diagnose and then assist once diagnosis has been made*
- *Worry more about unconstitutional forced vaccines*
- *It should be noted that a higher proportion of these issues revolve around the Aboriginal community, compared to the non-Aboriginal population.”*
- *Anti Vax sentiment. Violence. Cost of living and lack of housing adding to the transient nature of the town, this more isolation. The strangulation of the west end and moving facilities to South mean strangulation of town spirit. And greater that to safety. South Hedland is not safe.*
- *Lack of appropriate evidence based care for people in mental health crisis.”*
- *Residents worry about security. Fear of house and cars being broken into. Parents also worry about the safety of children at playgrounds and parks where groups of young people gather all day and night and vandalize the equipment.*

43 written comments were received.
One respondent skipped this question.

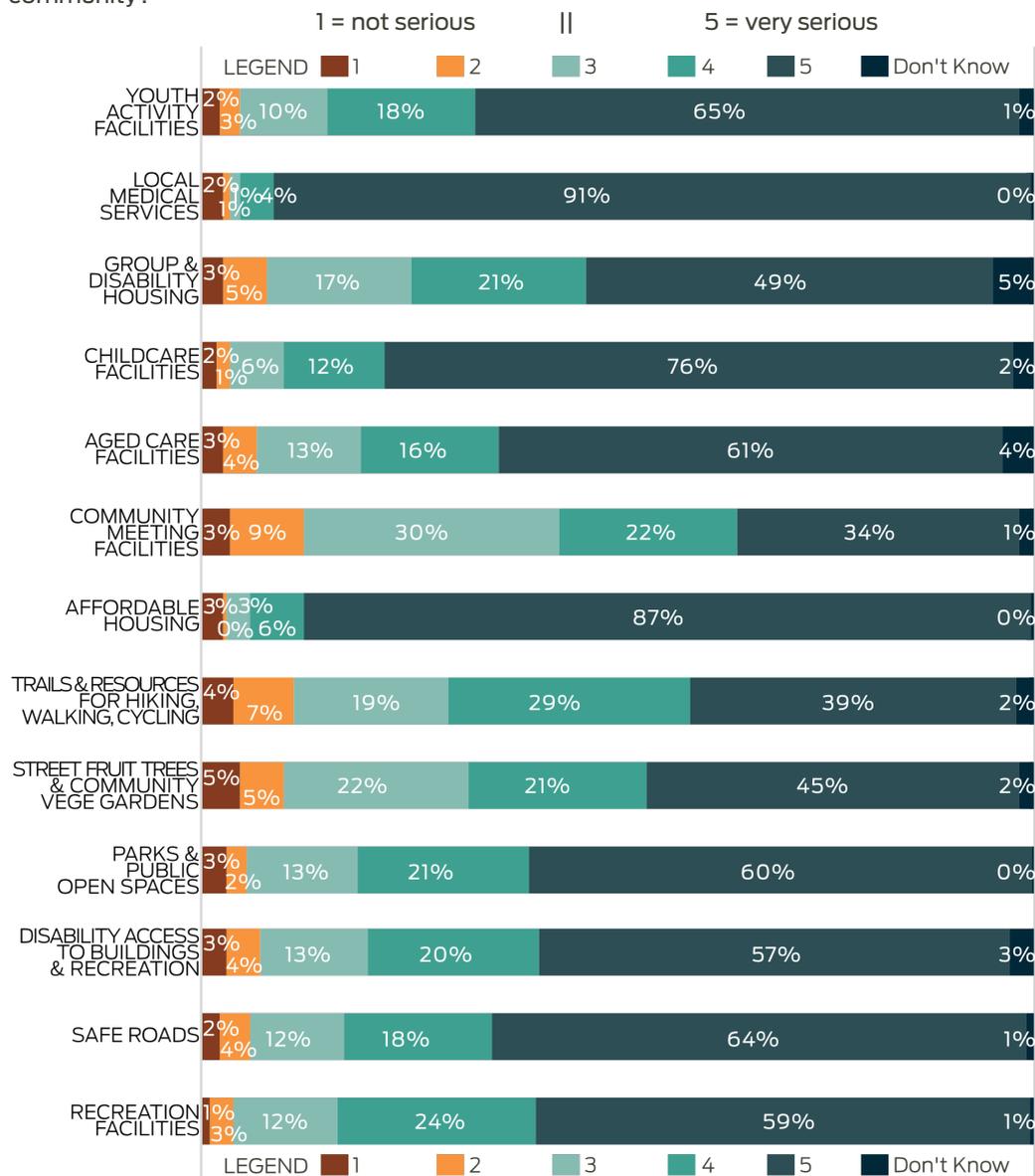
SECTION THREE OVERVIEW: Facilities, Resources, Environment & Programs

Questions 8 to 10 invited the respondents to assess the degree to which they believe a range of physical health, mental health, and social health issues affect them and their community.

These questions were not compulsory to answer.

To remove order bias, the order in which the different risks and issues appeared for these questions was randomised for each respondent.

Q8: Importance of Facilities and Resources for Public Health & Wellbeing:
 On a scale of 1 to 5, how important are these facilities and resources for good health in our community?



Q8 RESULTS & OBSERVATIONS						
Facilities & Resources	1	2	3	4	5	Don't know
Youth activity facilities	2.1%	2.7%	10.3%	18.0%	65.5%	1.5%
Local medical services	2.4%	0.9%	1.5%	3.8%	91.2%	0.3%
Group and disability housing	2.7%	5.3%	17.4%	20.9%	48.7%	5.0%
Childcare facilities	1.8%	1.5%	6.5%	12.1%	75.8%	2.4%
Aged care facilities	2.7%	3.9%	12.7%	16.3%	61.0%	3.6%
Community meeting facilities	3.2%	9.1%	30.4%	21.8%	33.9%	1.5%
Affordable housing	2.7%	0.3%	3.0%	6.5%	87.3%	0.3%
Trails & resources for hiking, walking & cycling	3.9%	7.1%	18.7%	29.1%	39.2%	2.1%
Street fruit trees & community / school vegetable gardens	4.7%	5.0%	22.4%	21.2%	44.8%	1.8%
Parks & public open spaces	3.0%	2.4%	13.3%	20.9%	60.5%	0.0%
Disability access to buildings & recreation	3.0%	3.8%	13.3%	20.4%	56.6%	3.0%
Safe roads	2.1%	3.6%	11.6%	17.8%	64.1%	0.9%
Recreation facilities eg Wanangkura Stadium	0.9%	3.0%	12.4%	24.0%	59.2%	0.6%
1 = Not a serious issue			5 = A very serious issue			
<p>Don't know</p> <p>Quantifying the Don't know responses provides a measurement of the degree of uncertainty felt by the respondents in assessing the importance of the listed Facilities & Resources in contributing to Public Health & Wellbeing in the community.</p> <p>For this question, the Don't know values were significantly lower than for the previous two questions. Respondents were far more confident of their opinions on this topic.</p> <p>For this question, the three issues which the respondents were most uncertain about assessing the risks of were:</p> <ul style="list-style-type: none"> • Group and disability housing 5.0% • Aged care facilities 3.6% • Disability access to buildings & recreation 3.0% 						

Q8 CONCLUSIONS			
Importance of Facilities and Resources for Public Health & Wellbeing			
<p>To mitigate statistical bias which can result from small sample cohorts, the values for the two highest concern ratings (4) and (5) have been added together to provide a more reliable indicator of the issues of greatest concern to the greatest number of respondents.</p> <p>By combining the two percentile ratings, we derive an overall rating for the issues considered by the respondents to be the most serious health issues for the Town of Port Hedland community. In the table below they are ranked from highest to lowest.</p>			
Health Risks	4	5	Combined Highest Concerns
Local medical services	3.8%	91.2%	95.0%
Affordable housing	6.5%	87.3%	93.8%
Childcare facilities	12.1%	75.8%	87.9%
Youth activity facilities	18.0%	65.5%	83.5%
Recreation facilities eg Wanangkura Stadium	24.0%	59.2%	83.1%
Safe roads	17.8%	64.1%	81.9%
Parks & public open spaces	20.9%	60.5%	81.4%
Aged care facilities	16.3%	61.0%	77.2%
Disability access to buildings & recreation	20.4%	56.6%	77.0%
Group and disability housing	20.9%	48.7%	69.6%
Trails & resources for hiking, walking & cycling	29.1%	39.2%	68.3%
Street fruit trees & community / school vegetable gardens	21.2%	44.8%	66.1%
Community meeting facilities	21.8%	33.9%	55.8%
<p>The Facilities and Resources rated as most important for Public Health & Wellbeing by the Respondents were:</p> <ul style="list-style-type: none"> • Local medical services 95.0% • Affordable housing 93.8% • Childcare facilities 87.9% • Youth activity facilities 83.5% • Recreation facilities eg Wanangkura Stadium 			

Please suggest any other facilities or resources which could improve health in our community:

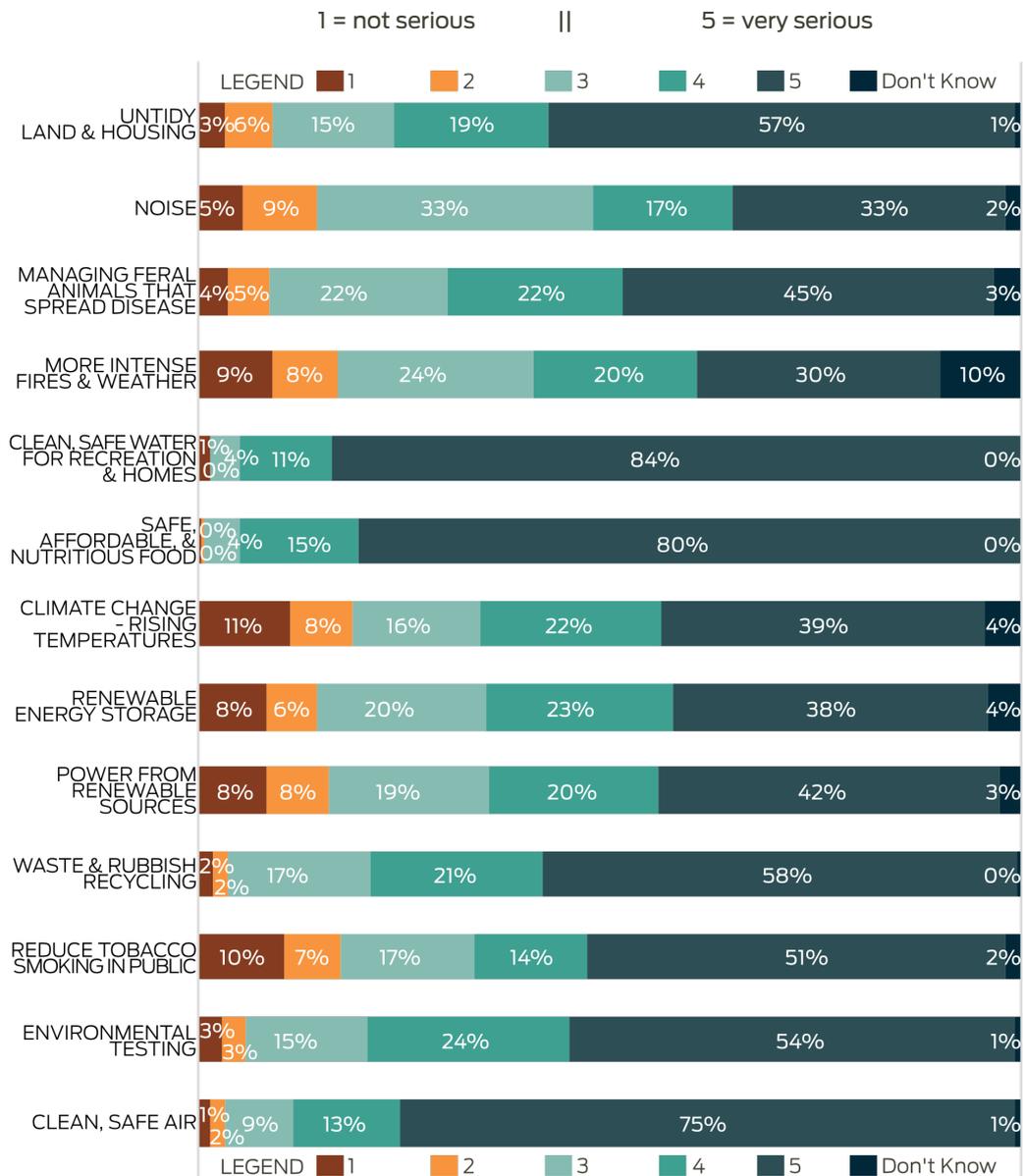
- *More Doctors who bulk bill very needed in both South & Port*
- *General practices*
- *nobody takes responsibility for the street lighting between port and south. not enough traffic islands to prevent vehicle collisions at intersections such as turn off to cook point from Wilson Street.*
- *Medical centers*
- *Need more than 2 Cricket grounds with Good Lighting Facilities (not like Colin Matheson) in the Town as Cricket is probably the only Growing sport in Community of Port Hedland. May be put one cricket pitch at McGregor Street Oval in Port and One more in South.*
- *start building and using multi-purpose spaces... with cost of construction and then running costs (air con, security etc.) use spaces for more than one thing. Get in the proactive space and engage young people in more than just sports... get indoor rock climbing, roller skating, roller derby, ten pin bowling, kitchen & cafe skills, team building/ability to problem solve and skill build. create space that are interwoven... an empty space in between buildings could be a community garden, pop up cafe, pop up theatre... think of things like that Perth Cultural Centre space... plant native plants, utilise Aboriginal culture and share knowledge appropriately. think about the combination of western and eastern medicines. anything in the preventative space for health, programming, mental health and life skills, will positively impact health & longevity. consider volunteering programs that combat isolation ('adopt a nanna')*
- *These services are important to and should be easy and readily accessible by all residents regardless of nationality*
- *Town needs better aquatic facilities*
- *Bulk billing.*
- *men's groups (non-sporting, non alcoholic, non religious), more workshops, more free live music and dance events, culture groups similar to Croatian clubs or Greek school in Sydney where people can share and enjoy their heritage in a safe space.*
- *All of the above if they are safe and clean*
- *Seriously while wrote these questions? Are do they have any knowledge of the town?*
- *Facilities/resources for median working age adults to manage their health/wellbeing (25-40) as Hedland has a higher proportion of these people than other parts of Australia. Similarly, facilities/resources that support the development of young school-aged children (0-10) as we have a lot of young families in town.*
- *more activities/ events for youth*
- *Better access to the coastal environment and ocean activities*
- *Independent/semi-supported living retirement/aged accomodation (similar to Stevens St).*
- *Lack of childcare and affordable housing prevent people coming to town and staying in town.*
- *Affordable housing! A topic that's been discussed many times however many people are leaving town because of the housing crisis we are experiencing. We need new and fast building methods to provide accommodations. Take example from Japan and China with their modular houses. Build in factories and assembled for one day on the spot. Why we can not do it as well?*
- *Inpatient mental health/trauma facility*
- *Would love to see more activities for kids, would love to see people who do not work for the big companies in town afford a place to stay. Would love more parks and gardens*
- *Why can you not have big shady trees in the parks?! More (deleted) shade!! Shade sails, trees, structures, whatever it may be, more shade in the parks, on the paths, in car parks would be greatly appreciated by everyone. Why weren't*

- trees being planted 20 years ago, and every year since then? Maybe the rains would carry right over to Port if there were trees to pull the cool air along.*
- *Shaded and indoor areas people can work out or do recreational activities in.*
 - *Wanangkura Stadium membership is too expensive for it to offer a community health benefit.*
 - *2 doctor surgeries would be good!*
 - *Lack of Medical resources [lack of any Private doctor in South Hedland] to service people living in South Hedland*
 - *More second hand shops for use and donations. Leisure spas*
 - *Get enough staff to open both pools. And keep them open past 6pm, we all work 12hr days 6-6 so closing it at 6 is useless. You continually pour money into new projects just maintain the assets that we already have - get that right first before building more stuff that you can't commit to maintaining. Put lights between port and south Hedland. How many cars have to wipe out cattle to make the roads safe? Does someone have to die before you care?*
 - *Accommodation for people coming in from community for health appointments. More dialysis chairs. Education and prevention programmes free for the whole community. Getting rid of age requirements at JD Hardie as it doesn't support the family caring structures of Aboriginal people. Free access to JD Hardie programs no cost to the community. Is the ToPH looking at all Communities part of the region like Yandeyarra - direct supports and links from Yandeyarra to Hedland.*
 - *Open the water park. More facilities for youth to access to reduce them going to the shops. More medical help - one doctor is third world.*
 - *More affordable access to gyms, the real workers across the area aren't working for BHP they are at Coles/Woolworths. Councils gyms/pools should be seen as cheap- affordable places to help maintain fitness, support mental health, a place to unwind from the daily stress of life. This region is a very difficult place to live, green spaces, pools etc help people relax, recover and recharge their bodies. Let them run at a loss as the benefits far outweigh the costs.*
 - *Larger indoor sporting facilities including indoor pool/s - able to be used year round.*
 - *Safe and respectable public areas away from anti social behaviour or create a meeting place for those who need somewhere to loiter.*
 - *Assuming mental health is included in medical services*
 - *Public shower or laundry facilities to improve hygiene*
 - *Pool access re heatwave, need to keep both open as one is often out of service, people should always have access especially during heatwaves*
 - *Cultural spaces for travelling families and other community members*
 - *More indoor facilities for children. Summer is so long for our kids when it's too hot to play outside most of the day!*
 - *Homeless shelters. Safe drop in shelters for children.*
 - *More gp clinics*
 - *So many disability service providers in town that don't do anything. They need to be audited and prove financial accountability.*
 - *You can provide all the programs in the world but it won't make a difference if at risk kids can't access mental health services, intervention at a much younger age.*
 - *Movie theatre ten pin bowling drama or art classes*
 - *Mental Health facilities for children, adolescents and adults.*
 - *Allied Health Centre, providing independent healthcare and disability providers to utilise. Facilities for adults to watch TV, make coffee, play board games etc that is free to access and doesn't have stigma like the sober up centre. Give the people of this town something to do, make it a central point. Also allow this space to be utilised by multiple stakeholders in town. Disability and inclusion friendly though.*
 - *Is it true that Marble Bar are planting dozens of fruit trees in public spaces? Disability access should be standard. It's 2024.*

- *Wangkurra was not built fit for purpose. The gym is too small only one basketball court for the same amount of money was spent on it as the one in Karratha and it is great.*
- *Port Hedland Gratwick pool is necessary infrastructure that needs to be maintained. Working 12.5hrs a day doesn't leave time to travel to South to use the pool. For a town that is the financial hub of WA and maybe the Nation, with an average temp of 37° we can afford to run 2 pools and keep them open*
- *More medical centres and GPs*
- *Activities to entertain the youth*
- *Fix the dust so we can go for a walk without choking*
- *Better parks for kids. Bowling, mini golf, play facilities, archery etc*
- *The above are basic rights in Australia- we struggle for most of the above*
- *Botanical Gardens. More trees. More Police tackling drugs and related crime*
- *For a regional town, Port Hedland is very well resourced for infrastructure, this is not the issue. It is how they are operationalised and programmed which leads to issues. In saying that, a town this size in terms of geography and population does not need two aquatic facilities. New developments need to focus on just doing this well in terms of design, planning and operationalising.*
- *Facilities for mental health and general health care who are not indigenous people*
- *What ever the youth get is (deleted) up by them*
- *Reliable police and judicial services. Greater activation of West end, so that small businesses can operate. Visits from dental and medical specialists. More housing. More GPs.*
- *I do not think we have any facilities for mothers with young children (pre school age). encourage self support groups.*
- *Security presence at venues, public spaces and events*
- *Good health is not just physical - not all youth are into sport and other options need to be better explored and promoted.*

60 written comments were received.
One respondent skipped this question.

Q9: Importance of Environmental Issues for Public Health & Wellbeing:
 On a scale of 1 to 5, how important are these environmental issues for good health in our community?



Q9 RESULTS & OBSERVATIONS						
Environmental Issues	1	2	3	4	5	Don't know
Untidy land & housing	3.0%	5.9%	14.8%	18.9%	56.6%	0.9%
Noise	5.3%	9.2%	33.4%	16.9%	33.4%	1.8%
Managing feral animals that may spread disease	3.5%	5.0%	21.5%	21.5%	45.1%	3.2%
More intense fires & weather	8.9%	8.0%	23.9%	20.1%	29.5%	9.7%
Clean, safe water for recreation & homes	1.2%	0.0%	3.8%	11.2%	83.8%	0.0%
Access to safe, affordable, & nutritious food	0.3%	0.3%	4.4%	14.5%	80.5%	0.0%
Climate change - rising temperatures	11.0%	7.7%	15.7%	21.9%	39.4%	4.4%
Renewable energy storage	8.3%	6.2%	20.4%	23.0%	38.4%	3.8%
Getting our power from renewable sources	8.3%	7.7%	19.5%	20.4%	41.6%	2.7%
Waste & rubbish recycling	1.8%	1.8%	17.4%	20.9%	57.8%	0.3%
Reducing tobacco smoking in public places	10.3%	6.8%	16.5%	13.6%	51.0%	1.8%
Environmental testing (food premises, mosquito control etc)	2.7%	3.0%	15.0%	24.5%	54.0%	0.9%
Clean, safe air	1.2%	1.8%	8.6%	13.0%	74.6%	0.9%
1 = Not a serious issue			5 = A very serious issue			
<p>Don't know</p> <p>Quantifying the Don't know responses provides a measurement of the degree of uncertainty felt by the respondents in assessing the seriousness of the listed mental and social health issues in the community.</p> <p>For this question, the Don't know values were also significantly reduced. Respondents were far more confident of their opinions on these topics.</p> <p>For this question, the three issues which the respondents were most uncertain about assessing the risks of were:</p> <ul style="list-style-type: none"> • More intense fires & weather 9.7% • Renewable energy storage 3.8% • Managing feral animals that may spread disease 3.2% 						

Q9 CONCLUSIONS			
Importance of Environmental Issues for Public Health & Wellbeing			
<p>To mitigate statistical bias which can result from small sample cohorts, the values for the two highest concern ratings (4) and (5) have been added together to provide a more reliable indicator of the issues of greatest concern to the greatest number of respondents.</p> <p>By combining the two percentile ratings, we derive an overall rating for the issues considered by the respondents to be the most important Environmental Issues affecting the Public Health & Wellbeing of the Town of Port Hedland community.</p> <p>In the table below they are ranked from highest to lowest.</p>			
Environmental Issues	4	5	Combined Highest Concerns
Clean, safe water for recreation & homes	11.2%	83.8%	95.0%
Access to safe, affordable, & nutritious food	14.5%	80.5%	95.0%
Clean, safe air	13.0%	74.6%	87.6%
Waste & rubbish recycling	20.9%	57.8%	78.8%
Environmental testing (food premises, mosquito control etc)	24.5%	54.0%	78.5%
Untidy land & housing	18.9%	56.6%	75.5%
Managing feral animals that may spread disease	21.5%	45.1%	66.7%
Reducing tobacco smoking in public places	13.6%	51.0%	64.6%
Getting our power from renewable sources	20.4%	41.6%	61.9%
Renewable energy storage	23.0%	38.4%	61.4%
Climate change - rising temperatures	21.9%	39.4%	61.2%
Noise	16.9%	33.4%	50.3%
More intense fires & weather	20.1%	29.5%	49.6%
<p>The Environmental Issues rated as most important for Public Health & Wellbeing by the Respondents were:</p> <ul style="list-style-type: none"> • Clean, safe water for recreation & homes 95.0% • Access to safe, affordable, & nutritious food 95.0% • Clean, safe air 87.6% • Waste & rubbish recycling 78.8% • Environmental testing (food premises, mosquito control etc) 78.5% 			

Please suggest any other environmental issues which you think are important for good health in our community:

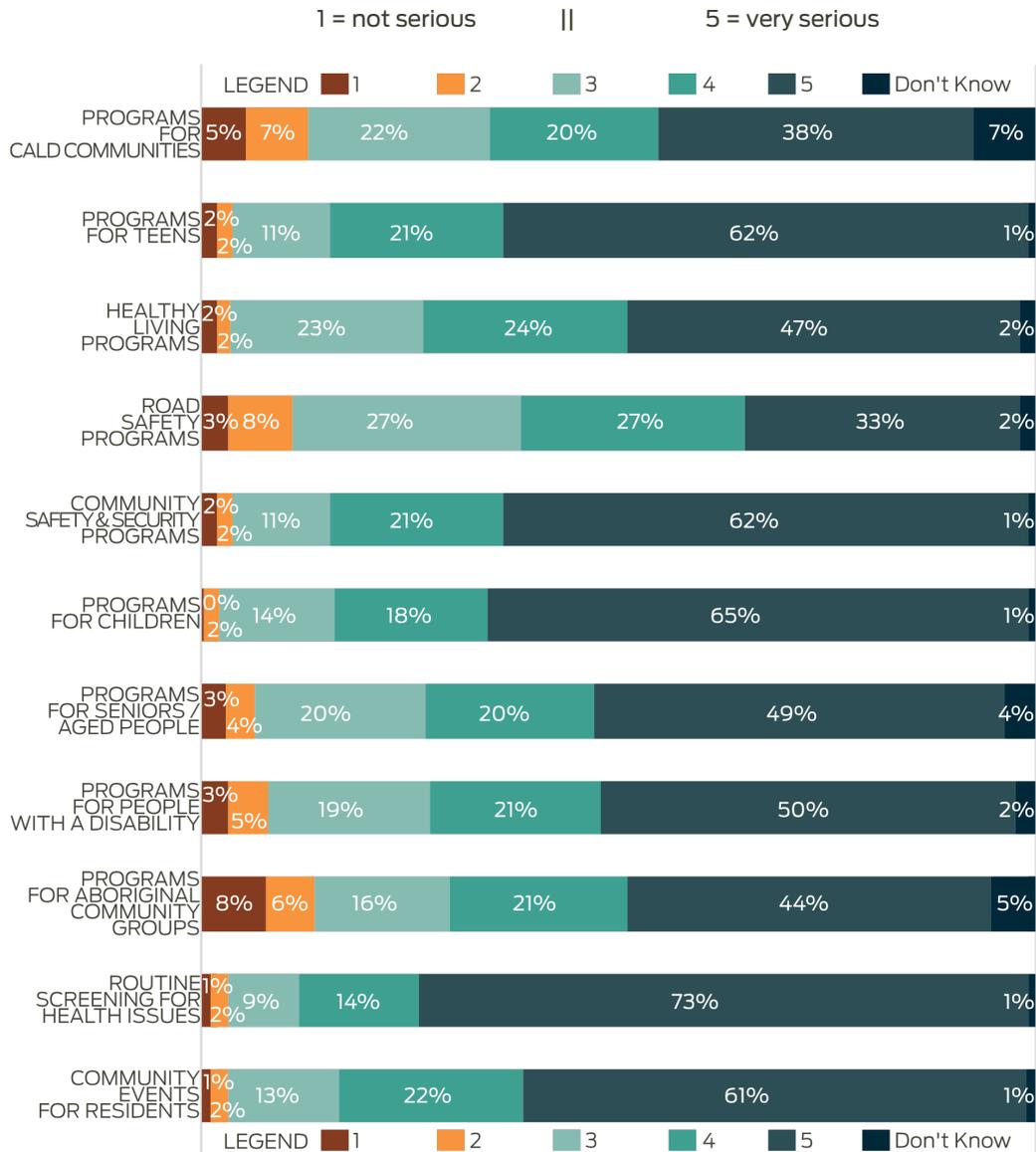
- *subsidized blocks of land to build communities instead of approving more fifo camps*
- *Needle disposal from public areas*
- *I miss living in a place with easy access to fresh food markets and then when buying fresh things they don't last long before going mouldy. Walking the dog to the markets, getting great fresh food and a coffee is a wonderful lifestyle thing to be able to do. Having more options in this space would support people to make healthier decisions. the community garden is great, but it's 1 location only open at certain times.. have these type of things across both south and port, leverage TAFE students as part of their studies, get funding for wellness in the health/food space. having clean air and water should also be a given, a basic human right. untidy land is not an issue... unsafe land/housing is the issue... when the area is unsafe for children and others. preventative programming that supports improved community wellbeing - i.e. free desexing, responsible pet ownership etc., pay it forward programs to support people who are trying to do the right thing... to decrease number of stray animals. have 10 different dog parks, and free dog training... bring the community together on this topic. People are struggling with the cost of living in town and not everyone is on a mining wage. find ways to balance this disconnect out... more pay it forward options and linking back to the heart of Hedland, where we look out for each other.*
- *Tobacco shouldn't be the main problem stopping the vaping should be a number 1 priority kids are under 12 vaping. i rather my kid smoke a cigarette than a vape.*
- *Planting more trees and grass on our verges*
- *Providing clear cut laws applied across the board about the safe temperature for a child or adult to learn and work and when they need to stop until it is safe again. Providing clear cut laws and making it illegal for schools, businesses or organisations failing to provide sanitary and comfortable toilet facilities at ALL times. School toilets in particular are an absolute disgrace causing pain, discomfort and risk of spreading disease to children of all ages.*
- *Cyclone response.*
- *Noise - reverse parking an issue living in such close proximity.*
- *More revegetation along public reserves, nature strips and roadsides is needed*
- *Water is disgusting, litter is widespread, public areas are dirty, litter, drunk people and syringes visible.*
- *We need more trees*
- *People staying in Homes West housing should be held responsible for the upkeep of the garden and mess they make of their yards.*
- *Some parks around the place are lovely, but I think in general there could be more done for mulching around trees for weed suppression and water retention, that (deleted) should be everywhere, mulch everything, and mulch deep.*
- *Dust. Culling overpopulation of crocs. Shaded and indoor recreation environments. Shops that are safe. Public smashed glass, graffiti needles cleaned up. Drunk and antisocial people not allowed to congregate in public spaces.*
- *Free gym access to everyone. Clean air. Improved water quality*
- *The after hours skip bins should be available again at the rubbish tip. Also have rubbish kerb side collection for general rubbish not only green waste*
- *Low quality housing stock in Hedland that is too old, needs to be more development like Osprey*
- *Managing drainage systems for excess rain to stop the accumulation of bacteria and disease*
- *Bringing back the skip bins out the front of the tip.*

- *We live in one of the sunniest places in the country, so solar should be everywhere. Green spaces everywhere, plant more trees every year so those in the future people can sit under them. But that takes a lot of work to maintain, so be it.*
- *Access to safe, affordable and nutritious food - we have supermarkets that sell fresh fruit and vegetables. Maybe we just need to market/promote healthy eating more to the community. Could the facilities offer Healthy Meal Planning at a low cost and recipes for low cost meals. Even cooking classes of low cost meals. I know we have a Foodbank in town. What about "meals on wheels" or a "soup kitchen" to help the members of the community doing it tough - seniors who have to decide to eat a meal or pay a bill - the homeless, living on the streets.*
- *The glass... so much broken glass*
- *Cooling of public community places - the conditions of South Hedland Shopping Centres such as Kmart aircon which is constantly having issues impacting employees, customers and no doubt, contributes to anti-social behaviour and community upset around the area. Understand not council property or issue but hoping more advocacy routes alongside place plan to shopping centre management - Charter Hall is needed in efforts to rectify issue. Smashed glass and double-gee infestation is ever-occurring problem along popular school routes. As a place of high heat and mould growth, the Water corp initiative of free Showerhead swap facilitated by councils to reduce water use could be replicated proposal with Horizon power via 1 x basic free 1 x air-conditioning unit cleaning per household to educate importance of filter cleaning against mould growth, high power usage, etc.*
- *Need to relocate the landfill its polluting south hedland, putting our health at risk. Need stronger controls on dust and better monitoring including whats in the dust.*
- *The town has bigger issues right now other than being concerned about renewable energy*
- *So much litter, not enough mature trees, waste management is great with a 24 hour tip but people too lazy to use it.*
- *Fines for cars and rubbish in housing*
- *Bright light pollution on the new industrial buildings are a hazard to road safety.*
- *Poorly looked after footpaths- causing people to walk on the roads instead. Street lights staying on. Well lit places for the youth of Hedland, somewhere they can charge their phones.*
- *Untidy is fine. Actual rubbish all over South Hedland is not. The dust is unacceptable. Bad corporate citizens should clean up after themselves. If companies can have massive operations to dig ore up, transport it here, ship it there, and then distribute it everywhere as finished products, they can darn well contain their mess.*
- *Some homes are absolutely disgusting*
- *The garbage trucks recycle every second week. The recycling is going into landfill because it's not picked up weekly. It's no incentive to recycle and people see it's a complete waste of time. How can newman get their garbage in summer picked up 2x a week for the rot and smell but a bigger place like hedland cannot?*
- *Tackling drug crime and violence*
- *Make people responsible for their animal and housing. Be able to walk your local streets without being intimidated by stray dogs and people*
- *More trees, including a mix of edible and native to help bring more rain, suppress dust, stop top soil erosion, helps feed people, and brings down the temperature. The local law banning the European honey bee also needs to be overturned. Bees are a sentient animal and can help detect disease being brought in. With the rise of climate change caused food shortages, the addition of honey to peoples home grown crops plus the addition of added pollination helps local people be more food secure.*

- *Can not believe decent people have their kids raised between some houses in the community. Filthy garbage (deleted) holes and it takes the local government months and months to do something about it.*
- *Surely you jest? Get our dirty corporate neighbours to clean up their filthy dust. Nobody else is allowed to be such filthy animals. Open the gratwick pool all year so we don't have to travel to south and deal with code browns. Do your bloody job title, and look after PORT hedland.*
- *Dust suppression; Port doesn't have garbage recycling*
- *Drinking water quality is horrible for a rate paying / mining town we pay to have drinkable water delivered to our houses. Dust control is horrible.*
- *Air quality is one of the most important. Dust is over everything including South Hedland. Our water is very hard is probably the second most important factor. Especially regarding the sustainability of supply as the town grows.*

40 written comments were received.
Two respondent skipped this question.

Q10: Importance of Public Activity and Information Programs:
 On a scale of 1 to 5, how important are these public activity and information programs for improving community health?



Q10 RESULTS & OBSERVATIONS						
Public Activity & Information Programs	1	2	3	4	5	Don't know
Programs for CALD communities	5.3%	7.4%	22.1%	20.0%	37.9%	7.4%
Programs for teens	1.8%	2.1%	11.5%	20.9%	62.4%	1.5%
Healthy living programs	1.8%	1.8%	23.0%	24.5%	47.2%	1.8%
Road Safety programs	3.2%	7.7%	27.4%	27.1%	32.9%	1.8%
Community Safety & Security programs	1.8%	2.1%	11.5%	20.9%	62.4%	1.5%
Programs for children	0.3%	1.8%	13.9%	18.3%	65.2%	0.6%
Programs for seniors / aged people	2.9%	3.5%	20.3%	20.3%	49.4%	3.5%
Programs for people with a disability	3.2%	4.7%	19.4%	20.6%	49.7%	2.4%
Programs for Aboriginal community groups	7.7%	5.9%	16.2%	21.5%	43.5%	5.3%
Routine screening for health issues	1.5%	1.8%	8.5%	14.4%	73.2%	0.6%
Community events for residents	1.5%	1.8%	13.2%	22.1%	60.6%	0.9%
1 = Not a serious issue 5 = A very serious issue						
<p>Don't know</p> <p>Quantifying the Don't know responses provides a measurement of the degree of uncertainty felt by the respondents in assessing the importance of the listed programs and activities in the community.</p> <p>For this question, the three issues which the respondents were most uncertain about assessing the importance of were:</p> <ul style="list-style-type: none"> • Programs for CALD communities 7.4% • Programs for Aboriginal community groups 5.3% • Programs for seniors / aged people 3.5% 						

Q10 CONCLUSIONS			
Importance of Public Activity and Information Programs for Public Health & Wellbeing			
<p>To mitigate statistical bias which can result from small sample cohorts, the values for the two highest concern ratings (4) and (5) have been added together to provide a more reliable indicator of the issues of greatest concern to the greatest number of respondents.</p> <p>By combining the two percentile ratings, we derive an overall rating for the issues considered by the respondents to be the most Public Information and Activity Programs affecting the Public Health & Wellbeing of the Town of Port Hedland community.</p> <p>In the table below they are ranked from highest to lowest.</p>			
Public Activity and Information Programs	4	5	Combined Highest Concerns
Routine screening for health issues	14.4%	73.2%	87.7%
Programs for children	18.3%	65.2%	83.5%
Programs for teens	20.9%	62.4%	83.2%
Community Safety & Security programs	20.9%	62.4%	83.2%
Community events for residents	22.1%	60.6%	82.7%
Healthy living programs	24.5%	47.2%	71.7%
Programs for people with a disability	20.6%	49.7%	70.3%
Programs for seniors / aged people	20.3%	49.4%	69.7%
Programs for Aboriginal community groups	21.5%	43.5%	65.0%
Road Safety programs	27.1%	32.9%	60.0%
Programs for CALD communities	20.0%	37.9%	57.9%
<p>The Public Activity and Information Programs rated as most important for Public Health & Wellbeing by the Respondents were:</p> <ul style="list-style-type: none"> • Clean, safe water for recreation & homes 95.0% • Access to safe, affordable, & nutritious food 95.0% • Clean, safe air 87.6% • Waste & rubbish recycling 78.8% • Environmental testing (food premises, mosquito control etc) 78.5% 			

Please suggest any other Public Activity and Information Programs which you think are important for good health in our community:

- *Bring back North West Fest*
- *Community dance exercise programs (low impact) like the Chinese do in local town squares or tai chi or black communities do in New York and Atlanta. Would suit people of all ages providing connectivity, flexibility and mindfulness. Aqua aerobics. Adult swim club.*
- *There are so many community programs and events being facilitated by NGO NFP organisations. Perhaps if the shire was more supportive of these organisations they would be aware and wouldn't be asking these questions. The cost of running anything at a shire facility is not financially viable.*
- *Workplace wellbeing programs. Young parent/family programs.*
- *Subsidised gym membership for residents of ToPH*
- *Investment needed to make community clean, safe, access to facilities*
- *Suicide support groups. All members of the community are important have a variety of cultural programs for all cultures.*
- *There are no old people here, the indigenous community don't use these resources, teens in places like this are engaging online from home. Your focus should be on family engagement, especially families with young children. An abundance of shady outdoor areas, subsidise the JD Hardie playgroup, more afternoon and evening markets and events, subsidise the pools, or even just provide an annual pass at a cheaper rate, would all go a long way to attracting and retaining young families. Then engagement for adults 20-40, things like community backed fishing comps or fun runs and marathons, and have them backed by good mental health services to get the people that need them engaged with their presence.*
- *Really disappointed by ToPH recent events and activation plans. Music nights and alcohol based events with a target market of young adult with no children. Those people come here for the money and stay for the money. We lose families every year of schooling and opportunities. Fix the high school problem and entertain and retain those families. The ones with contacts and experience who can run sporting clubs and engage in the community. Not the double income full shift work no kids homes.*
- *Needs to be more school health and child health nurses. No high school nurse. Needs to be better access to get immunisations done, needs to be a clinic at the shops, parking at the hospital is really bad*
- *Stop wasting so much money on youth and teen projects they don't appreciate anyways. They just take smash up and destroy the facilities you provide them with and when they're done they smash up our cars, steal our belongings. Instead spend some money on the good people in town, they people that earn a wage and contribute to our town - more social events, full race season, bring back north west fest to what it was not just a picnic with live music, rodeos, concerts, octoberfest, fun runs etc*
- *Education and prevent programs for everyone listed above - Free*
- *Prostate cancer has overtaken breast cancer! It will kill more men in the future because men don't talk about it. There is a massive gap in support for men with and recovering from prostate cancer. Council can't do everything but they should be using their facilities to support the other services that provide the various services needed for our town.*
- *Better advertising about what is available*
- *Having more than one doctors clinic should be high on everyones list. by not having more doctors it puts a strain on our already stretched to the limit hospital Emergency Department.*
- *Music and arts centre*
- *Free mental health assessments*
- *Considerable lack of touring education programs/shopping centre pop ups (environmental science such as Snake displays, \$2dollar shops, child fetes, etc.) have all together stopped visiting the area. There are touring acts that*

visit regional schools annually (Scitech, Constable care, road safety, etc.) but are not providing any community interaction so children such as home-school community can engage with during their stay in town. Council should facilitate contact with school bodies and align calendars to further optimise funding and resources with additional community sessions during these visits for further community access & benefit. There are government bodies such as Department of Training (Jobs & Skills Centre) WAHealth - Community Health at HHC who have KPI's to facilitate multiple different kinds of prepared & ready community health & safety workshops (Diabetics, sexual health, etc.) to different demographics annually which are seemingly only available through school or remote community visits and no local after-hour community option such as JD. Lack of understanding of 4WDing and earthworks is constant threat to local environment resulting in people getting bogged in mangrove marshes (pretty pool, cooke point mudflats) and very expensive exercise once more than 2 vehicles stuck. More than road safety education is needed targeting at 4WDing & speed enthusiasts surrounding flash flooding, making safe decisions behind wheel, long distance travelling needs, etc.) is required. RACWA presence in regional communities is abysmal compared to metro (Geraldton, etc.). Gap of further support of motorsport clubs such as Speedway, Go-kart club for understanding fulfilling those with a need for speed in right place, right time and safety measures (ambulance, etc.) in place provided at these clubs.

- *The are several Aboriginal corporations that should be providing services for our people, however it's seems they are too busy counting the money than providing a service*
- *Being able to have voices of people within these minority groups herd.*
- *Juvenile offenders need mentor programs. Boot camps with qualified professionals to give them skills they aren't getting at "home".*
- *There is a majority of aboriginal/torres strait centrered programmes, but what about the rest of the community?*
- *Pull your heads out of your (deleted) TOPH and start to actually do something for this town and its people instead of relying on BHP to fund everything, you asking stupid questions like this and then it goes absolutely nowhere every time.*
- *Aged care & facilities very Important*
- *Hedland wellwomens centre is amazing*
- *Rather than see activities put on specifically for one cultural group over another, surely we need to be making all activities inclusive for all races. If we are ever going to beat racism, it has to be together, not seperate.*
- *Program to activate the West end. Nurture local talent in music and the arts. Speed friending nights for locals left bereft by the fifo culture. Sober events.*
- *It's not just families and kids here in Hedland. There's a big young crowd (23-35) and we don't get as many events to keep us here when we're the ones sometimes moving here to work and live*
- *Much better lighting along roads and guide posting*
- *More than enough funding is provided for Aboriginal community groups - perhaps focus on the rest of the community.*

31 written comments were received.
One respondent skipped this question.

SECTION FOUR OVERVIEW: Personal Health Motivations

Questions 11 to 15 invited the respondents to provide responses and insights into their own personal motivations, asking questions about both their current health patterns, and what might motivate them to change those health patterns.

These questions were not compulsory to answer.

To remove order bias, the order in which the different risks and issues appeared for these questions was randomised for each respondent.

Q11. Healthier Eating

What would encourage you to choose healthier foods? Tick any which apply



Q11 RESULTS

Healthy eating initiatives	Responses %
More healthy food options in takeaway/fast food outlets	73.6%
Healthy food options at sporting & community clubs & events	46.2%
Healthy foods being easier to identify in the shops	37.0%
If I knew more about quick ways to prepare healthy meals	32.0%
More information to help me decide which foods are healthy for me	18.5%

Q11 CONCLUSIONS

The results show that the two most favoured options to encourage the majority of the respondents to choose healthier foods were:

- More healthy food options in takeaway/fast food outlets 73.6%
- Healthy food options at sporting & community clubs & events 46.2%

Additional written comments:

- *Affordability of healthy foods. Less unhealthy food access*
- *Fresher produce in Coles & Woolies*
- *Please No more Fast-Food Outlets in Town, Maybe have one nice Dine-in Restaurant.*
- *more access to fresh fruit & veg*
- *Being able to buy truly fresh fruit and veg in the supermarket, not having to deal with limp and half rotten fruit and veg*
- *farmer market or fruits/vegies direct sale from the farm would be great.*
- *Have more choice in supermarkets woolies and coles up here are crap Newman was better*
- *Really? Toph take over and close places the community can go for dinner and then ask these questions???*
- *Temporarily funding a food service to deliver a healthy 'limited-time' meal*
- *Fruit & vege shop*
- *Better, cheaper and locally sourced healthy produce*
- *Actually having healthy food options available in hedland.*
- *More access to healthy foods outside Coles & Woolworths*
- *Fresh fruit and veg at the shops!!!! If Broome can get, Parabadoo can get it then why can't we???*
- *More access to fresh and affordable food.*
- *Replace unhealthy food full of sugar and fat with healthier options in town's vending machines. Currently on offer are sugary drinks and chocolates. Really poor choice for people that do sports and also children.*
- *More options and more Affordable options. Please*
- *Cheaper and other retail outlets to choose from ie IGA, fruit and vege shops etc*
- *Cleaner shopping centre to walk through. No loitering policy inside and outside shopping centre.*
- *Being able to afford fresh produce*
- *My biggest issue here is that y'all think the government guidelines are healthy, and they most certainly are not. The only focus should be on high quality meat and produce. Coles and Woolies will not provide this, so you should be doing all you can to provide a platform for alternative options. Outback Beef, Azren Farms and Pilbara Fish Truck are all doing great work up here, but we have to order fruit and veg from Perth Organics in order to get fresh and high quality produce. There are obviously no local growers, but perhaps subsidised shipping or something to that effect would be a good option.*
- *Food in supermarkets being fresh, having a range of options, not price gouging.*
- *Cheaper fresh produce is my main concern when buying groceries*
- *More affordable*
- *Time to prepare it and less stressed based eating*
- *Price at supermarket*
- *Cheaper fresh fruit & veggies*
- *Cheaper food*
- *Places to actually get good fruit and veg*
- *Access to 'fresh' fruit and vegetable. Lower the cost of fruit and vegetables.*
- *Close McDonalds*
- *Better quality healthy food and better priced options*

- *Healthy foods need to be more reasonably priced*
- *Cost*
- *Affordable fruit and veg...*
- *Cost and availability of fresh produce.*
- *Ready made meals / home cooked. Education from early years onwards on healthy eating.*
- *The problem in the north west is supply chain issues with bringing in fresh food. Too many of the smaller workforce operators along with small food businesses go into Coles/Woollies and take trolley loads of fresh food back to their camps/ retail businesses. I'm not talking the big camps here. It's often convenient and easy on their cash flow to buy what they need that day. Just look at some of our local food businesses, they all shop at the supermarkets and avoid the massive freight costs of bringing food in! Remember also that you can only fit so much food into one semi trailer (Cole's every day/ Woollies only 6 per week) whilst our population continues to grow and that doesn't include the thousands of FIFO workers that come and grab their bits of food and personal items. It's a complex issue that has ramifications for our town.*
- *Cheaper fresh produce that actually lasts, unlike most of what is available here*
- *facilities or community groups to offer how to prepare healthy meals at a low cost. "soup kitchen" meals on wheels for community. Not everyone works for a big company and if you have 3 children to sign up for sports and then try to budget for healthy meals and homemade healthy snacks if can be expensive. What about community members who are on centrelink payments or the homeless or seniors who are on a pension.*
- *Healthier items at a more reasonable price*
- *fresher produce at the supermarkets. Often purchase fruit / vegetables and get home to open/use produce and is mouldy*
- *If groceries were cheaper*
- *IGA or green grocer fresh items ready to buy*
- *More options to where purchase fruits and veggies. Local markets with fresh produce. Woolworth provides frozen veggies and meats. They are tasteless*
- *Consistent access to fresh food at the supermarket*
- *Cost and availability*
- *Fresh food markets! Bring farmers markets to hedland*
- *Fresh foods that are not rotten!!!*
- *More options in the supermarket that last more than a day before going off*
- *Availability and affordability of healthy food to the community. As this community that we live in has 2 extreme ends of population, one with everything and the other with nothing.*
- *Ability to buy fresh produce that isn't frozen and old*
- *Costs of available foods and better quality*
- *Cheap food fresh food options.*
- *More options for fresh fruit and vegetables*
- *Cheaper food*
- *None of our supermarkets do healthy, pre-made meals. See IGA for what I mean.*
- *How is this the shires responsibility?*
- *Subsidised fruit and vegetable boxes available locally. Free fruit trees if you are planting locally e.g. BHP sponsors one fruit tree per family that can be planted in a pot or garden*
- *Actually having access to organic or farm to plate options in Hedlands 2 major grocery chain stores or having a fresh fruit and veg shed a eat fresh cafe open the same hours as junk food outlets*
- *Cheaper options at the supermarkets for fresh fruit and veg*
- *Prices*
- *Fresher, Affordable produce in stores*
- *More affordable options*
- *More selection at our grocery stores*
- *Fresher fruit and vegetables at cokes and Woolworths.*

- *If the shops actually had food that lasted longer than a day before it turned mouldy or rotten. Anyone that goes to Cole's and Woolies can access healthy food. It just needs to be fresh. We're being served disgusting shit quality food.*
- *Affordable*
- *If food was cheaper*
- *Healthy foods at all ToPH facilities eg. youth centre. The town needs to focus on developing supportive environments in all their sites to make healthy choices the easy option.*
- *Fresh veg that is not already rotten or mouldy would be great*
- *Open an IGA*
- *We rarely eat out, so if we are eating out, we enjoy the unhealthy food.*
- *Fruit and veg are not the best quality in our supermarkets all we can get ..fresh food and veg market so that people can have more healthy options not handed down rubbish from coles or woolworths*
- *Affordability. A greater variety of restaurants, of all varieties. In PORT. Where one can leave their car parked safely, and enjoy the sea breeze in the evening.*
- *Vegan options at town events! Definitely lacking and never have options.*
- *If there was actually stock in the shops! Half the time we go there's certain produce that's not available or it's rotting / goes off after a few days*
- *better quality fruit and veg*
- *Variety of supply is very limited here in Hedland*
- *Reduce the cost of fresh fruit and veg at the shops*
- *The cost of healthy food outweighs the cost of processed foods and takeaway foods.*
- *If sugar is such a big issue for community health (which it is) then it should be taxed through the roof the same as tobacco. The revenue from the tax could then be used to subsidize the cost of healthy foods.*
- *cheaper healthier foods*
- *Better availability of fresh, good quality fruit and vegetables at a lower cost.*
- *Actually being able to purchase healthy fresh food in the shops that lasts more than a day or two before spoiling.*
- *Quality and availability of fresh food and vegetables in the supermarkets*

85 written comments were received.
38 respondents skipped this question.

Q12. Increasing Physical Activity

What would encourage/help you to be more physically active? Tick any which apply



Q12 RESULTS	
Physical activity initiatives	Responses %
Free fitness classes	66.6%
More recreational community activities/events	50.9%
More hikes, walks, cycle paths & maps	48.1%
More events held in our local parks	40.0%
More information about the programs available at the community centres	36.3%
Exercise/play equipment in parks that cater for various age groups	35.0%
Public exercise equipment that is free to use	26.3%

Q12 CONCLUSIONS
<p>The results show that the two most favoured options to encourage the majority of the respondents to be more physically active were:</p> <ul style="list-style-type: none"> • Free fitness classes 66.6% • More recreational community activities/events 50.9% <p>Additional written suggestions:</p> <ul style="list-style-type: none"> • <i>Affordable and higher quality gym access</i> • <i>routine cleaning of Marie Marland toilets.</i> • <i>Feeling safe to be able to go out by myself without having to worry about antisocial behaviour or being assaulted by junkies</i> • <i>Giving options to people to book Squash Court for half hour as well, as not all people play in groups and because they cannot get 30min booking they don't bother to go and Play Squash. Also, More Competitions at Wanagkurra Stadium Recreational Centre like Squash Competitions.</i> • <i>diverse ways of creating movement, not just traditional team sports. e.g. bush walking group, low impact to create community connection and enjoy local surrounds. hobbies that inter relate to other issues... if there was an active dog club, people may be more active with their pets, improved dog behaviour and community connection.</i> • <i>I walk most mornings very early as that's the only time I can fit it in with work and I use several different walking tracks and street paths. There are two main problems with walking and they are that the streets are very dark; lights not working or non existent. The other problem is the amount of roaming dogs that chase you if they see you- can be very scary.</i> • <i>Dance course where you can learn rocknroll, waltz, tango, foxtrot etc. (No competition dancing!)</i> • <i>cheaper gym membership</i> • <i>aqua aerobics</i> • <i>reopen bowling green</i> • <i>Whatever is provided needs to be repeated several days throughout the week/fortnight and also at times for people who work 9-5, 6-6 etc. Cannot only</i>

be the once and only at a time that suits the casual staff working that day. Better marketing and PR on a variety of media formats (not just social) to advertise when things are happening. Nothing worse than finding out when an event is already sold out. (See Netflix promotions and notifications). Would like to see sailing lessons and a sailing club set up for people of all ages and budgets once the marina is set up. Dragon boating would be good also. Have regattas etc. Ocean trips / cruises for residents who don't own a boat or can't afford to run one to enjoy the ocean, fishing and whale watching. Manu competitions at the pool. A trolley derby around the town square or down Wedge Street.

- *As long as they are safe places*
- *Open the pool earlier and shut later 0630 opening time is ridiculous*
- *Sport coaching development to build professional skills to make it easier to attract and retain players in communal sport.*
- *Affordable gym memberships*
- *One of the biggest problems is time to exercise. Many people work 10-12 hr days here so finding the time is difficult.*
- *Cheaper access to the ToPH gym & leisure facilities. Gym costs in perth are \$10/week.*
- *Charter fishing trips. More coffee shops where you can take a nice walk. Whale watching tours.*
- *Look after what you already have. Keep foot paths clean. Stop Council staff or contractors sleeping in the parks whilst on the job.*
- *The sunrise yoga held in Cemetery Beach Park is really popular, you should be jumping on that train, pay her to run the classes and open them up for free. Do that with lots of people, it's inexpensive, supports local small businesses, engages people to be active. No down sides. Stop buying (deleted) rock to make barriers and start giving local providers money to hold their classes for free. I know a bunch of people that would gladly use the port gym if it was bigger and had more room between machines, so perhaps a relocation and freshen up the image to get people in. You could be doing a lot more tbh. A waterfront bike/walking path would do a lot too, they are always well used when done well. You just need some shade and a nice wide meandering path.*
- *Shade and indoor options.*
- *More or larger facilities in airconditioned environment, current facilities are overcrowded*
- *Make the town safer so I feel safe to go walking early in the morning or evening as a single female. Make South Hedland more attractive so it is a nicer place to walk or exercise.*
- *Time*
- *Cheaper access to gym facilities. Free pool and gym access for all rate payers and their children. Better staffing at gyms.*
- *Or you could just keep Gratwick pool open 😊*
- *Feeling safe to use public paths and spaces.*
- *Gyms are not inclusive, they are intimidating. Pilates and yoga classes are expensive*
- *The existence of more green parks. Means more families outside, moving their bodies for fun and informal exercise. Improves physical and mental health, mood, family dynamics...*
- *Being able to staff your recreation facilities so you can keep them open so that we can exercise would be a good start. Don't ever shut down port pool, just maintain your assets and properly staff them*
- *I believe offering free classes is an important step to get people out of their homes and get them active and meeting new people. More support of seniors because not everyone wants to go back to Perth.*
- *Greater access to indoor facilities at reasonable prices, female only gym option.*
- *Sometimes its just too hot to be outside exercising*
- *Exercise/play equipment in parks that cater for various age groups is a great idea, until you burn your butt or hands. plus everyone is self-conscious about germs (covid) so you would need some kind of cleaners for the equipment - and shade.*

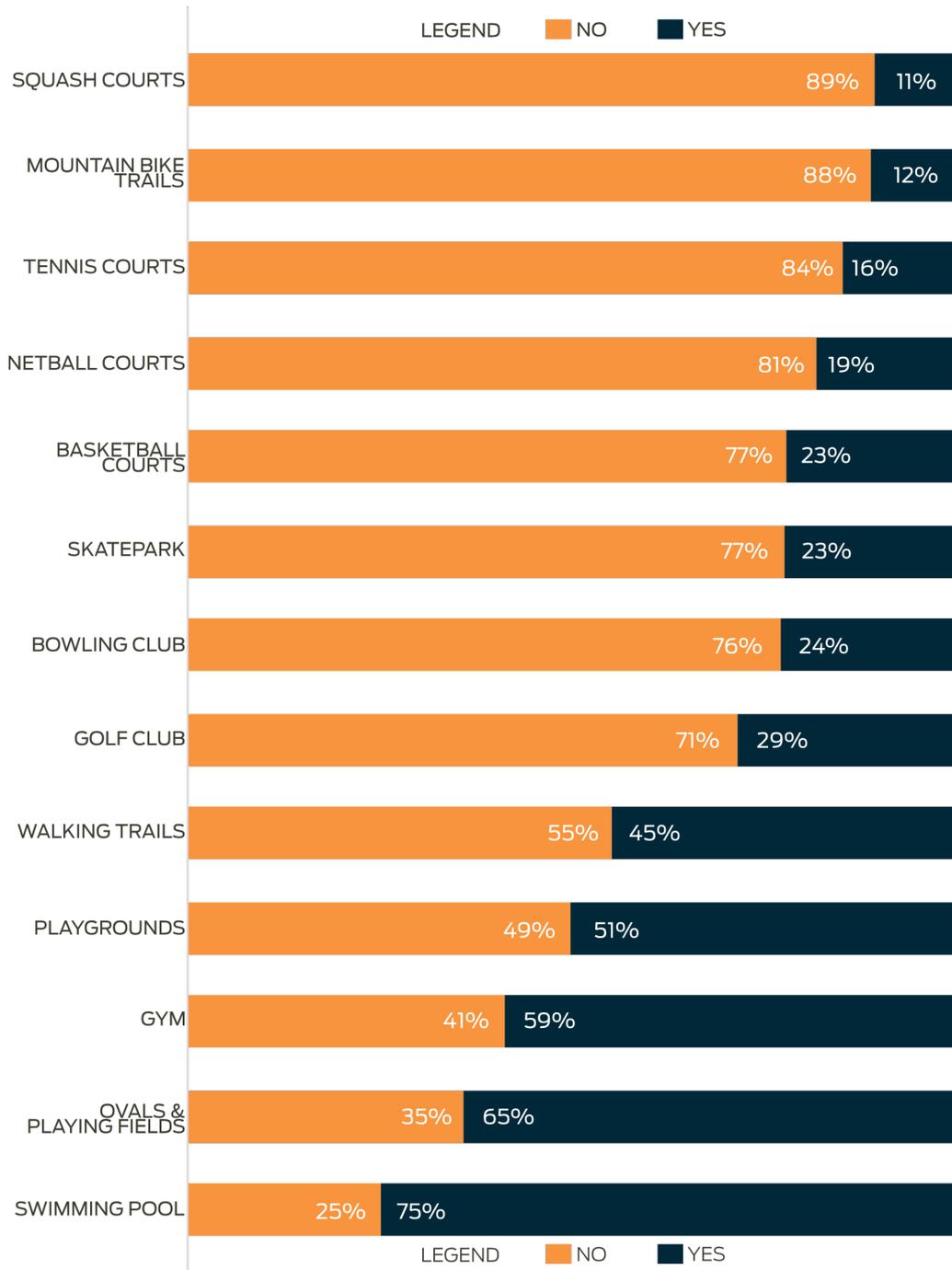
no use putting expensive equipment around the town if there is no relief from the heat or equipment giving you burns - it will sit there useless like the other equipment around town. May something like - at ground level planks of wood at intervals - you can quickstep or double step or jump over. The Gold Coast has one along their walking paths by the beach

- *More options for family's to exercise indoors during hotter weather. Happy to exercise but it's often difficult with children and schedules.*
- *Creche at gym that isn't fixed to specific nap times. A creche at the gym in port full stop*
- *More Pool access hours space*
- *More classes at Wanangkura that are early morning or after 4:45pm*
- *Indoor air conditioning sporting center*
- *More shade around town*
- *Cheaper facilities such as gyms and programs*
- *Better monitoring and security of our parks so we dont need to worry about our kids being injured by needles, glass and vanderalism.*
- *Out of hours gym classes and a better variety of classes*
- *Discounted and free community events encouraging exercise. Community Sporting program drive.*
- *In lieu of cooling the town temps down, keep the Gratwick Pool open year-round. Make it easier for people to alter their homes and install shade structures instead of treating residents with hostility. Lots of people are interested in adult dance classes with nowhere to go.*
- *The town council actually maintaining the facilities we already have*
- *Pools for physiotherapy recovery*
- *Need more shade in the park. So we could spend time out door more often.*
- *A more affordable fit for purpose gym.*
- *Safer playgrounds so I can workout while my children play*
- *While i support more infrastructure in the town. My concern is managing properly what we already have. We had a water park in South the council is turning into a dog park and they (the council) don't run the Gratwick pool with consistent hours*
- *Not closing the Gratwick pool...*
- *A gymnasium capable of actual meeting current and future population need for both exercise, sports and functions that was actual opened as and when required. Sports ovals actually being able to be used all year round preferably when sports season are run not after*
- *More activities that can be done indoors. Indoor volleyballs, indoor rock climbing, bowling etc.*
- *Safety*
- *I feel the town has plenty of options for physical activity, a busy lifestyle plus the temperature are mostly what keep me from using the facilities, not the facilities themself.*
- *Events or classes to cater to all abilities. Under shade.*
- *More choice of gyms or exercises places such as reformer Pilates, boxing, cross fit*
- *I think the town does this very well*
- *There is some good exercise equipment provided and I do use it often at the Shay Gap Park. The issue is the vandalism, sometimes it is vandalized to the point it can't be used.*
- *Aqua Arobics*
- *Safer streets for our children to play/walk along. Better night lighting for pathways and parks.*

62 written suggestions were received.
21 respondents skipped this question.

Q13. Sport and Recreation Facilities

Do you use the following sporting and recreation facilities in the Town?



Q13 RESULTS		
Response options	No	Yes
Squash Courts	88.5%	11.5%
Mountain Bike Trails	88.1%	12.0%
Tennis Courts	84.4%	15.6%
Netball Courts	81.0%	19.0%
Basketball Courts	77.1%	22.9%
Skatepark	76.9%	23.1%
Bowling Club	76.4%	23.6%
Golf Club	70.8%	29.2%
Walking Trails	54.6%	45.4%
Playgrounds	49.2%	50.8%
Gym	41.0%	59.0%
Ovals & Playing Fields	35.4%	64.6%
Swimming Pool	24.9%	75.1%

Q13 CONCLUSIONS

Among the respondents, the three most commonly-used sporting and recreation facilities in the Town of Port Hedland are:

- Walking Trails 59.7%
- Swimming Pool 48.6%
- Ovals & Playing Fields 36.1%

Additional written comments:

- *Make the gym bigger and more affordable. Cycle lanes on roads.*
- *bowling club. haha*
- *Horses, trying to utilize the bush area behind south hedland for trail rides, but getting harder to with rubbish, dogs, fifo camps, off-road motorbikes etc*
- *Indoor Cricket Would be a Great thing to have in SHISH.*
- *indoor activities to be able to do year round. skating, climbing, more pilates/yoga... fresh options too... suspension training with bands/silks... classes on mobility, not just cardio or weights.*
- *The town needs a BMX facility that is available for all community members. Broome, Karratha, and East Pilbara have these facilities.*
- *walking on the beach, gardening*
- *Half of the list are closed*
- *The only reason I don't use more of these facilities such as the bowling club is because membership always seemed complicated and convoluted. At my age I need more low impact activities although I have always enjoyed some of the activities that already exist in town. The golf club seems to be more of an excuse to drink rather than to golf.*
- *We also used to use the tennis courts and bowls club regularly but TOPH made that impossible*
- *Regular maintenance, keep people in positions to maintain the grounds and continually refine the processes so the quality is raised.*
- *Keeping the pool open in port*
- *Ocean cruises to explore the marine zone 0-20km from shore*
- *Clean up these areas and control public nuisances so these areas can be used safely*
- *Indoor cricket would be a desirable option for exercise.*
- *Bowling club shut. Tennis club shut for weeks, fishing club shut.*
- *An extension of the Port Hedland Aquatic Centre, A sauna / ice bath connected to the Wanangkura stadium for gym use and athletes , a cafe/ sports bar such as karrathas oval, a cross fit gym ? A wellness Centre?*
- *We don't have MTB trails locally, all have to drive out of town first unlike karratha. Involved and use BMX club track.*
- *Bowling ally. Ice skating.*
- *Very disappointing to see the Tennis club and bowls club mentioned. One way to show you are laughing at the community.*
- *Bowls club was closed down. Yacht club closed down we payed for membership but never was told that they closing.*
- *The bmx track, go-kart track and motocross track are all good things that could use your help. Boat ramps in this area are great so good job on that.*
- *Indoor netball, indoor multi sports that people can actually get a spot in, squash, indoor rock climbing, indoor running track, shaded running routes along foreshore-maybe park runs route as a minimum, shaded golf driving range, indoor tennis, indoor pickle ball stadium,*
- *Equine facilities*
- *I'd use the gym and pool but can't afford it anymore due to cost of living.*
- *We need the bowls club back open*

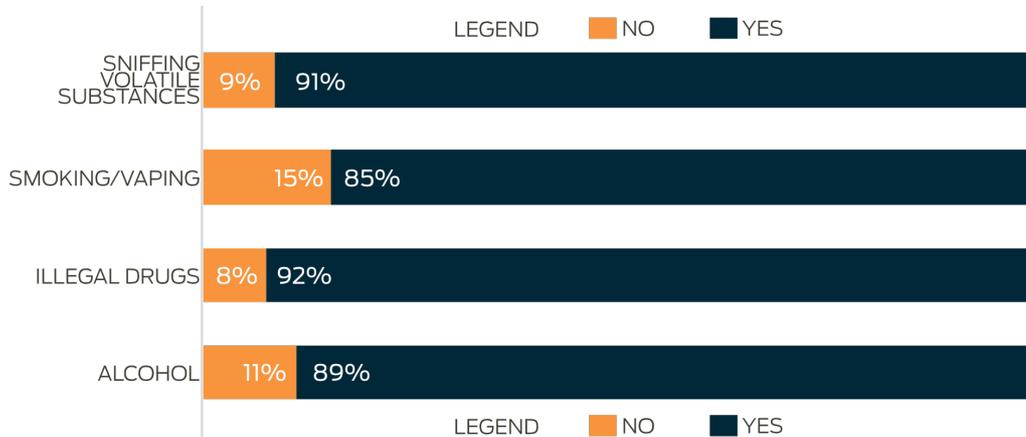
- *Don't walk anywhere as it's unsafe, the drunks and weirdos seem to be using them frequently. No to mention the filth that spills out of yards onto the street and the dogs that roam freely*
- *Playgrounds are unsafe to access for our children due to used needles, broken bottles and waste*
- *aircondition Bowling Green or Squash Courts*
- *I am not sure where the walking trails - maybe are the footpaths along the beach I presume, Bowling club does not exist, Squash Courts?? Mountain Bike Trails???*
- *The bike path port to south is awesome. Would love to see more paths put in so we can do longer rides not just the same loop of port to south.*
- *Bowling club? That the council shut down? Because the council doesn't care about actually keeping things open for the community! And what mountain bike trails?*
- *Bowling club*
- *Shutting the Gratwick Aquatic Centre the first week of March, when it is still over 30 degrees until mid May - makes no sense. If you want people to use facilities - keep them open!!!!*
- *Jd Hardie for dance classes*
- *I access a lot of the other facilities with my grandkids*
- *Items above are all great facilities, I only use some of, sadly the bowls club is closed. That's a disgrace and it should be fully upgraded, fully undercover (like in Perth) and be better utilised.*
- *Add more shade to outdoor areas*
- *Was not aware that we had Mountain Bike Trails or walking trails around Hedland. We have footpaths but i would not call those walking trails. Did use Bowling Club until it shut down. Did use skatepark when kids were in primary school. Use the playground with my grandchild. I think an air conditioned roller skating rink would suit quite a few teens including my own.*
- *Rifle club. We need an archery area*
- *Bowls club is shut...*
- *Safety and cleanliness at south skatepark. My kids will no longer go due to anti social behaviour and rubbish.*
- *We used to use the bowling club until its closure.*
- *What mountain bike trails? Lol*
- *Can i ask where the mountain bike trails are please... isnt the bowls club closed?*
- *Gatwick open all year. Larger gym facility in Port Hedland.*
- *Sutherland st footpath*
- *Golf club to have greens instead of dirt, TOPH often have what appears ample scrap turf to donate for greens for the turf club to encourage more patronage. Skatepark in south is just a den for alcohol consumption and illegal drug use, not safe or family friendly. Needs to have onsite security or Garosin fencing to keep unwanted visitors out in other town they have played wiggles loudly to keep away unwanted patrons LOL - get creative*
- *More recreation facilities with dog and user friendly. More walking trails where a dog and owner can exercise together in a safe environment (not hot concrete for the paws, not Spoilbank)*
- *Booklet advising of local nature spots and walking riding tracks*
- *Indoor rock climbing*
- *Ten pin bowling*
- *Subsidise memberships for rate payers for gym would be good. Since we are paying for it anyway. Need more regular sweeping of foot paths for glass and getting houses to clean up their act for the houses who regularly dump rubbish and break glass in our streets. Maybe some incentives who those of us who pick litter from the streets (like a second rubbish bin for free). We often fill half of our green bin with rubbish picked while walking.*
- *What happened to the bowls club? What was the purpose of closing it. Seem like something dodgy going on there. Why were the community not given any warning of its closure. Now your doing a survey about available facilities??*

- *Fund the (deleted) pools properly. Provide housing for lifeguards and above award wages.*
- *Better parks like Karratha for our kids.*
- *Independent Disability access consultant for each for all town facility as well as working with local businesses ie restaurants to make bathrooms and facilities more disability friendly*
- *This is a bit out dated since you closed the Bowlo? Re open it, and install other facilities like a few 10 pin lanes and putt putt. Put proper fencing around it (and the RSL and Community Garden). Rejuvenate the Cooke Point Rec Club with similar facilities and a cafe/restaruant.*
- *More spaces for dancing groups*
- *My own equipment due to age and heat but require pool for elderly*
- *If the TOPH stopped trying to take over community and operated facilities we would have a lot more options. E.g. yacht club, bowling club*
- *No bowling club, no mountain bike trails, no designated walking trail in Port Hedland*
- *All the clubs have closed down so funny you include them like the bowling club. How is it that 4 clubs (or 100%) can be financially so badly they go forever. It's a disgrace. Never heard of anything like it.*
- *Pony Club*
- *More facilities*
- *The parks are disgusting, especially in south. Needles, vomit etc. Where are the walking trails you suggest??*
- *gymn to expensive and not open a lot swimming pools always closed skate park to scary ovals full of bindi prickles closed the bowling club*
- *Local private programs - Pilates etc*
- *More indoor facilities.*
- *Bowling club closed by ToPH. Where are the walking trails in our town ?????*
- *We used to use the bowling club until the council shut it down*
- *Open the Gratwick pool all year round. Re open the bowls club in port, and add mini golf. Do an annual mini black rock stakes around wedge, Edgar, and mckay streets.*
- *quote a few options listed are NOT available in the town such as Mountain Bike and walk trails, bowling club and tennis clubs*
- *Would be great if the bowls club could reopen*
- *What walking trails? We have to travel so far for decent hiking / walking trails.*
- *most of the "walking trails" down to the beach or to places like the "Rock of Ages" are in Port, I live in south. Not sure if it's viable to create "walking trails" in south Hedland. I use the paths in South a lot.*
- *Re-open the bowls club*
- *can't use bowls club but would like to. walking trails are full of rubbish and used fits and are not safe*
- *Bowling Club is closed which also includes South Hedland Tennis Courts*
- *Another water park would be amazing - Marquee was so social and fun to use for children and adults alike.*

80 written comments were received.
1 respondent skipped this question.

Q14. Harm Reduction Awareness Programs

Would you support new programs to reduce harm from the following:



Q14 RESULTS

Program Options	No	Yes
Sniffing Volatile Substances	8.6%	91.5%
Smoking/vaping	15.1%	84.9%
Illegal Drugs	7.7%	92.3%
Alcohol	11.0%	89.1%

Q14 CONCLUSIONS

There was significant support (85-92%) registered by the respondents for programs to reduce harm from all four issues.

Do you have any other suggestions for ways to reduce harm from consuming any of these?

- *Mandatory rehabilitation*
- *Keep kids occupied with Movies, outdoor games for teens and once in Fortnight have Weekend market or kids playing in South.*
- *Yes, certainly would. It's important to get the whole community on board with decisions and campaigns though.. I understand the need to show my ID to buy wine and that I can't buy wine on Sundays.. but not everyone sees the rationale for these things.. they just get frustrated by the rules, which creates a bigger divide between subsections of our community*

- *shut down all stores that sell vapes and charge people who sell them, some of these people are selling vapes to kids its not okay*
- *More police to stop drugs getting in*
- *120% yes*
- *Limit or Eliminate Glass Alcohol bottles been sold , thus it would stem the broken glass issue*
- *A strong marketing and PR campaign running throughout the year to support an equally robust program that is run throughout the year.*
- *Alcohol only if the offenders are punished not the whole town*
- *It is not my responsibility to reduce harm to individuals*
- *A month long campaign to promote quitting one of these with registrations and rewards*
- *Support liaison with Justice systems to ensure that persons who are conducting themselves criminally are convicted and sentenced.*
- *Involve Elders in the community and more youth workers.*
- *Rehab and support groups , having more community service workers and support for community service workers in order to keep up to date and one-on-one mentor support . Also cooperating with all town facilities to be able to create mental health based work shops, support the courage not shame it !*
- *Community engagement, men's shed, women's shed, ways to connect. Connection is the antidote to addiction*
- *We have organisations funded for programs so how about making them accountable for the delivery then spending rate payers money.*
- *I would support it, although I do not partake in these activities*
- *Prosecution son, stop putting these (deleted) back in our streets, no one wants that so stop doing it. When the indigenous communities kick off about all their young men being in jail, tell them they (deleted) up and now that's where they'll live for a year or two. When they get out, send them to a community to be given some better guidance. If these communities want the chance to give their young people more knowledge about their culture and how to carry it forward, then this is the intersection, you (deleted) up in this community, we stick you in a cage to straighten out, then give you back to your community to be guided better. Cultural heritage and good stewardship should obviously be a focus in jails too. But not the retarded neomarxist critical race theory version, the proper objective reality version that builds people up to want to care about their homes.*
- *Support the justice system to charge those offending. More cameras. Strong antisocial behaviour responses and bylaws.*
- *I'm not a user so I'm not sure. The effect on the brain for drugs blocking pleasure pathways isn't really ever addressed in a straightforward, down to earth way. Ie your first high is the only high that'll ever be that good, then your brain gets damaged blocking all pleasure pathways making it harder and harder to achieve any happiness as long as you use.*
- *These should not be funded at local government level*
- *I find these are self harm things, and people need to take care of themselves.*
- *Address the issue of poor/absent parents that allow their children to get caught up in or seek out destructive behaviour and habits.*
- *More sharps containers accessible for the community as needles are everywhere.*
- *All very serious areas of concern for this community.*
- *Yes, provided these initiatives don't impact the people that aren't causing any harm*
- *There is enough education about this*
- *Focus on Kids purchasing energy drinks and fatty foods from service stations prior to school instead of getting healthy options at home. Talk to Ampol on Hamilton Rd.*
- *education*
- *Healthy Harold / free interactive learning for kids and teens about the dangers. Has to be engaging and memorable. Addiction support groups*
- *Syringe exchange program*
- *Mental health assessment and help to those in need.*

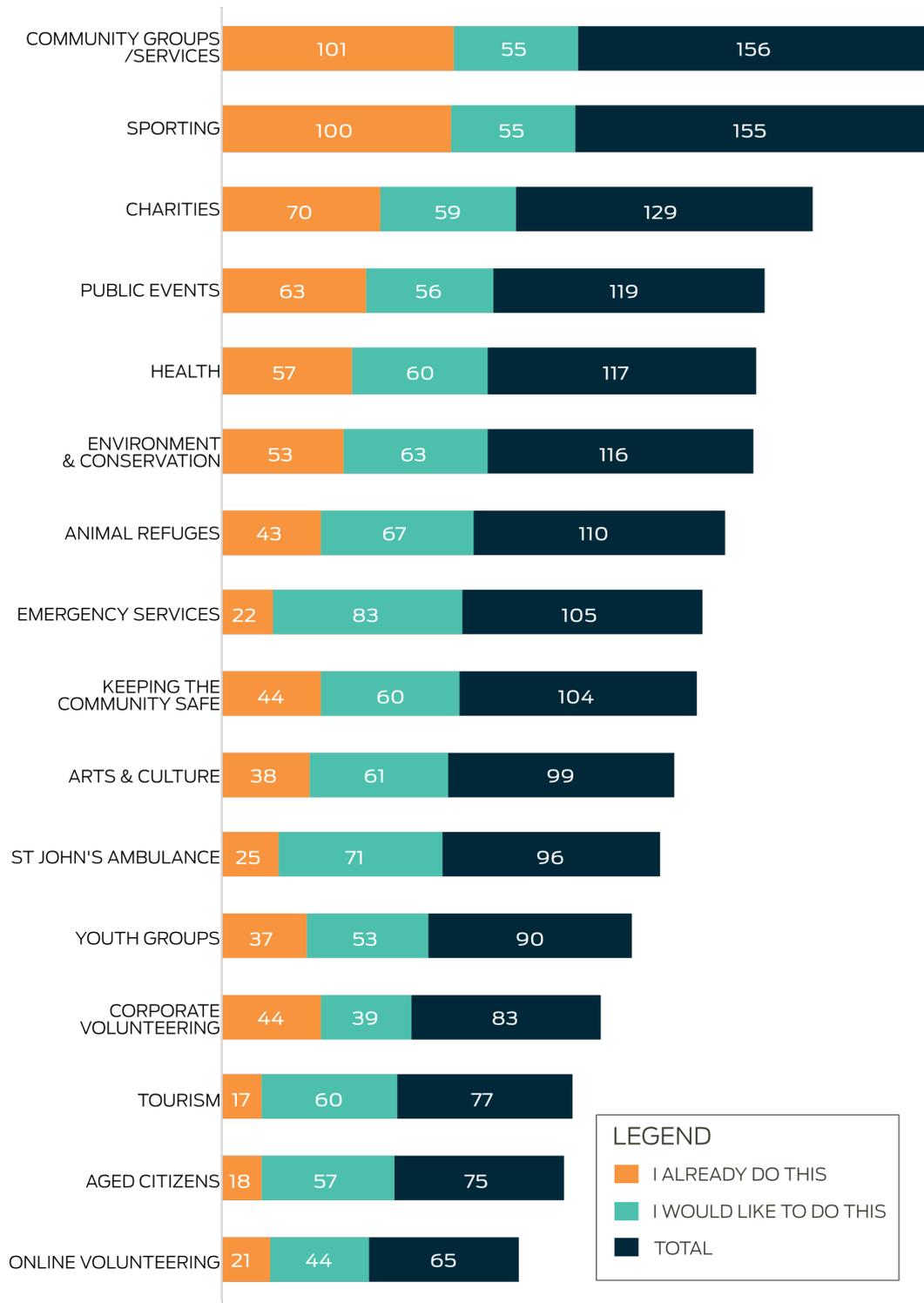
- *Kinds in the schools are using vapes, which must not be accessible to kids in the first place.*
- *As long as they are actually effective. Street drinking is still prevalent perhaps patrols that can also monitor for all night parties and noise disturbances*
- *A kids youth shed or centre. Heaps of people wanting to volunteer to help the next generation of kids coming through l. A youth centre with pool, games for kids to hang out until maybe 11m get elders, volunteers and police on board to then assist getting kids to open up about their homes maybe understanding for them to return and sleep at night due to drugs and alcohol makes them feel unsafe. Maybe reduce some of the crime and harm in the community if we knew what these kids are going through*
- *Targetting youth to make longer term changes*
- *How much more can be done on alcohol? I'm sober and still find it all a bit ridiculous and restrictive. This (deleted) would never fly in the suburbs.*
- *A visible police presence in town would be a great place to start. A serious crackdown on drug users and dealers. Every taxi driver in town knows who and where they are. But not the police? And proper consequence after being caught !!!*
- *Stop making a big deal out of them making them popular with children as a way 'breaking the rules'*
- *Yes, the Portuguese Method, proven success through full legalisation. The banned drinkers register is a joke, all it does is limit and inconvenience most people.*
- *I would support them but don't need to attend them as I don't have a problem / addiction with these things*
- *I am not a smoker, but I won't support it. Smoking is the least of our problems, but the first and mostly only issue that is addressed (because it is the easiest) let the smokers be. Rather go tougher on all the drug users. Instead of supplying them of an abundance of needles at the peril of us normal folk*
- *Do it but I think you're aiming at a certain demographic that probably aren't sitting here on Facebook doing this survey.*
- *Police need a bigger presence and to tackle the distribution of drugs*
- *Reducing the stigma - people know what they're doing wrong but getting told they are wrong for the things they do doesn't encourage healthy and productive conversations on how to move away from that. A larger Mental health services both public and private for people to access as a first step about talking about issues and behaviour to encourage healthier lifestyle.*
- *I think the banned drinkers register needs to be far easier to get put on for problem drinkers.*
- *Harsher punishments including jail time for repeat offenders. Stop giving these abusers a slap on the wrist, and stop punishing the greater population for the few who can't control their drug and alcohol addictions (e.g. stop this limiting of alcohol for every person bc of the alcohol abuse by the Aboriginal community. If individuals abuse alcohol, these individuals only should receive punishment and ban from buying and consuming alcohol.*
- *Make parents accountable for their children. Create proven mentorship programs for kids and young people to break the cycle. Enforce the banned drinkers register and let responsible adults live their lives.*
- *Programs must be evidence based, well resourced and staffed and focused in harm reduction not criminalisation*
- *More security or patrols to dark hidden places within the town. Really look at where the syringes are being disposed in high quantities and patrol those locations more often. Round up young kids that are walking the streets late at night and take them home in a bus.*
- *Early education, real life stories (from locals), hospital visits, restricting sales.*

51 written comments were received.

2 respondents skipped this question.

Q15. Volunteering

What Volunteering areas or organisations do you already give your time to, and which others would you like to try? Tick all that apply



Q15 RESULTS & OBSERVATIONS			
Response Options	I already do this	I would like to do this	Total responses
Community groups/services	101	55	156
Sporting	100	55	155
Charities	70	59	129
Public events	63	56	119
Health	57	60	117
Environment & conservation	53	63	116
Animal refuges	43	67	110
Emergency services eg SES, DFES	22	83	105
Keeping the community safe	44	60	104
Arts & culture	38	61	99
St John's Ambulance	25	71	96
Youth groups	37	53	90
Corporate volunteering	44	39	83
Tourism	17	60	77
Aged citizens	18	57	75
Online volunteering	21	44	65
<p>The top three Volunteering activities which the respondents said they already participate in are:</p> <ul style="list-style-type: none"> • Community groups/services 101 • Sporting 100 • Charities 70 <p>The top three Volunteering activities which the respondents said they would like to participate in are:</p> <ul style="list-style-type: none"> • Emergency services eg SES, DFES 883 • St John's Ambulance 71 • Animal refuges 67 			

The two Volunteering activities which had the highest total interest overall were:

- Community groups/services 156
- Sporting 155

Q15 CONCLUSIONS

Are there any comments or suggestions you wish to make about Volunteering in your Community?

- *make it easier to find volunteering options and get linked in quickly.. also flexibility is key.. the more flexible, the more people can fit in a bit here and there, and you would attract more people who are F/T workers etc.*
- *I volunteer at church*
- *This town makes more than enough money to not have to rely on volunteers to do the work of an actual paid person.*
- *Meeting places and storage solutions are assets beyond the means of volunteer groups but are needed to thrive. A facility that meets both of these needs I think would help with coordinating volunteering efforts effectively.*
- *Volunteers are people who are invested in their community. FIFO workers do not volunteer. The continuing shift towards transient, FIFO workforce means that volunteering in Hedland will continue to rely upon smaller and smaller numbers of people willing to give their time and we will see sports and community associations fold, which we have seen already.*
- *Interesting question*
- *This is a bit disingenuous... there's a fair few here I wouldn't want to do. Don't hold a survey, then railroad the answers, how dumb.*
- *Who has time for volunteering in a town where 12 hour shifts and shift work are the norm. You must be joking!*
- *Single parent working full time, volunteering not feasible at this point in time*
- *Why is there no option for no for any of these? Who wrote this survey?*
- *Very important for our community however the demands of industry (12 hour shifts) makes it impossible to get volunteers these days.*
- *Advertising volunteering events more, create regular volunteer group as part of a social and fun group where people who like to regularly volunteer for community events can get together to become friends and potentially discuss having more community events, like a book club but for volunteers for community events.*
- *Volunteering is hard. We all work a lot, and don't have much left in the tank for unpaid work. Maybe ToPH should focus on affordable housing to attract long-term residents to build up the community. Perhaps fine entities who have vacant land and buildings dotted all over town.*
- *I have previously volunteered in community groups & events.*
- *Nil if i did it would be the emergency groups*
- *If friendly for seniors*
- *Promoting how to join or engage in these volunteering groups providing training or resources to help these groups thrive and grow*
- *No, but i forgot, we need our local paper back. Have you read it lately? A load of piffle from Karratha and broome. Where's the town pride?*
- *It would be great if there was a 'noticeboard' where organisations could list what type or how many volunteers they are needing.*

19 written comments were received.
29 respondents skipped this question.

SECTION FOUR OVERVIEW: Health Support Services

Questions 16 to 18 asked the respondents about their Health Support needs and their access to Health Support Services.

These questions were not compulsory to answer.

To remove order bias, the order in which the different risks and issues appeared for these questions was randomised for each respondent.

Q16. Health Support Services Needs

Over the last year, have you, or someone in your household, been living with a health condition which has needed ongoing health support?



Q16 RESULTS

	NO	YES	NOT SURE
Responses	140 41.9%	183 54.8%	13 3.9%

Q16 CONCLUSIONS & OBSERVATIONS

A small majority of the respondents (54.8%) said that over the last year, they, or someone in their household, has been living with a health condition requiring ongoing health support.

Additional written comments:

- *1 gp in town. hard to access specialists st hospital. feels like 3rd world country sometimes*
- *I have to go to p Perth as we don't have the services up here*
- *MRI is something that we need in the town Of Course getting a GP Clinic should be a priority. After I pulled my Left Hamstring in December Last year, I need to have MRI done which I ended up doing Overseas.*
- *have had to engage with a remote GP for consistent care & advice. have to travel to Perth for treatment*
- *depression and anxiety, no psychiatrists up here, have to go to Perth everytime for consult/prescriptions*
- *need Pats twice a year. great service.*
- *My husband suffers from hemochromatosis and we struggle as a family of 4 to secure regular blood drains, tests and general doctor appointments.*

- *Doctors are useless up here pay to see them and just get sent away with no answer's*
- *Nil service provided have to travel to Perth to receive adequate treatment.*
- *My family member has had to visit the GP on many occasions and also had visits to the hospital for further investigation and remedy. Still not completely better now and their problem is caused by the high and humid temperatures they are expected to work in wearing PPE that exacerbates their situation, Their problem is a male problem and many, many men suffer from this problem in silence.*
- *Could not get any efficient help in port hedland for this*
- *Physio*
- *I myself constantly struggle with low iron and b12 but trying to get into a doctor to get blood test then a referral for an iron infusion and three shots for B12 cost a lot of money when you have to pay \$110 everytime*
- *It has been difficult to navigate the PATS process at the hospital to enable access to specialist care in Perth. Very long wait times on the phone, and minimal response to emails.*
- *Cancer support. The availability to get Chemotherapy treatments in Port Hedland*
- *Not enough qualified specialists work in town.*
- *Dental work - unable to access free school dentist and have paid thousands to get problem fixed. Daughter is waiting for a peds appointment*
- *Going to Perth all the time is time consuming and expensive*
- *Since we all became sheep and lined up to become test dummies I guess everyone has had something happen to them that can be linked back to the famous needle that now comes to light that they got it wrong*
- *Husband was diagnosed with Bone Marrow Cancer*
- *Go apts, specialist apts, assessment, after hours medical*
- *Supporting family member with mental health issues*
- *Lack of proper diagnosis for my babies HIB bacterial infection and difficulty having it treated. Has been absolutely terrible with lack of good experienced health care providers.*
- *Needing to fly to perth multiple times for the ENT for my children because the waitlist here is far too long*
- *MRI machine, Specialists*
- *Access to services and open minded health professionals instead of the constant barrage of people that insist they know what it happening until they've caused actual damage which was preventable if they had listened initially*
- *The lack of support available has been horrendous. Inconsistent. Unprofessional. Life threatening.*
- *Regular GP visits and pathology and pharmaceutical*
- *Continuous doctors appointments which are hard to get*
- *Regular appointments with a reliable GP. Something that is not available in Hedland*
- *With FIFO health professionals and transiency of employees. Workplaces need to establish a solid platform where someone's medical/health journey is saved and accessible to the health professionals. We have found people's documents have gone missing, they are receiving wrong immunisation etc.*
- *Support for men with prostate cancer does not exist in the Pilbara sadly. You can have as many zoom meetings as you like, but the face to face meetings are what is needed. The same goes for a men's shed, it's a disgrace that this town does not support its community with a Shed for men and women to go to. These small initiatives by council would have a profound and positive impact on community.*
- *Access to mental health support in this town in not great unless the patient is in crisis. It shouldn't take getting to crisis to get good quality help.*
- *Medical system in hedland was such a disaster that treatment required flying to nz for someone to take the situation seriously and find a resolution*
- *1 member has Mental Health Issues and another has Diabetes 2, 1 child with Aspergers*
- *More options in specialists so we can make decisions that better fit our wishes.*

- *1 condition requires specialist appointments required via telehealth.*
- *2 condition requires medication not readily available at local pharmacy.*
- *cancer - unable to have any treatment locally. requiring lots of disruption, costs and travel to Perth*
- *No support from specialist or gp . Health care in hedland is disgusting . Specialists at hospital don't care and are rude*
- *Pregnancy and birth*
- *Gp access*
- *Has been inaccessible had to go private in Perth*
- *Not good*
- *And the hospital can't support or supply the service which means I have to spend thousands of dollars because the pats system won't honour their own system, even when the hospital themselves are the ones sending you to Perth.*
- *That Hedland health campus were useless*
- *I ended up driving to Perth every time I needed help with Medical staff.*
- *Yes required PATS to travel to Perth for 8 weeks for treatment that was not provided in the region*
- *We need more gps in town, and specialist. We have to regularly drive to Karratha because hedland doesnt have the required health services*
- *I have child that have been waitlisted for over a year for ent and enuresis but received no help so far.*
- *I have had to travel to Perth for treatment and have waited over a month for PATS reimbursement. I have had to postpone treatment as I was unable to afford flights until my reimbursement came through*
- *Alcohol abuse. Too much drinking in town, excessive drinking culture that is not seen in other parts of WA I've never lived in a town the parents drink openly at kids Christmas school concerts. It's disgusting. Liquor restrictions do not work up here*
- *MRI at HEDLAND HEALTH CAMPUS*
- *Mental Health and OT. It has been a difficult journey as there are not many resources here for this.*
- *It's difficult to see a GP. Even harder to get specialist treatment. Flights are appallingly expensive. I have put off three different kinds of "elective" surgery from painful conditions because I can't afford to travel.*
- *We need more gp n specialists in town.*
- *Multiple trips to Perth for specialist appointments and surgeries. PATS takes 6-8 weeks to reimburse us each time and that is only for 1 adult to support. But we have 2 children and 2 adults in family and due to the remote nature of Hedland and our lack of support up here we all travel down each time which costs us a significant amount of money.*
- *Trips to Perth because we don't have the services here*
- *Mental Health*
- *I do not qualify for government support but can not afford GP fees, psychological appointments or meds*
- *Can't get a gp appointment*
- *That there is no support here. You have to be able to argue with medical staff and know medical information to be taken seriously. You rarely see the same doctor twice so there's no continuity of care. Overall, having an ongoing medical issue here is horrible and draining mentally.*
- *Complete (deleted) show the wait times or filling up ED when health care is required.*
- *Non existent*
- *This health condition has required myself to travel to perth to attend medical appointments as well as Telehealth which can only help so much compared to face to face and comes at an extra cost on top of the pricey appointments as well. Having to decline treatment options I could benefit from as would involve me to travel and be away from town for months at a time and unable to follow through with work commitments but if I had the service here I would be able to continue working as normal while receiving the treatment.*

- *Consistent healthcare (doctors). There are not enough, our health care workers are stretched to the maximum, which results in stress on the health carers & stress on people seeing the doctors. You can't get in to see a dr when you are sick but feel bad using the ED at hospital as this should be taking emergency cases. The flu/colds should just be able to see a regular Dr. Mental Health Care is a joke, I have been to the hospital suicidal and what happens given a Valium and sent home.*
- *That help doesn't exist, and when I spoke to my local member for parliament the advice I was given was to leave town, as it's the only way to get our children the help they need.*
- *Need and MRI machine and more doctros in this town*
- *It is very hard to get diagnosis and treatment. Chronic pain which is affecting my work life and sleep. Dental issues which need care, but to travel to Perth on our "cheap" flights and stay will cost me around \$1000, before i even set foot in the clinic. It's infuriating.*
- *Support workers in the home and community*
- *the support is lacking in town and requires frequent trips to Perth. Needs to be more readily accessible specialists*
- *TMJ / Jaw grinding, endometriosis- can't get help here have to go to Perth*
- *Support that requires regular travel to Perth for specialist services*
- *I am recovering from breast cancer. Accessing physio therapy is almost impossible, other supports are too expensive for me to participate. The distance from treatment and specialists adds a layer of complexity and increases exhaustion. I find it difficult to have minor issues seen to I between bigger appointments because there are so few services in town*
- *It is not a life threating condition, but it affects my wife's daily activities and decisions. there has been sufficient availability of appointments at the doctor's surgery and hospital. I would question the competency of the current treating doctor.*
- *severe depression and anxiety*
- *Very hard to access any specialist health care required in Hedland. Even if you can get PATs approved for the flights, the other costs involved with accommodation and transport within Perth to attend the specialists appointments is very expensive. Even getting a GP or Physio appointment in town is very hard and extremely expensive!*

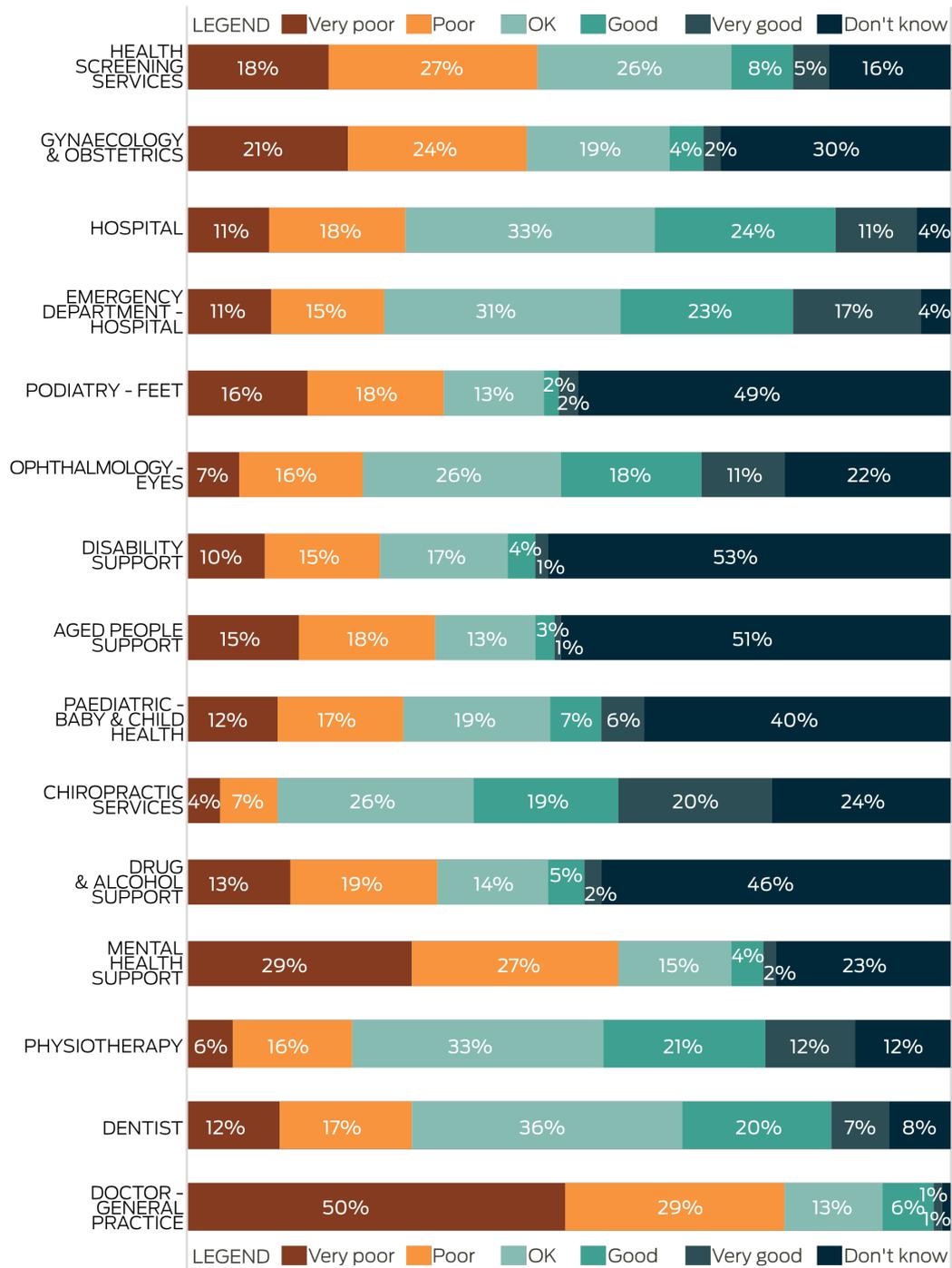
76 written comments were received.

7 respondents skipped this question.

Q17: Access to Health Support Services

How do you rate your access to the following Health Support Services in the Town of Port Hedland?

1 = very poor || 5 = very good



Q17 RESULTS & OBSERVATIONS						
Access to Health Support Services	Very poor	Poor	OK	Good	Very good	Don't know
Health screening services eg for cervical, prostate, skin cancers	18.4%	27.3%	25.5%	8.0%	4.8%	16.0%
Gynaecology & Obstetrics	20.8%	23.5%	18.8%	4.5%	2.4%	30.1%
Hospital	10.7%	17.9%	32.7%	23.5%	10.7%	4.5%
Emergency Department - Hospital	11.0%	14.8%	30.9%	22.6%	16.9%	3.9%
Podiatry - Feet	15.7%	17.8%	13.1%	2.1%	2.4%	49.0%
Ophthalmology - Eyes	6.8%	16.0%	26.1%	18.4%	11.0%	21.7%
Disability Support	10.2%	14.9%	16.7%	3.9%	1.5%	52.8%
Aged People Support	14.5%	17.8%	13.1%	2.7%	0.9%	51.0%
Paediatric - Baby & Child Health	11.6%	16.7%	19.4%	6.6%	5.7%	40.2%
Chiropractic Services	4.2%	7.4%	25.9%	19.1%	19.9%	23.5%
Drug & Alcohol Support	13.4%	19.4%	14.3%	4.8%	2.4%	45.7%
Mental Health Support	29.5%	27.1%	14.6%	4.2%	1.8%	22.9%
Physiotherapy	5.9%	15.7%	32.8%	21.3%	11.8%	12.4%
Dentist	11.9%	17.3%	35.5%	19.7%	7.5%	8.1%
Doctor - General Practice	49.6%	28.6%	13.0%	6.5%	1.2%	1.2%
1 = Very poor 5 = Very good						
<p>Don't know</p> <p>Quantifying the Don't know responses provides a measurement of the degree of uncertainty felt by the respondents in assessing their access to health support services in the community.</p> <p>For this question, the four health support services which the respondents were most uncertain about assessing their access to were:</p> <ul style="list-style-type: none"> • Disability Support 52.8% • Aged People Support 51.0% • Podiatry - Feet 49.0% • Drug & Alcohol Support 45.7% 						

Q17 CONCLUSIONS			
<u>Least Satisfactory Access to Health Support Services in the Town of Port Hedland</u>			
<p>To mitigate statistical bias which can result from small sample cohorts, the values for the two worst access ratings Very poor and Poor have been added together to provide a more reliable indicator of the support services which the majority of the respondents find the least satisfactory to access.</p> <p>In the table below they are ranked from the highest Combined Poor rating to the lowest Combined Poor rating.</p>			
Health Support Services	Very poor	Poor	Combined poor
Doctor - General Practice	49.6%	28.6%	78.2%
Mental Health Support	29.5%	27.1%	56.5%
Health screening services eg for cervical, prostate, skin cancers	18.4%	27.3%	45.7%
Gynaecology & Obstetrics	20.8%	23.5%	44.3%
Podiatry - Feet	15.7%	17.8%	33.5%
Drug & Alcohol Support	13.4%	19.4%	32.8%
Aged People Support	14.5%	17.8%	32.3%
Dentist	11.9%	17.3%	29.3%
Hospital	10.7%	17.9%	28.6%
Paediatric - Baby & Child Health	11.6%	16.7%	28.3%
Emergency Department - Hospital	11.0%	14.8%	25.8%
Disability Support	10.2%	14.9%	25.1%
Ophthalmology - Eyes	6.8%	16.0%	22.8%
Physiotherapy	5.9%	15.7%	21.6%
Chiropractic Services	4.2%	7.4%	11.6%
<p>The Health Support Services rated as least satisfactory by the Respondents were:</p> <ul style="list-style-type: none"> • Doctor - General Practice 78.2% • Mental Health Support 56.5% • Health screening services eg for cervical, prostate, skin cancers 45.7% • Gynaecology & Obstetrics 44.3% 			

Most Satisfactory Access to Health Support Services in the Town of Port Hedland

To mitigate statistical bias which can result from small sample cohorts, the values for the two best access ratings **Good** and **Very good** have been added together to provide a more reliable indicator of the support services which the majority of the respondents find the **most satisfactory** to access.

In the table below they are ranked from the highest **Combined Good** rating to the lowest **Combined Good** rating.

Health Support Services	Good	Very good	Combined good
Emergency Department - Hospital	22.6%	16.9%	39.5%
Chiropractic Services	19.1%	19.9%	39.0%
Hospital	23.5%	10.7%	34.2%
Physiotherapy	21.3%	11.8%	33.1%
Ophthalmology - Eyes	18.4%	11.0%	29.4%
Dentist	19.7%	7.5%	27.2%
Health screening services eg for cervical, prostate, skin cancers	8.0%	4.8%	12.8%
Paediatric - Baby & Child Health	6.6%	5.7%	12.2%
Doctor - General Practice	6.5%	1.2%	7.7%
Drug & Alcohol Support	4.8%	2.4%	7.2%
Gynaecology & Obstetrics	4.5%	2.4%	6.8%
Mental Health Support	4.2%	1.8%	6.0%
Disability Support	3.9%	1.5%	5.4%
Podiatry - Feet	2.1%	2.4%	4.5%
Aged People Support	2.7%	0.9%	3.6%

The Health Support Services rated as **most satisfactory** by the Respondents were:

- Emergency Department – Hospital 39.5%
- Chiropractic Services 39.0%
- Hospital 34.2%
- Physiotherapy 33.1%

Additional comments:

- *Very busy, long waitlists. ED flooded with trivial health concerns that should be addressed by general practitioners.*
- *couldn't get an eye test, as they don't even have FIFO optometrists now. ED is under resourced. Physio is great, but have to book weeks and weeks ahead to get in. had some poor quality dental work done and will now need to get a tooth removed (could have been prevented! will go to Perth next time). mental health support completely inadequate for the region, people are stretched too much in these jobs, not enough face to face options, lack of ability to refer people for additional supports.*
- *Need more VMO paediatricians. Even with Private health insurance we have had to travel to Perth multiple times as the waitlists are so long to see specialist*
- *Access to specialist services here would be great.*
- *Please update the listings of health agencies delivering the above mentioned services on the TOPH website.*
- *WE NEED A MRI SCANNER DUE TO THE AMOUNT OF FAMILIES AND RESIDENTS UNABLE TO ATTEND PERTH DUE TO COSTS*
- *When you or a member of your family is really sick, the ED is a dreadful place to visit with the drugged/drunken aboriginal people swearing and carrying on - even on the Wards. It's not cultural it's just disgusting behaviour.*
- *I guess if we actually advocated for services before closures then we might be in a better position. How is this actual survey going to help you help us*
- *Weeks wait to see a Dr. Hours wait to see Dr at ED, weeks sometimes months to get ultrasound, X-ray scans. Dentist triple the prices than in Perth. Living with a Husband with Cancer makes it very very stressful when trying to see a Dr*
- *Again, my distaste for some of these services lies in not agreeing with them, and not having access to affordable alternatives. Thank God there is a naturopath here who knows what she's doing.*
- *The people who make access "OK" or "good" i.e. dentists and optometry is no credit to the town - it's a credit to the dedicated health professionals who have extended practice hours, this will eventually result in them burning out. Furthermore there is no assessment here about "access to medicines" i.e. pharmacies - which are EXCELLENT and the MOST ACCESSIBLE healthcare in this town, who deserve that data to be captured to demonstrate what an excellent job they are doing.*
- *Access to an affordable GP is non-existent here. It also takes weeks to get an appointment*
- *Mental health unit under staffed for over a decade. NGOs in the sector staffed by unqualified personnel.*
- *Hedland psychology are great!*
- *There should be more health clinics and GPs*
- *We need more clinics. Something needs to replace sonic in south*
- *I get all my medical services in perth every 1/4. Trying to get medical assistance here in town is a joke.*
- *Not enough school health/child health nurses. Parking at the hospital is terrible. It is expensive to see a GP. Have to wait so long just to get an ultrasound or a CT*
- *Doctor, Dentist, Chiro, Physio, general Practice all require to be paid for in advance not helpful for the poor. Accident and Emergency/ Hospital Staff are overworked with emergency and for people who can't afford up front payment for doctors. If you can't afford private health you are on a waiting list unless you are taken in very ill into accident and emergency then given priority treatment.*
- *There is availability for these services although waiting time can be excessive. In some cases it is the fee they charge is excessive.*

- *The wait times to make an appointment aren't great. We definitely need something done about the lack of medical centres in town. The ER shouldn't have to pick up the slack just because appointments are hard to get*
- *All comes down to costs*
- *10 years ago there were 3 or 4 separate GP facilities. Now there is one. Physio and Chiro take weeks or months to book. Mental health support has closed waitlists in town. Hedland was better 10 years ago in the middle of the bust - than this current situation.*
- *Too much reliance on FIFO doctors/other specialists*
- *It is vital that we bring more GPs to town to support general health.*
- *Dentist access is very good but way too expensive a visit to the Dentist can be a full weeks wage or more. Its a toss up - Dentist visit or pay the electricity bill / mortgage / rates / insurance / sporting fees / healthy food / any food. You nearly have to take out a loan - I wait for my tax return and use that for the dentist fees. Hospital is great - but Mental Health even if you present to the emergency in a state of distress was not helpful. How can you have screening if you cannot get into a doctor - the breast bus and the vision bus are fantastic add ons to our health system. Obstetrics is good here - midwives are great but for all other gynaecology issues where are you supposed to go. Ophthalmology only one is in Perth or the Vision Outback bus.*
- *I wish I could vote very very poor for mental health support and GP. The mental health centre in the hospital is terrible, painful to make appointments, next to no follow up with you, all appointments are through a terrible connection Telehealth system, the system is so loud and the doctors can't hear what your saying so you have to yell, the biggest problem with this is that the meeting room is next to the waiting room and reception so everybody can hear your full private conversations when you are at your lowest. No privacy while also adding to the stress and anxiety of who might over hear you. And if there was an option for the outpatients at the hospital it would get a super very very poor. The worst/rudest department in WA. Absolutely terrible.*
- *Access to GPs for appointments in advance is ok, urgent appointments where want to keep continuous care from the same GP can be difficult*
- *Emergency Dept sent hubby home with severe injury stating it was a minor injury ended up flying to Perth ourselves the next day to sort ourselves. No help from the hospital (said not to bother trying to get an ultrasound before Xmas no one was there)*
- *Appointments so expensive, ER wait time is super long. Medical centre all the way in port. Costs way too much for an appointment to ask for a simple prescription that I'd rather go without*
- *Availability availability availability. Hospital is slow with referrals and PATS takes months!!!! I attended an appt in September and the money hit my bank account in February. What if I had to go regularly? I can't afford to sit on hold for hours to call the hotline.*
- *Have waited nearly 3 years to be seen by a paediatric cardiologist for my son after on and off cancellations and 2 years for his ophthalmology appt to then get a follow up with the only shonky Edgar st dr town so not sub par*
- *Hospital services over worked due to lack of private service*
- *Perth has great services*
- *Further facilities with subsidised rent for small practitioners would increase the availability to provide services to the general public. There are a few health professionals working up here in roles that don't require there qualifications because it's too expensive to rent a space as a sole trader.*
- *Waiting over 12 months to see a specialist Gynae. This town never sleeps, but the only after hours clinic is A&E. Wait weeks to see a GP, for a few minutes. GP's have limited understanding of autoimmune conditions and obviously no time to research. Phlebotomist can't find a vein. It's (deleted).*
- *Limited access to specialist services is challenging but we lived in a regional remote area. More access to GPs and more mild to moderate mental health services are needed*

- *The availability of these nearly all of these services differs between those of aboriginal and Torres Staite islander decent and those who are not. This is not racist. Just have a proper look at who can access what.*
- *The Paediatric team at Hedland Health campus are incredible.*
- *Endochronolgy services are required*
- *Am blessed with good health and have not needed ancillary services*
- *We need more GPs here in town. GPs that are passionate about their jobs and provide a good standard of care. The hospital provides better care in some circumstances over our medical centre in Port Hedland*
- *Outpatient appointment Wait times are ridiculous*
- *We don't have doctors!*
- *not enough services not enough doctors surgeries*
- *The wait times are ridiculous. Puss wrecks go into EE off their faces and have to be triaged because that is the process. They take up time, resources and beds when kids and other community members are sitting out their bleeding from wounds or genuinely very sick and or in pain. Sort the health system out, it's a mess. Sort the drug addicts and alcoholics that literally go to ED for a bed. Complete (deleted) show.*
- *Tackling drug crime, drugs and having more affordable housing is required*
- *None is affordable for people on pension & services are limited at hospital. Have to go to Perth for any special services, MRI scan, surgery etc. Not enough GP's in our town.*
- *Most of these medical facilities would be above average if they could handle the volume of patients the town has and had permanent health practitioners patients could form a relationship with. Waits for appointments and limited options makes people result to not being seen or having delayed treatment which reduces positive effective outcomes.*
- *We have a great hospital emergency dept. it is just stretched to breaking point, because you cannot get into a doctor for 3 weeks unless your having a physical for the big companies then you get in. No drs at South only Hospital. I always check in with pharmacy with minor health complaints and they are great, will advise if I need to go to hospital. At least I can see the pharmacist.*
- *Indigenous people seem to have access non indigenous not so much*
- *Waiting times are unacceptable. Weeks to see a GP or Physio. Over a year to see specialists at outpatients. And for dental work, our most surgeries, i have to spend more than i earn in a week just on travel. You do know the town isn't actually a FIFO camp right? The people who are the backbone of this town are often on lower wages.*
- *I have only been able to access physio therapy through the well women's centre because I have had cancer*
- *The elderly really suffer if they need assistance with basic infrastructure in their houses such as ramps or handrails. it is promised but for many elderly ones the improvements are yet to materialize. "*

54 written comments were received.
Two respondents skipped this question.

Q18: The Town of Port Hedland is committed to advocating for increasing the levels and standards of health services in Port Hedland. Your opinion matters and can assist the Town to direct its advocacy to support the community's needs.

Are there any other health support services issues or problems that you know of in our Community which you would like to bring to the Town's attention?

Q18 RESPONSES

Responses:

- *Need more Dr in our Dr surgery clinics.*
- *need to get another gp clinic going. wait times are ridiculous*
- *More mental health support needed*
- *Lack of GPs*
- *No school or government dentist all closed due to no staff!*
- *Please get a Private Health Clinic where people can go to.*
- *Bring our Doctors back. It now takes three weeks to see the Doctor. The hospital is struggling to keep up.*
- *NFP agencies need ongoing funding and a network to bring them all together and educate the community on what is available. These services are the backbone of the community and they are carrying the load, where the public health system is failing the town.*
- *More surgical options need to be available in Hedland, without having to travel to Perth. Chemo etc too.*
- *there is many, but for others sake I'd say we need to help the mental health that walk around town as a start*
- *pathology services are lacking except in hospital*
- *A drs in south hedland*
- *Controlling antisocial behaviours would free up the hospital and ensure the shops, parks, skate parks a gathering areas are safe from children's young eyes.*
- *We have two options in town, pay exorbitant prices or spend hours in ER. Bulk billing will encourage people to seek treatment earlier.*
- *More medical centres*
- *Talking to a brick wall doesn't help anyone*
- *More mental health support for the community. On call MH team would be great!*
- *I have lived in Hedland for 30 + years and having only one GP in town is extremely poor for a town of this size. The town is getting less and less desirable to live here and cannot not attract good reputable Doctors for long term.*
- *Racism, vigilantism, bigotry and anti social behaviour also have a major impact on our community's health and well being.*
- *The stress that the TOPH cause themselves is phenemenonal but... they take no responsibility for their actions.*
- *I would like there to be more support for eating disorders*
- *Finding and retaining quality staff is the main issue affecting health support services.*
- *we need a mri machine due to the amount of families and resident who then have to go to perth to get a scan done when it should be able to get done and hedland health campus some people can't afford to go to perth and get them done*
- *Chronic disease support like Rheumatoid arthritis team, diabetes, mental health*

- *Easy access to Perth services not available locally*
- *Get Indigenous Elders to teach the mob important life skills. Birth control. How to be affectionate to their child. Take them to school. Encourage skills for employment. How to conduct ones self in public. Teach adolescents meaning of work. Teach all RESPECT.*
- *More doctors & better fruit & veg at the shops! And better events for the kids*
- *Doctor surgery in south a more affordable price*
- *Audiology services*
- *Access to GPs*
- *I feel the gap is still too large when you have to go to Perth for medical reasons. We shouldn't have to pay anything or be out of pocket for any expenses because the services aren't available here. This is unfair*
- *Spiritual wasteland. Kindness and decency are rare. Hyper competitive and robotic lifestyles are favoured over connection and collaboration. V sad and soulless place to live.*
- *Lack of Gps ,lack of parking at the hospital for patients*
- *There is a CRISIS in community aged care in Hedland. There are NO community aged care service providers that are taking on clients. You cannot access personal care (showering/toilet/continence) support through aged care funding. The ONLY service provider Silverchain has one FIFO staff member to service their few current clients. HUNDREDS of aged people in Hedland DO NOT have access to transport, personal care, meals, continence supports, domestic assistance/cleaning despite having appropriate access Commonwealth funding (e.g. home care packages) for these services. || The Town of Port Hedland closed the Steven St retirement/independent living facility with a promise to rebuild elsewhere, and has no plan for age-in-place nor an Age Friendly Strategy (see the City of Karratha for theirs). || The City of Karratha also recently (2023) commissioned an Aged Care Needs Analysis by consultants ACIL Allen however aged persons are completely ignored by the ToPH. || None of the recommendations of the North West Ageing and Aged Care Strategy (2017) that related to the ToPH were acted upon. This crisis in community aged care is hidden and not being addressed at all by the Town of Port Hedland. || I implore the town to take action to support their older residents, who often have been lifelong residents, long-term rate payers who have built their hopes and dreams into Hedland but are forced to move and sever ties to the community they love due to a lack of appropriate supports in ageing.*
- *More doctors clinics and cheaper dental health services.*
- *Need GPs and Women's health access is a priority.*
- *More mental health groups, this is something we lack severely. This is the reason of alcohol abuse, increased crime, the depression, people overworking and becoming physically burnt out just to afford the cost of living. And affordable housing, access to healthy food, and cheaper memberships and options to wellness programs will absolutely ensure the standards of health services are raised.*
- *If your aboriginal, you have better access to health services - why?*
- *PATS hours are terrible. No one can wait hours on hold between 10am and 3pm and it's too hard during work hours. It needs to be 7am-12pm. We need more doctors and more services.*
- *Is this why the TOPH forgot to answer and advocate for childcare services to get doctors here and left the emails unanswered. I do believe past facts speak very clearly.*
- *All health services need help. The town is crying for Dr GP*
- *Support the alternative options, you're swimming in cash, (if you're not then something much bigger is wrong) so start putting it into all options, the doctors here are obviously understaffed so, whatever, throw them a bone or some (deleted), but support for any local health and well-being business should be on the table. Pay the rent for shop fronts to encourage them to stay open, subsidise community engagement classes to build clients, offer memberships*

and incentives along side top gym and pool memberships to include local businesses. You're not doing much.

- *Affordable housing should be the number one focus.*
- *Reproductive health*
- *More indoor sporting events*
- *Just long wait time for a doctor of up to a week. If you have a bacterial infection which requires antibiotics it can cause high levels of anxiety*
- *Children's school dentist*
- *Someone needs to actively do something about the shortage of GPs. Like yesterday. It's ridiculous to live in a town where everyone's AVERAGE income is 6 figures and we can't even access a doctor. Not to mention that a consult with the ones we do have is \$110 for as little as 5 minutes, no matter whether you're a pensioner or a miner - that's insane and not within a lot of people's budget, driving them to the ED to avoid the cost.*
- *Lack of GPs, lack of Specialists, lack of podiatrists, lack of ophthalmologists, no MRI machine*
- *PATS refusal to fund travel for skin cancer checks and treatment due to 'visiting specialist' with excessive waitlist. Same issue with ENT, rheumatology.*
- *We need more doctors*
- *Need more health clinics in south Hedland, not every one can go to Wirraka Maya, and long waiting at the ED hospital. Not every one has transport to Pt Hedland medical clinic*
- *Another GP clinic in South*
- *We need more gp's*
- *Clear out the drunks and low life's that hang around our public spaces including the shopping centres. 24/7 private security patrols. CCTV coverage of all public spaces. Get the shopping trolleys off the streets. The town looks like an absolute tip and that's depressing!*
- *Needles and illicit drugs. Access to suitably qualified doctors. Lack of access to specialist services. Extensive long waiting times for procedures.*
- *Open another doctors in south not everyone can get to the port doctors and when they probably can they have no appointments! I've had to suffer a good couple of weeks because their has been no appointments*
- *age care help for the elderly*
- *Reasonably priced Dental Health Services through achieving Medicare eligibility*
- *We need to lobby for housing for Doctors and Nurses so that we can actually have these available at a reasonable cost. We seem to be able to get Drug and Alcohol or Work related testing/Doctor surgery (only for workers) but not for the general public.*
- *Specialists need to be accessible.*
- *Should feel safe to walk the streets*
- *Poor staffing at the hospital is effecting the services they can provide.*
- *Affordable accommodation, supported accommodation choices and assistance for people with chronic illness*
- *Are you though?*
- *Health care across the board needs to be more accountable*
- *Do better. Get out of your offices and talk to the people in this community, especially those in south. The ToPH priorities are misaligned.*
- *School dentist has not been active for nearly 2 years.*
- *FIFO and mining camp workers saturating the health system for residents. The mining companies need to financially contribute to health systems as the % of use is high by FIFO. There also needs to have health professionals at camps. Pre employment medicals need to be moved out of general hospitals and doctors, especially for mining companies.*
- *Council can only help advocate to government and others to support the services needed for its residents.*
- *More GPs!*

- *Housing and childcare positions being made available/allocated to essential workers like doctors, police, nurses and teachers. If they cannot have these things guaranteed then we cannot expect to attract the workers we need to perform such vital services for our community.*
- *Less staff turnover so that relationships can be built and maintained, therefore providing better care in all health fields*
- *The amount of GP's in town is pathetic do something about it!!! Overall health care in town is appalling*
- *Lack of affordable GP services. Poor alcohol and drug clinical services. Lack of accessible community immunisation, STI testing and child health in the south hedland shopping centre.*
- *Please, simple things like waiting for a biopsy should not take two months. The longer people wait for services like this could turn out worse for them. Also - we need more doctors.*
- *Only what is known. 2 week plus wait for Dr.*
- *Continuity of care from the doctors. Another health clinic - there is only one to support the whole community unless you are having a medical for jobs. The everyday person cannot get in to the doctor for 3 weeks. I have to know I will be sick before I am sick? I make my appointment for prescriptions as soon as I finish at one appointment – at least this way when the script is low i am not panicking about running out and before you say - prescriptions online - I have to see a doctor to be able to get my scripts because of the drug class they are at - I cannot get these without physically seeing a doctor. And to add to the woes I have to explain everything all over again when the doctor leaves town. There is only 1 doctor at 1 clinic who has been in town for a long time.*
- *Need more GPs*
- *We have great services and practitioners but not enough of them and there is a waiting list for doctors surgeries.*
- *Access to GPs and basic health services needs to be better. Right now it's impossible. We need more options for summer activities. Indoor options.*
- *Mental health services. Get some actual psychiatrists in town. There is great private psychologists here but if you need to be medicated there is nothing. Obviously we need to increase GP's in town, having to wait 3 weeks to get a script refill is ludicrous, it would be fantastic to actually have a "family doctor" or at least be able to see the same doctor every time you have an appointment. It's so frustrating to have to explain your whole medical history every time you go in there.*
- *Homelessness, no community shelter or services for at risk youths. My friend faced it and was couch surfing for a while due to hotels and the such being so expensive and being unable to rent due to age and cost.*
- *Mental health*
- *Lack of general practices. One doctors surgery in a town as large as port hedland is absolutely ridiculous. It takes several weeks if not months to get an appointment, and therefore adds pressure to the hospital emergency department*
- *Additional GP services and visiting ENT so people don't have to travel to karratha for appts*
- *Lack of bulk billing for local GPs. Local indigenous population are living in poor conditions affecting their health and hygiene. Alcoholism causing antisocial behaviour and child abuse*
- *All issues and problems are visible*
- *Access to shade and sunscreen in a place that is so warm all year round*
- *Heatwave policy more access to health services such as offer free space in shop for health services to set up satellite services for immunisation and other health checks*
- *We need a school dentist. The facilities are there but the role is understaffed. In 4 years of school my child has had one appointment. Leaving us to attend the local dentists who aren't very good dealing with children.*
- *More support for pregnant women. More specialists for all ages.*

- *We need more general practitioners, taking days to get into see a doctor if you are sick is a joke. People end up flooding the emergency room at the hospital as a result. We need better facilities for those with ongoing medical conditions. Constantly flying to Perth makes everything so much harder when you aren't well.*
- *The crime and the hiding of sed crime rate!!!! That apparently we don't have any crime!?!?*
- *The fact we use to have beautiful reef in headland and nice beaches and no we have dead slimy rocks and black clay mud beach! The visibility of the sea water is disgusting and with the 196000000 dollar boast the Pilbara ports had last year I don't see anything being done about it! What about the jobs that have recently been completed, job hasn't been completed till the end and nothing been done about it!*
- *More doctors, skin checks*
- *No mental health unit is a detriment to our town*
- *Post-partum health (0-12months) targeting Mum's physical health/healing and not just social is severely lacking in range compared to previous years.*
- *We need to have more permanent GP's in the town with frequent visits by the specialists.*
- *Mental Health Awareness, management, ongoing Treatment*
- *Needing mri machine to stop delay in diagnosis and reducing radiation exposure which can in years increase cancer risk which then will put stress on people and family and health services*
- *Ndis support for speach, ot, etc. Service in hedland are poor compared to Karratha. We need safer medical imaging options especially for kids*
- *No after hours GP*
- *Practically all specialists are hard to get into.*
- *Don't let this survey be a waste of time and money. Actually doing something about it would be great*
- *You are well aware of the issues.*
- *Yes the hospital needs more nursing staff and MRI urgent*
- *The consumption of alcohol and illicit substances in TOPH parks and open spaces.*
- *Mental health needs to be a priority*
- *Minimal health screening, only one GP practice currently, further there isn't much availability to Physiotherapy.*
- *More GP options, more local doctors in hospitals*
- *Advocate for Hedland to have its own media. 101.3 needs paid positions, ABC Pilbara and NW Telegraph have 0 local employees covering the news. The town needs more (affordable) housing. Unlock the West End, and force landholders to make their vacant properties available. It would make a massive difference. Make the corporate giants pay their fair share. The streets should be paved in gold, not dust. Focus on community pride and celebrate the history. Look to the example of towns like Mount Isa. The old hospital site on Sutherland Street would be perfect for a ""Hedland Experience"" where visitors and locals can learn about the town, the history, the nature, have examples of some of the equipment as well as our unique flora and fauna. Loneliness and general dissatisfaction are huge. It seems like this is by design.*
- *Additional mental health support*
- *More doctors and access to psychiatrists for adhd without having to travel to Perth for medication*
- *After surgery care is zero. Groups for elderly recovery is zero. Need support groups to call in Health for elderly.*
- *It's long list wait.*
- *The TOPH itself causes distress for community. Shutting down venues that have been operational and accessed by community and leaving them with limited access is disgraceful. TOPH have a lot to answer for. Asking these questions when actions of the entity have impacted is hypocrisy*

- *Police presence. I constantly witness so much petty crime, particularly in the retail sector, police don't even bother to respond. I'm sure CONSEQUENCES for ACTIONS would be helpful.*
- *Group homes*
- *Lack of GP services*
- *An Aged care facility is required*
- *Lack of medical and counselling services that dont cost an arm and a leg*
- *The Town is well aware of the gapping holes we have in being able to provide to our community even basic health care services along with the massive holes we dont have a hope in hell of filling for the specialty services required in this town. The Town cant wven provide substandard levels of rates, roads and waste. This survey justify some beurocrats role with the Town wastes more rate payers money and provides the community nothing.*
- *Crime*
- *Waiting periods to see specialist to decrease. Case is worse by the time you see them.*
- *When is the new retirement village going to be built? I'm already looking to sell and move because there is no retirement future for me here. Absolutely disgusted by how our old people have been treated and shoved into public housing with drunks. And no sign of promised village in how many years has it been now? That's just a start, I can't be effed even telling you anything anymore because of continued failure of the basics. Like can't even maintain 2 pools all year round etc*
- *PATS services in the Pilbara is overwhelmed with applications & the wait period is extreme*
- *Paediatric neurodivergent diagnosis appointments are few & far between, children suffer from lack of support*
- *Only one GP. It's ridiculous*
- *We need doctors...period. How pathetic it is that we have to rely on online doctors to diagnose us? Otherwise you have to go to the emergency department and sit and wait for hours while the junkies pop in and out for needles. Meanwhile parents have to sit there with kids that are sick and to whom they could have gone to a GP. It is pathetic and unfair to the broader community*
- *need a mri scanner in hedland*
- *We need poor doctors... can't get into see a doctor a week in advance*
- *Paediatric support for neurodiverse kids*
- *Obviously the lack of GP's*
- *High services are privately owned and not in the public domain*
- *Increased accessibility to all town facilities*
- *We need another medical centre. I haven't been to get into the doctors since sonic health closed.*
- *There are lots of issues that need to be addressed before this town could be considered healthy. The hospital do not have enough staff to support the community and provide the services currently needed while trying to move in the direction of making the community healthier. || For example, offering day surgery at the hospital is great, however, the hospital needs to then be equipped and staffed to a level of being able to look after patients after major surgery, which was not my experience. If they can't, then they shouldn't offer the surgery. || The hospital itself is also no longer big enough for our community. It needs to be double the size. This should be a focus, instead of building more apartments to house more people who will then need to use the same hospital! || We need to offer something attractive to doctors to make them want to stay in town so that we can have a stable GP service, and more than one GP clinic! It's unthinkable that a town this size that generates such an enormous amount of revenue would only have one GP clinic! || I am sure that these are issues that you are aware of, but please know that they are a major priority for people living and working in the health industry in this town.*

- *Joined up problems require joined up solutions. Tackle drugs first and then make a start on all the other issues. ED needs more mental health and drug facilities and staff to man the facilities. A mental health unit would be really beneficial*
- *All illnesses Hedland campus can only give basic care all other services needed, one has to fly to Perth. Public dentist doesn't even have a office/ rooms operates out of a transportable parked outside the kitchen in the car park at back of hospital*
- *Psychiatric service - reliable permanent doctors, range of treatment options. We have one psychologist in town which won't be a good fit for everyone so they are left with no one to talk to. Having to be referred to perth for a scan/mri because if it's not an immediate emergency it can't be done. Waiting over a month for an xray or ultrasound booking. One GP clinic.*
- *Get us some more GPs please*
- *Diabetes is high within communities. So many amputees, it's heartbreaking. Free diabetes tests at shopping centres?*
- *More available health services*
- *Regular access to specialists... took 3 years to have a diabetes specialist... alot of operators require these checks to certify they are good to drive every year. Specialists access needs addressing.*
- *We need more mental health support services. Face to face. Better doctors*
- *Being able to get a same day Drs appt in South, with a GP who isn't a locum would be amazing. Being able to get my child the assistance she needs without having to leave town to do so would also be nice.*
- *Get an MRI machine in South Hedland and allow dr on duty at hospital to prescribe meds and referrals - give prescriptions. Why must we go to our "regular" GP to get the script or referral when you went to ED in the first place? Current waiting time to see a GP is two blady weeks! A person could be dead in that time waiting for meds or referrals!*
- *Stop moving any facilities or resources to south until it's safe and clean. Create a safe, year- round swimming spot in port. Get police out policing everyone who is tailgating, speeding, driving on their phone, etc. Have them respond to calls instead of playing 20 questions and then deciding it's all fine.*
- *We need a doctor's surgery that will bulk bill lack of a locally bulk billing doctor restricts access to locally provided gp appointments*
- *Get more doctors*
- *Lack of services - GP's, facilities open for people - the Port Hedland Swimming Pool, constant issues with the parks with vandalism etc. the town is out of control with allowing people to constantly get away with everything and not to mention the fact that our town council constantly fight each other rather than work collaborating to make it a better place to live: the cost of living is out of reach for so many and then add to the fact the town take short cuts to projects and have more issues then bettering the place - to much wasted money*
- *The quality of care is poor in some areas - IE losing test results and records etc*
- *Air quality and better water should be a basic human right this town does not ensure safety of its people*
- *Better options for eye sight and feet and teeth*
- *PATS is a very clunky system that often has unreasonable waiting times for booking, support or reimbursements*
- *Need doctors that are free especially for big families , when someone has an underlying health condition but cant get an appoinemnt never mind paying over \$150 for bloods or scripts is a joke*
- *Need more support for groups like Men's Shed and Teenage support/activity groups. Being a mining town there are a lot of people in these groups in town with very little social support and groups like these could help reduce how isolated these people feel.*
- *being able to visit the doctor using a health care card, on a pension I can not afford \$160 to visit a doctor so I just dont go or I go to the hospital*
- *Psychiatrists that can diagnose ADHD in adults, skin checks, cheaper GP fees*

- *More GP's required as the waiting time is too long*
- *Please advocate to PATS to increase the payment amount per kilometre for those driving to Perth - it is not in line with increased CPI and, with all the flights being cancelled, this is the only option sometimes.*
- *Womens health "*

196 written comments were received. 34 of these stated that they had nothing further to add, 162 responses contributed their thoughts and suggestions.
145 respondent skipped this question.

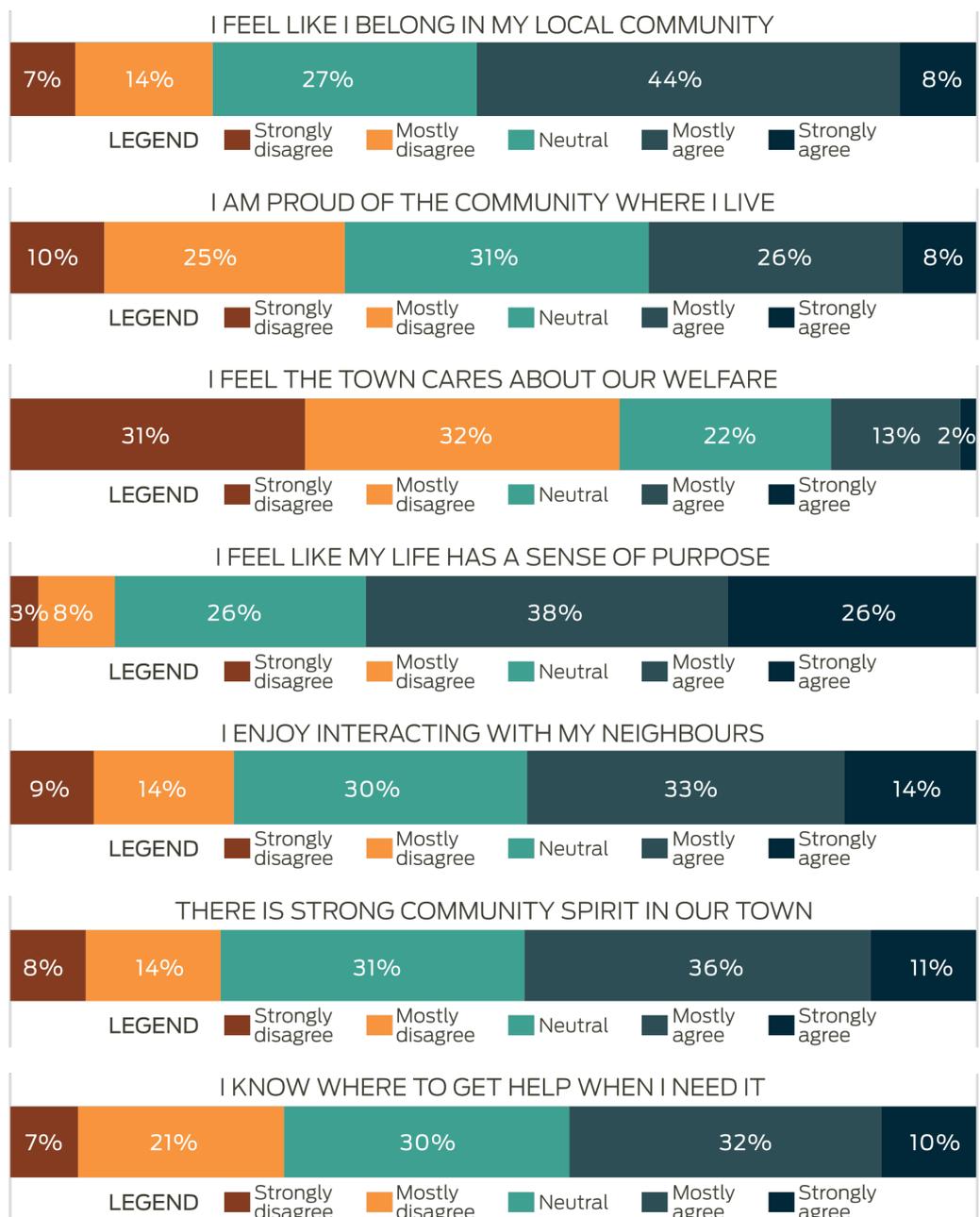
SECTION FIVE OVERVIEW: Life within the Town or Port Hedland

Questions 19 & 20 asked the respondents about their attitudes and feelings towards living in the Town of Port Hedland

These questions were not compulsory to answer.

To remove order bias, the order in which the different statements appeared for these questions was randomised for each respondent.

Q19: How strongly do you agree or disagree with the following statements?



Q19 RESULTS					
Statements	Strongly disagree	Mostly disagree	Neutral	Mostly agree	Strongly agree
There is strong community spirit in our Shire	7.9%	13.8%	31.5%	35.9%	10.9%
I feel like I belong in my local community	6.8%	14.1%	27.4%	43.8%	7.9%
I am proud of the community where I live	9.8%	24.9%	31.4%	26.3%	7.7%
I feel the Shire cares about our welfare	30.6%	32.4%	22.1%	13.2%	1.8%
I feel like my life has a sense of purpose	2.9%	7.9%	25.9%	37.7%	25.6%
I enjoy interacting with my neighbours	8.6%	14.5%	30.4%	33.0%	13.6%
I know where to get help when I need it	7.1%	21.2%	29.5%	32.5%	9.7%

Q19 CONCLUSIONS			
Analysis of the respondent’s attitudes towards these statements about Community in the Town of Port Hedland			
To mitigate the statistical bias which can result from small sample cohorts, the values for the negative responses (Strongly disagree and Mostly disagree) have been added together, as have the values for the positive responses (Mostly agree and Strongly agree) to provide a more reliable indicator of the respondents’ overall reactions to the provided attitude statements.			
Statements	Combined ‘Disagree’ Responses %	Neutral Responses %	Combined ‘Agree’ Responses %
There is strong community spirit in our Shire	21.8%	31.5%	46.8%
I feel like I belong in my local community	20.9%	27.4%	51.8%
I am proud of the community where I live	34.6%	31.4%	34.0%
I feel the Shire cares about our welfare	62.9%	22.1%	15.0%
I feel like my life has a sense of purpose	10.9%	25.9%	63.2%
I enjoy interacting with my neighbours	23.0%	30.4%	46.6%
I know where to get help when I need it	28.3%	29.5%	42.2%

The two statements which achieved the highest level of agreement were:

- I feel like my life has a sense of purpose 63.2%
- I feel like I belong in my local community 51.8%

The two statements with the highest level of disagreement ratings were:

- I feel the Shire cares about our welfare 62.9%
- I am proud of the community where I live 34.6%

The two statements which received the highest responses were:

- There is strong community spirit in our Shire 31.5%
- I am proud of the community where I live 31.4%

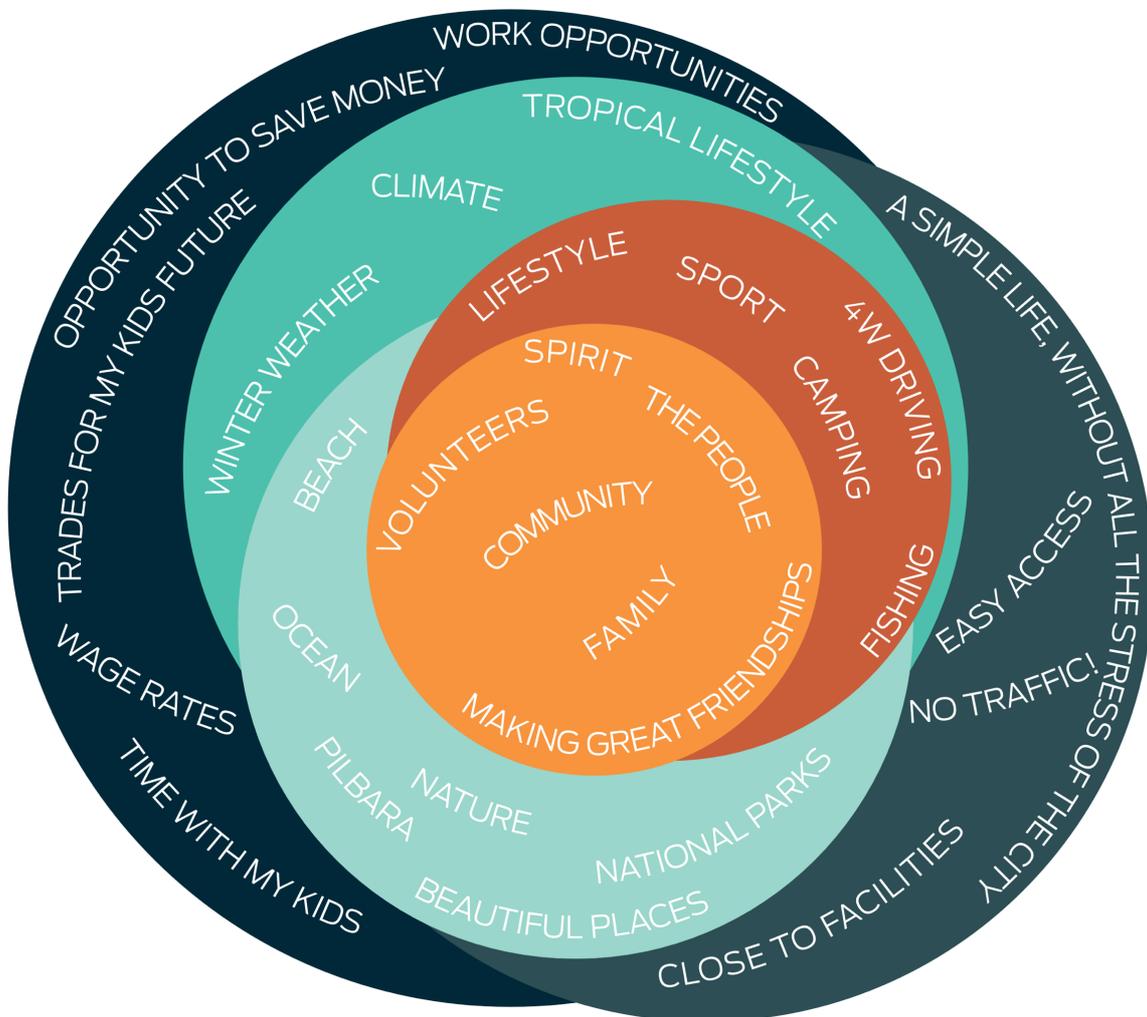
Additional written comments:

- *Litter is a major issue with trolleys and rubbish scattered all over the town. Some areas feels like a war zone! Would love to see more greenery and shrubs which improves the appearance of our town. South Hedland square is very dirty and smelly and sometimes unsafe when doing our groceries,*
- *The disparity between the have and have nots has not improved in the 14 years I have lived here. The high school is still a violent, toxic mess with low standards educationally.*
- *The Shire itself had done nothing this is my own connection to community and does not reflect on anything the toph has done.*
- *If TOPH keep patting themselves on their back whilst destroying this town then this survey is a tick and flick box*
- *The people make this town nice, and you're all lagging behind. Give us lovely places to engage and get behind new business ventures to help the town diversify and shrug off the mining town reputation. The rest will be easy.*
- *The drug and substance abuse is a much more significant issue in this town than anyone gives credit. As an ambulance volunteer I see first hand the people who quit volunteering because the clientele is horrible - it's incredibly draining to constantly have to help drug addicts who have no regard for the safety or appreciation towards the people who help them. Furthermore this is driving doctors away from our town because yeah they want to help people, but when it's constantly those dreggs of society and they take up beds where we could help people who would actually be appreciative of help and didn't make any choices that directly led to their hospitalisation (taking a bad batch of meth). 4 doctors resigned from their Hedland ED rotation from this exact reason last month because the druggo's and resulting DV is absolutely effed.*
- *My sense of confidence in the community is lower than ever under the current mayor / council and ToPH paid leadership. The self serving nature of business operations is detrimental to the community.*
- *The Council and ToPH do not have the towns best interests at heart. They have closed down sporting facilities and make it very difficult for anyone to try to operate. This needs to change. They are slowly making the town more and more unliveable and unattractive for residential workers*
- *Unfortunately we have housing projects in neighborhoods where people own their homes. These houses are noisy, dirty and messy and the people destructive. Any suggestions of Dept of housing building homes in another area where we do not have to deal with this?*
- *I have been here for 11 years and nothing has changed. The south shops are terrible. The housing is so old, it's too expensive to build here. Flights out of here are expensive. It is just so hot at the moment.*
- *Questions are not worded to really get the opinion of the public. Are you serious about the health of the locals.*

- *New to town, yet to really see the spirit of Hedland*
- *The town needs to start looking after its people and providing them with services. The amount of money that goes through this town it should look like Dubai but due to an incompetent council funds have been squandered. People show no interest in local council because every candidate is as greedy and childish in their interactions as the next - we have no hope therefore no one votes and it's a vicious circle.*
- *Not many people know where to get help, especially the ones who don't have self advocacy, access to phones/online services.*
- *There are some good people in this town however the lack of unity in council has seen the town become the worst place to be. Time to unite and get more housing sorted because without it we have same same! Council should be in Perth banging down ministers doors demanding the town's needs, that's leadership.*
- *Its good to know where you can get help from - but there are times when that help is not available or health workers don't know what to do when you present with suicidal issues. Take a valium and go home. Not good enough.*
- *I know where to get help when I need it, but it's just unfortunate that 8 times out of 10 that's usually online or an appointment in Perth.*
- *Get rid of fifo and get some people loving o. This town! We are not a remote mine site we are ment to be the jewel of the Pilbara! The regional town where other town not only look to use for support but help! And we can't even help our own!!!!*
- *Some services run, then they have no staff, then the services stops. Lots of people don't event know where to go to look for a service*
- *Children groups and parent groups available. Young people groups available. Nothing for over 60 or 60s groups that require health communication and social interaction.*
- *These comments DO NOT reflect on anything the TOPH has done!*
- *How can you enjoy interacting with neighbours who are constantly and obnoxiously drinking, drugging, arguing, shouting all hours of night, playing loud music all night. Police tell you they can't help and just give you a housing commission number to ring and lodge a complaint.*
- *Depends on what the help is doesn't it?*
- *The town council does not care for their constituents*
- *Confident advocacy skills but inadequate facilities ongoing*
- *crime out of control feel unsafe even going to shops*
- *TOPH you need a complete clean out of personnel and have people that actually give a shit about this town to make positive changes.*
- *I have rung Police on a couple of occasions and get put through to someone in Perth who essentially can do nothing much. Antisocial behavior is a problem*
- *The sense of community over the last few years has diminished.*
- *It's offensive that a town which has actively worked to destroy the town, and erase its history, sold its residents out to corporate interests, allowed the west end to be destroyed piece by piece, even asks these questions.*
- *The council is doing its best with what I can help*
- *I do feel the Town cares about the welfare of people in the community. It is powerless to act on ways to fix the problems. People are demoralized by the same old arguments that "we can't do this or that because people will get upset." Take control! 90% of the problem is a lack of physical presence in community spaces that hold people to account for their antisocial behavior. Go to any park at 10:00pm - 01:00am and move on the young kids who are vandalizing the equipment and keeping the neighborhood awake.*

340 respondents answered this question
 33 written comments were received.
 1 respondent skipped this question.

Q21. What is the thing you like the best about living in the Town of Port Hedland?



Q20 RESULTS

- *Work.*
- *Taking part in the senior aged activities, free car parking.*
- *The Friendly People*
- *Nothing*
- *People*
- *The opportunities available*
- *No traffic lights*
- *Nnn*
- *opportunity*
- *Community*
- *Pride and long lasting friendships, beaches and community spirit*

- *Ease of living and forced savings because there are not many shops*
- *opportunity and lifestyle*
- *Being with my family*
- *I have lived in Port Hedland all my life, I have seen alot of changes over the last 20 years. There are alot of employment opportunities for anyone that wants to work. There is also different sports for the younger kids.*
- *Used to be the community and strong support, but lifestyle,*
- *Weather*
- *Nothing*
- *Less time to travel to Work, Hospital and Shops.*
- *Not a thing. I'm only here for three more months. I would like to stay but the health facilities are not here so I have to go.*
- *Being close to nature and being able to get out and explore.. walking, fresh air and space help clear the mind and move the body.*
- *We live going camping however it would be great if there was closer places to camp than traveling a min of two hrs*
- *Natural scenery within close proximity*
- *The people, majority of people are friendly and welcoming*
- *The industry, the people and the beautiful places to visit.*
- *Friends and the local community*
- *n/a*
- *living in a tropical town near the beach close to the Kimberley*
- *Small, close to beach, camping central*
- *The people*
- *The family and friends created along the way*
- *Locals (people who actually live in Hedland) unfortunately this town has gone backwards! Reliant on FIFO workers! Theres no excuse for the lack of services! Karratha looks more thriving than Hedland and we have more big mining companies! I see nothing is really being put into this town! Mining companies say they want to strive to have a 50/50 work force (men and women) well I reckon same as the workers! More residents and lesser FIFO! If they want to work in Hedland they should be living here! How can small businesses keep running when the money is flown back to Perth etc. Port Hedland is not a Shay Gap and or Goldsworthy! It's a great livable town! Something has definitely gone backwards*
- *Nothing if the work wasn't here I'd be gone*
- *The beach! However again developing the esplanade with landscaping would provide a tropical relaxing feel.*
- *The natural landscape*
- *my lifestyle*
- *The good, non violent people*
- *I struggle to say anything good about the town these days. I have been here 30+ years and have seen it sadly decline to the point I no longer want to live here myself and will be moving in the next 12-18 months. I feel that the town caters for the fifo over the residents. one GP, Bowling club closed, baseball association folded, water polo and swimming club struggled due to poor maintenance of the pools with no lighting! Shopping centre is an eyesore, I could go on and on. It is as absolute disgrace for the town and why would anyone want to uplift their life to move here when it has been a steep decline in facilities and generally feeling unsafe in your own home. Not enough Police to the current crime rate. But nothing will happen and this is just another survey I have filled out.*
- *The predictability of some services in town e.g. Post Office It's the same no matter what time of the day or year it is. I value this quality because our town is so transient and changing often.*
- *Easy living, the weather and fishing people who live up here are awesome*
- *The community and people.*
- *Wage rates*
- *I like how I know everyone here and everything is in walking distance*

- *Spending time with friends and family. Meeting people through shared interests.*
- *N/A*
- *Community, great friendships*
- *Fishing and plenty of job opportunities*
- *The weather, the people and the lifestyle*
- *Job opportunities*
- *Life style*
- *The people. Everyone is in the same boat, sacrificing living away/remote in a harsh town, the support we give each other is what keeps us there.*
- *Location, employment opportunities*
- *Winter*
- *The ocean*
- *The people*
- *The harbour and coastline and access to the inland national parks*
- *The opportunity to earn money in mining jobs*
- *I have lived here for 5 years and have seen very little change. In fact the yacht club and now the bowling club has closed reducing places to go to a bare minimum. I'm starting to loathe the town to be honest. The only positive I have is there is more greenery being planted but that should have been done 20+ years ago*
- *Out of town camping and exploring the Pilbara*
- *The community*
- *The people who live here.*
- *The people!*
- *I love living in a small community that doesn't have the hustle and bustle of larger communities. More renewable energy and cleaner water is needed going forward. I'm very proud to call Hedland home.*
- *My work and colleagues*
- *I don't. I feel stuck here.*
- *People are nice and friendly.*
- *The community and the sporting community, the beach ! and how close everything is to each other for convenience*
- *The people in the town*
- *Lifestyle*
- *Nothing*
- *My family*
- *The culture. The potential*
- *Getting a new Mayor elected or Mayor stepping down from his position*
- *Community spirit*
- *People*
- *Community Feeling, Friendliness*
- *Probably that your mum us here too.*
- *Laid back lifestyle with good friendly people and community clubs. Pony Club etc*
- *The beach is close.*
- *Friendly people*
- *I've just got used to it over time. I view it as a prison because of various failings in my life*
- *People in the community help each other out*
- *Friendliness of most people*
- *The community spirit. My friends are my familyp*
- *Not a lot, the ToPH Hedland Leisure are incompetent in their mismanagement of the leisure facilities, especially the aquatic centres. I have lived in developing third world countries that ran their aquatic centres more competently than Hedland Leisure.*
- *Wages*
- *My husband's employment package*

- *Everything is close*
- *This is my home*
- *Working conditions*
- *Not much at the moment.*
- *No traffic lights*
- *Climate*
- *not far to travel locally when going from A to B.*
- *People and community is great and helpful*
- *The people*
- *People*
- *My family has been here for 4 generations, I love the sense of community that there is, and the beautiful sunsets I just want the town to improve*
- *There are friends who turn into your family*
- *The people!!! And then the beautiful spots in nature*
- *It's close to a lot of other beautiful places to visit.*
- *The lifestyle that living here has*
- *That the living I earn here will eventually get me the hell out of this dump.*
- *The community and closeness of everyone*
- *Community events*
- *I like my job and the beach*
- *Community*
- *Nothing*
- *Saving money*
- *living with family*
- *Not much at the moment, it's really hot*
- *The people are what make this town.*
- *The local sporting clubs have long term committed people running them, being involved and participation is what makes living in a town like Port Hedland fun. It would be good to see more activities aimed at the children between 12 and 18 maybe a bowling alley incorporated into the new complex at South Hedland.*
- *Being able to access flights on a daily basis if needed and if they are not on strike*
- *It's far away and peace and quiet from the hussle and bustle of the metropolitan regions*
- *With my family*
- *Community spirit, winter, and friends that end up being adopted family*
- *Winter*
- *The heat.*
- *The opportunities for personal development. You can get ahead and enjoy a good lifestyle here*
- *We have made friends and engaged with community*
- *The people*
- *Nothing anymore. After 15 years and watching thee current council and administration continue to support camps but not community - the water park shut down, no landslide development at the massive marina, no real main street in Port. Why cant we take learnings from Karratha? This administration and council will be the demise of this once great town.*
- *The community when they come together for a common cause*
- *The people I have met and connected with to make lasting relationships.*
- *The climate, job opportunities and I can watch my grandkids grow.....*
- *The community and the people. The beaches, exploring Country - need to put beaches and natural resources that people access as it helps alot of people with their Mental Health.*
- *It's a means to an end and that will be able to leave one day.*
- *Some great people here, love the weather.*
- *Friends we've made living here*
- *The relaxed lifestyle.*

- *The majority of the lovely people of the community*
- *The money*
- *Used to be the people, but the crime and antisocial behaviour is ruining our town. Fights constantly at the shopping centre. Police resources are constantly strained. Many people don't feel safe in their own homes*
- *Lack of traffic. Uncrowded. Seaside location. Winter weather. Arts organisations - Junction Co. Pride festival*
- *The fact that it takes less than 20 minutes to get anywhere.*
- *The opportunities that we have here in regards to work.*
- *Light traffic. Small town. Good jobs and wages*
- *Community and the Facilities. The blue gym - the south pool -the libraries. It would be great if we could get a healthy organic green grocer where you could take your jars and fill them - sustainability - no plastics. Your jars are free (recycled vegemite jars for example)and you fill them with breakfast cereals/wheatgerm/dried fruits/herbs there is one at the Joondalup shopping centre and its fantastic*
- *The space. You can get away from town and explore environments*
- *Flying out to normal living on holidays*
- *The freedom*
- *The availability of possibilities and it's always improving...but could be better*
- *The community spirit. The people.*
- *Seeing family regularly, we are lucky to have extended family in Port Hedland, although due to being a ToPH employee with no assisted housing we have decided that for financial reasons we will be returning to the South West WA.*
- *The opportunities it gives you to do so much in life. The career opportunities. The culture, the nature and the adventure.*
- *the people who dont steal (deleted).*
- *Ongoing work, small social community, outdoor activities*
- *the friendships i have formed*
- *money*
- *Being with Mt family*
- *Local events*
- *My job*
- *Away from the city*
- *Relaxed life style easy to get around*
- *The opportunities it provides overall*
- *Money*
- *Job opportunities*
- *Family*
- *Friends*
- *Opportunities to slow down, be a part of nature and enjoy a unique landscape- the push to participate to combat loneliness forces me out of my comfort zone and I like that.*
- *It's never dull.*
- *Community spirit*
- *Winter. The pools. The mums groups.*
- *The community and friends becoming family. Everything is 10mins away and no traffic jams*
- *The people make this town*
- *That I get to be home every night with my kids! But is then destroyed by the thought of having to move before high school!*
- *Camping culture in winter*
- *Winter*
- *Friends*
- *Life balance between working parent & after-school commitments - everything is achievable due to little commute time between everything and contributes majorly to healthy, happy family household.*
- *Camping season*

- *Friendly people.*
- *Lifestyle*
- *Made good friends, the town itself has started to do better but inthink by getting rid of the mayor could help too*
- *Friends*
- *Ocean*
- *My work. Opportunity for trades for my kids*
- *Camping, the friends I've made up here, the community events. I loathe the lack of police, health services, rubbish, needles, destruction of public assets like playgrounds. Lack of support for children in school with ASD, DLD, ADHD unless you are aboriginal the schools and health care don't give a shit about you.*
- *Very friendly*
- *Port Hedland Volunteer Fire Service*
- *The winter weather and the opportunities to earn money*
- *Being with my family and not being a fifo family.*
- *The people, the culture everyone is mostly friendly and helpful generous*
- *The community members and the lifestyle*
- *The friends you make*
- *Use to like living here now can't wait to leave due to crime, the south headland shopping centre, bulling in schools and not feeling safe in this town.*
- *The People, so bloody look after them. Oh, and we need another high school so people don't leave when their kids turn 12.*
- *Proximity to great world heritage areas*
- *The fishing*
- *the turtles/whales, the gym, the beach and running track in port*
- *Lived here for over 10 years beautiful Port beaches parks and love the weather 🍷*
- *The art scene*
- *It's quite town, we still can access to some shop and healthcare.*
- *The community itself. No reflection on the shire. I strongly believe it needs to be disbanded where are our rates going?*
- *I used to like Hedland but in all honesty, now I can't wait to leave. I hate going to the shopping centre (nobody can live without having to go there). Walk through a cloud of smoke while dogeing scooters and drunks. Get sworn at for walking past. The amount of petty thievery that goes on because there is nothing to stop it, no consequence and nobody wants to be seen as racist so everyone stays silent.*
- *The turtles*
- *The commitment of some of the people*
- *The people, the lack of traffic, the work opportunities and the fact we don't have traffic lights*
- *Fishing*
- *The people*
- *Some activities in town*
- *The suburb of Port Hedland, the wages and the beach*
- *The people and the opportunities*
- *It is a town that has character and the sense of community is palpable. People will step up to assist another resident when a call goes out.*
- *The people*
- *Small regional town. Most of the people are great ppl - good sense of community.*
- *Friends I've made*
- *Quiet little town but would like to see it cared for by the town*
- *Trying to think as sometimes I don't know anymore. Swimming at Pretty Pool, which I hear there are plans to destroy.*
- *I wouldn't live in Port Hedland if my job didn't require me to*

- *Being close to Dampier (beautiful community foreshore). Being close to Cossack (great use of historical buildings). Being close to Tom Price (great example of a beautiful mining town, due mostly to the amount of trees in the streets & parks).*
- *The people*
- *The country side*
- *I love our community and the people that makes up the tapestry. Plus the Pilbara is just gorgeous.*
- *Relaxed lifestyle and people*
- *Money*
- *Access to beaches*
- *the money you can make and that all*
- *Community events*
- *My swimming pool*
- *People willing to help each other out when needed. We all understand what it feels like to live remotely*
- *People mostly however much less than I used to*
- *The people*
- *The people in hedland are the best thing about this town.*
- *The beaches.*
- *It's a simple life, without all the stress of the city.*
- *It's the people, not what TOPH do for this town. Or how much BHP does, definitely not TOPH*
- *A lot of the time People are polite and friendly when not under the influence or behaving in an aggregate or antisocial way*
- *The people*
- *No traffic.*
- *I love the lifestyle and working opportunities. Tight knit community everyone knows everyone. Was born and raised only in hedland is very homey I have my sport and friends I've grown up with, passionate sporting clubs and volunteer groups.*
- *Proximity to family*
- *The sense of community.*
- *The people*
- *Community*
- *The good people*
- *Ease of life*
- *The people*
- *Beach*
- *Not much... antisocial behaviour and theft ,unsafe for woman and children when the men have to work night shifts.brake in and entering*
- *The people. Bc the nature of this town is transient and everyone moves from somewhere else, we make our own families here and have great friends. If it weren't for the people here, no one would stay here considering how badly this town is mismanaged. Ask the City of Karratha for some tips on how to turn this place around. It could be incredible especially considering the billions that go through this Town.*
- *Nothing to be honest*
- *Nothing*
- *The people, the sky, the history, the nature.*
- *The lifestyle*
- *Small town*
- *The beach and pool*
- *People are really friendly and welcoming. It's a hard town to live in but it's what you make of it. Some days a love hate relationship!*
- *Country feel with just enough city stuff to keep entertained*
- *The people you meet*
- *Community*

- *At this point in time nothing*
- *Near the ocean*
- *The instant friends and family you make, Hedland is a very welcoming place.*
- *The people in Hedland are friendly*
- *Community, connection and opportunity*
- *The winters*
- *fishing*
- *Gym*
- *The money and opportunity but living in the town itself is very sad boring and lonely and would love to get more hiking options, fitness events ect*
- *Great community*
- *The warm weather and everyone is friendly*
- *The more relaxed lifestyle. I am much better in smaller social situations and I enjoy having time to myself*
- *The Town is a sucky place to live but it is really close to great camping, 4wding and natural scenery which I absolutely love getting out to enjoy.*
- *None*
- *I live in south hedland and we like it better for kids as it keeps them off devices .*
- *Community Spirit*
- *It's my home town, my family and friends are here and we all have great careers that have been possible because of the industry in this town.*
- *Having a job and good people I work with.*
- *being close to my grandkids, was the only reason I moved here. Town does not have a lot going for it, esp for us over 50's. Bowls club is closed so not much to do*
- *The sense of community*
- *The lifestyle - no traffic lights, camping/day trip areas, winter events by TOPH*
- *The community spirit - if you need help, there is always someone there for you. The hardest part is asking.*
- *Local governments involvement in improving the town. Sense of community*

274 written comments were received.
67 respondents skipped this question.

Q20 ANALYSIS

The things our respondents said they like best about living in the Town of Port Hedland

Positive responses:

Six positive key themes were identified in the responses, though there is considerable overlap between the themes. Each statement was coded for each word or phrase used, so statements which mentioned many different theme elements accrued more points than statements which only mentioned one element.

No one word or phrase carried any weighting over any other word or phrase, but the points assigned for the use of each word or phrase were accrued across the respondents to help identify the elements which were most valued by the most of the respondents.

The strongest six themes are illustrated in the infographic on page 82.

Negative responses:

It must be noted that 67 respondents skipped this question, and a further 33 either said there was nothing that they love about living in the Town of Port Hedland, or gave a negative statement listed things they used to like once but said they no longer love living

here.

Positive Key Themes:

1. **People-centric**
Community, Spirit, Friendly, Friends, People, Family, Volunteers
2. **Active living**
Camping, Fishing, Sport, 4W Driving, Lifestyle
3. **Natural Environment**
Beaches, Ocean, Nature, National Parks, Beautiful places, the Pilbara
4. **Climate**
Climate, Warm, Winter, Weather, Tropical lifestyle
5. **Built Environment, benefits of a Small City/Town vs Large City**
Close to facilities, No traffic, No traffic lights, Easy access, Walking distance, A simple life without the stress of the city
6. **Work/Financial Opportunities**
Work opportunities, Money, Opportunity to save money, Trades for my kids, Wage rates

274 written comments were received.

241 of the statements expressed positive statements, while 33 of the statements were negative.

67 respondents skipped this question.



Town of Port Hedland
Local Planning Scheme No. 7

Amendment No. __

*Changing the residential density coding of Lot 198 (9) Skippers Loop, South Hedland
from R30 to R40*

Planning and Development Act 2005

**RESOLUTION TO ADOPT AN AMENDMENT TO LOCAL
PLANNING SCHEME**

TOWN OF PORT HEDLAND LOCAL PLANNING SCHEME NO. 7

AMENDMENT No. __

Resolved that the Local Government pursuant to section 75 of the *Planning and Development Act 2005*, amend the above Local Planning Scheme by:

1. Changing the residential density coding of Lot 198 (9) Skippers Loop, South Hedland from R30 to R40 and amending the scheme map accordingly.

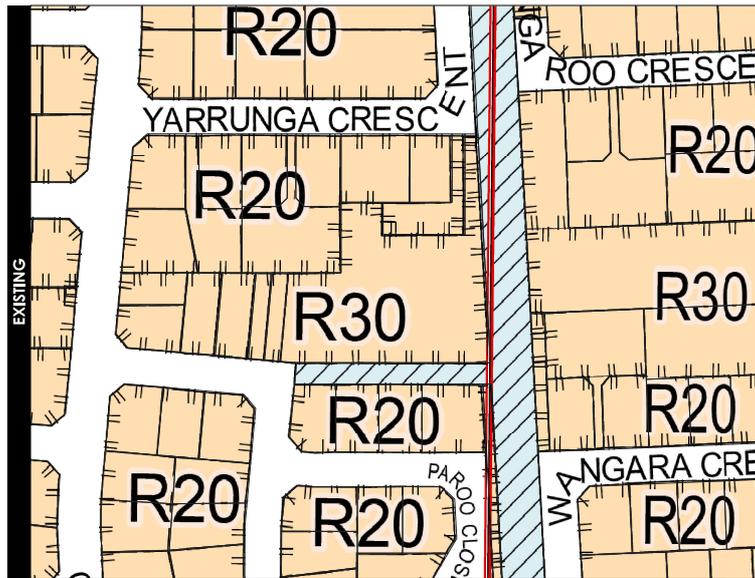
The amendment is basic under the provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015* for the following reason:

- (i) It is an amendment to correct an administrative error.

Dated this _____ day of _____ 2025

Chief Executive Officer

Town of Port Hedland LOCAL PLANNING SCHEME No. 7 Amendment No. _____



scale -
1:3000@A4
plan -
25/077/001
date -
23/10/2025

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1.0 INTRODUCTION

The purpose of this Scheme Amendment is to change the residential density coding of Lot 198 (9) Skippers Loop, South Hedland (subject site) from R30 to R40 under the Town of Port Hedland Local Planning Scheme No. 7 (LPS 7).

LPS 7 was gazetted and came into effect on 20 January 2021. Following this, an Omnibus Amendment (Amendment No. 1) was progressed by the Town to correct minor textual and mapping errors that were not identified when LPS 7 was first gazetted, and to update the zoning table to review the permissibility of certain land uses. Relevant to the subject site, Amendment No. 1 included the correction of the following mapping errors and omissions:

Table 1: Amendment No. 1 to LPS 7 – Correction of Mapping Errors and Omissions

Address	Proposed Modification	Rationale
Lots 195, 196, 197 and 198 on DPP76644 and Lot 1 on SP67297, Skippers Loop, South Hedland. (Map 10)	Amend from Urban Development to Residential R30.	The amendment is consistent with the endorsed Koombana Local Development Plan. The locality has power and water infrastructure and is located outside the 100 Year Expected Flood Extend area identified in the South Hedland Drainage Study.

The Koombana Area Structure Plan (KASP) referred to above identifies the subject site as Residential R40, not Residential R30 (noting the R30 code correctly applies to the other listed properties). As such, this Scheme Amendment seeks to correct an administrative error brought about through Amendment No. 1, by changing the density coding of the subject site to R40 in accordance with the KASP. The underlying ‘Residential’ zoning will remain unchanged.

2.0 BACKGROUND

The subject site is located in Koombana, being one of a number of suburbs comprising the broader South Hedland townsite. The land is bounded by a drainage reserve to the east and south and residential properties to the north and west. Vehicular access to the site is available via Skippers Loop and Yarrunga Crescent.

Property details are summarised in Table 2 below.

Table 2: Property details

Lot number	Deposited Plan	Vol/Folio	Landowner	Area
198	76644	2824/538	Skippers Loop Pty Ltd	5,808m ²

The subject site is approximately 1.3km south-east of the South Hedland Town Centre, 1.2km south-east of the Hedland Health Campus and 2km south of regional recreation and education facilities.

The property is currently vacant, and development of the land is intended to occur following resolution of the density coding via this Scheme Amendment.

Surrounding land use and development includes:

- Surrounding properties are zoned Residential with densities ranging from R20-R30. Development is predominantly single residential dwellings, with some grouped housing.
- Immediately adjoining lots to the north (Lot 3624) and west (Lots 195, 196 and Strata Lots 1 & 2) are currently vacant.
- An open drainage channel runs along the eastern and southern boundaries of the site, comprising a width of 20m on the eastern side and 10m on the southern side.

The site has access to services/infrastructure, including water, power and sewer.

3.0 LOCAL PLANNING CONTEXT

3.1 Town of Port Hedland Local Planning Strategy

The Town’s Local Planning Strategy was endorsed by the Western Australian Planning Commission (WAPC) in 2021. The Local Planning Strategy sets out the medium to long term planning directions for the Town over the next 10-15 years, and provides the rationale for the zones and other provisions of LPS 7. The change proposed through this Scheme Amendment is minor in nature and does not impact any of the strategic recommendations within the Local Planning Strategy, but will assist in the delivery of a diverse range of housing typologies, being one of the Strategy objectives.

3.2 Koombana Area Structure Plan

The KASP came into effect in August 2012 after being endorsed by the Town and adopted by the WAPC. Its intent is to deliver a high-quality residential estate that recognises the existing nature of the surrounding area, whilst providing diversity in housing options and a high level of connectivity with surrounding areas. The structure plan area remains broadly undeveloped.

The KASP identifies the subject site as ‘Multiple/Grouped Residential’ with an applicable density code of R40, as depicted in Figure 1 below.

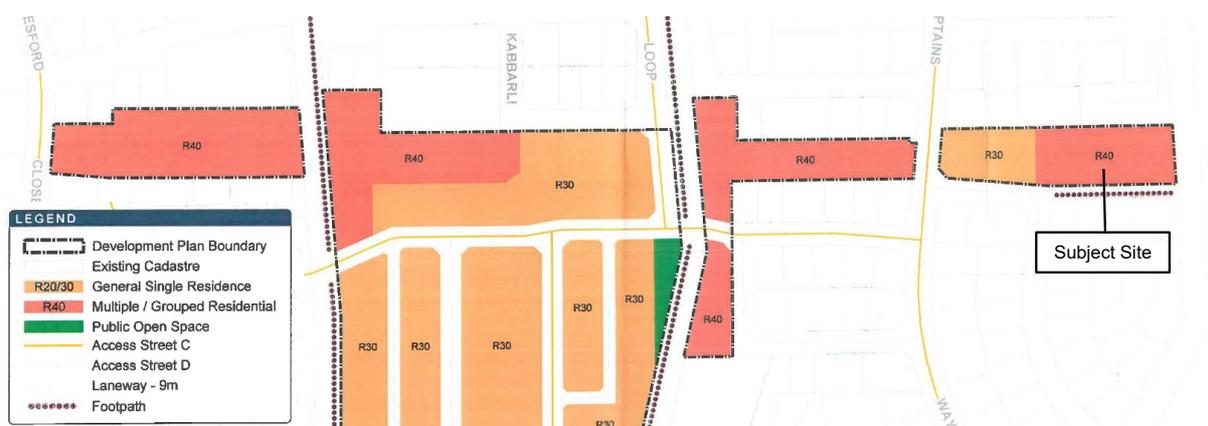


Figure 1: Extract of Koombana Area Structure Plan with subject site annotated

3.3 Omnibus Amendment No. 1 to LPS 7

Amendment No. 1 to LPS 7 sought to 'normalise' the KASP (among other minor textual and mapping changes), by rezoning a number of properties within the structure plan boundary from 'Urban Development' to 'Residential', and applying the relevant density coding as identified under the KASP. However, the R30 code was applied to the subject site, inconsistent with the KASP.

This Scheme Amendment seeks to correct the error brought about by Amendment No. 1, by applying the R40 density code to the subject site in accordance with the KASP.

4.0 PROPOSAL

This Scheme Amendment seeks to change the density coding of Lot 198 (9) Skippers Loop, South Hedland from R30 to R40. The underlying Residential zoning will remain unchanged.

The purpose of the Amendment is to correct an administrative error, whereby the subject site was incorrectly coded R30 via Amendment No. 1 to LPS 7. The R30 density coding is inconsistent with the KASP, which identifies the subject site as R40.

This Amendment will enable the development of multiple/grouped residential dwellings on the property in accordance with the approved KASP, and will facilitate the delivery of a diversity of housing stock where existing infrastructure and services are available.

Part 9A of the *Environmental Protection Regulations 1987* lists the types of scheme amendments that are exempt from referral to the EPA. Section 33C relates to local planning schemes, with Regulation 33C(2)(b) applicable to this scheme amendment, being:

1. The error is in, or otherwise relates to, a map, plan or diagram included in the scheme; and
2. The correction does not alter the zoning or classification of the land.

This Amendment relates to an error on a scheme map, and does not alter the zoning or classification of the land.

In accordance with the procedure set out in Division 4 of the *Planning and Development (Local Planning Schemes) Regulations 2015*, a basic amendment is not required to be advertised, and is to be provided to the WAPC within 28 days of the Town's resolution to adopt the Amendment.

5.0 CONCLUSION

This Scheme Amendment seeks to change the density coding of Lot 198 (9) Skippers Loop, South Hedland from R30 to R40. It is classed as a basic amendment under the provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015*, as it is an amendment to correct an administrative error that occurred via Amendment No. 1 to LPS 7, which erroneously applied the R30 density code to the site.

The proposed Amendment will bring the density coding of the site into alignment with the Koombana Area Structure Plan. It is consistent with all other relevant elements of the State and local planning frameworks.

On the basis of the information contained in this report, it is recommended that the Amendment be supported.

FORM 6B

COUNCIL ADOPTION

This Basic Amendment was adopted and is recommended for approval by resolution of the Council of the Town of Port Hedland at the Ordinary / Special Meeting of the Council held on the [day] day of [month], 20[year] and the Common Seal of the Town of Port Hedland was hereunto affixed by the authority of a resolution of the Council in the presence of:

.....
MAYOR/SHIRE PRESIDENT

.....
CHIEF EXECUTIVE OFFICER

WAPC ENDORSEMENT (r.63)

.....
DELEGATED UNDER S.16 OF
THE P&D ACT 2005

DATE.....

APPROVAL GRANTED

.....
MINISTER FOR PLANNING

DATE.....

TOWN OF PORT HEDLAND IMPROVEMENT PLAN (AUGUST 2024) – PROGRESS REPORT

The traffic light system has been used in this report to distinguish the progress made with each deliverable of the improvement plan. election, using the following traffic light system:

Completed	Progressing	Not Commenced	Not Proceeding
			

Item	Area for improvement	Recommended improvement	Council’s action plan	Addresses DLGSC recommendation(s)		
						Progress
1	Council briefings policy	<p>A review of the Council Briefings Policy should be undertaken by the Administration and the review, and a revised Policy should then be considered by the Council.</p> <p>In relation to “Agenda Briefings”, and as part of the recommended review, consideration should be given to the following:</p> <ul style="list-style-type: none"> • The draft agenda should be distributed prior the briefing to all elected members with sufficient time for it to be adequately considered. • Consistently with clause 4(2) of the Model Code of Conduct, all elected members should attend the Agenda Briefing, should be properly prepared and 	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p> <ul style="list-style-type: none"> • The administration will establish a timeline of 5-7 business days for providing agenda information prior to meetings, with flexibility for potentially shorter timelines for briefings. • The administration will develop a procedure for recording attendance at briefings and workshops and communicate instances of non-attendance to the CEO and Council. Within this procedure, consideration will be given to the potential for 	DLGSC 1 DLGSC 4 DLGSC 6	High	

Item	Area for improvement	Recommended improvement	Council’s action plan	Addresses DLGSC recommendation(s)		
		<p>should be ready to ask any questions they might have.</p> <ul style="list-style-type: none"> The draft agenda should be made available to the public and the Agenda Briefing should be open to the public. <p>In relation to “Council Briefings”, and as part of the review, consideration should be given to the following:</p> <ul style="list-style-type: none"> Establishing and defining both “briefings” and “workshops” as the two main components of the policy outside of agenda briefings; Setting policy guidelines that prescribe the types of key strategic documents that should be the subject of workshops and when and how often they should be discussed; Setting policy guidelines as to what matters should be the subject of briefings and the 	<p>publishing attendance records to enhance accountability.</p> <ul style="list-style-type: none"> The Council and administration will open agenda briefings to the public for in-person attendance and viewing of proceedings, while noting that livestreaming will not be provided. The administration will undertake a review of Council Briefings Policy to define “briefings” and “workshops” as distinct components, establish guidelines for strategic document discussions, and determine the authority and process for setting agendas. These considerations will be integrated into policy development. 			

Item	Area for improvement	Recommended improvement	Council's action plan	Addresses DLGSC recommendation(s)		
		<p>authority or process involved in determining the subject matter and setting the agenda; and</p> <ul style="list-style-type: none"> Setting policy guidelines on the lead time that is required for the delivery of supporting papers and documentation to council members prior to the briefing. <p>This review should be undertaken as a matter of priority.</p>				
2	Corporate response to social media use	<p>A draft Policy in relation to communications including social media use by elected members should be developed by the Administration and the draft Policy should then be considered by the Council.</p> <p>The development and presentation of the draft Policy should be undertaken as soon as practicable.</p>	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p> <p>A review of Council Policy 1/025 Media and Communications will be undertaken to ensure its continued relevance and to address any emerging risks effectively.</p>	DLGSC 6	Low	
3	Conduct of meetings	Tailored training should be arranged by the Town as follows:	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p>	DLGSC 5	High	

Item	Area for improvement	Recommended improvement	Council’s action plan	Addresses DLGSC recommendation(s)		
		<ul style="list-style-type: none"> • To the Mayor and the Deputy Mayor in relation to the powers and responsibilities of the presiding person with particular attention being paid to: <ul style="list-style-type: none"> ○ Public question time procedure; ○ Questions by elected members and related requirements; and ○ Dealing with points of order. • To all other elected members in relation to meeting procedure generally with particular attention being paid to: <ul style="list-style-type: none"> ○ Moving, seconding and amending motions; ○ The order of debate; ○ Raising points of order; and ○ The role of the chair in meetings. 	<p>The Town will arrange tailored training sessions as follows:</p> <ul style="list-style-type: none"> • For the Mayor and Deputy Mayor – Focus on the powers and responsibilities of the presiding person, including public question time procedures, addressing member questions, and managing points of order. • For All Elected Members – Training on meeting procedures with an emphasis on motion management, debate order, raising points of order, and the role of the chair during meetings. 			

Item	Area for improvement	Recommended improvement	Council's action plan	Addresses DLGSC recommendation(s)		
4	Financial reporting	<p>The CEO and the Director Corporate Services should engage with the Council to agree upon a format for financial reporting that addresses the elected members' desire to see a simplified version of the regular financial reports. This would be in addition to the usual reports which meet the required accounting standards and include information on operational revenue and expenditure.</p> <p>Particular attention and priority should be given to the provision of information and reports that underpin discussions relating to the review of the long-term financial plan.</p> <p>Bespoke training on local government financial oversight and planning should be arranged by the Town for elected members (this should be through WALGA).</p>	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p> <ul style="list-style-type: none"> The CEO and Director of Corporate Services will work with the Council to develop a simplified financial reporting format, complementing existing reports that meet accounting standards. Priority will be given to providing essential information for long-term financial planning discussions. Bespoke training on financial oversight and planning will be provided to elected members through WALGA. 	DLGSC 6	High	

Item	Area for improvement	Recommended improvement	Council's action plan	Addresses DLGSC recommendation(s)		
		This recommendation should be implemented in the medium term or sooner if possible.				
5	Code of conduct training	<p>The Town should arrange training for all elected members in relation to the Model Code of Conduct.</p> <p>The training should focus on the importance of both the “general principles” and the “requirements” relating to the behaviour of council members and the mechanisms for dealing with breaches of the requirements.</p> <p>This training should be arranged as soon as practicable.</p>	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <ul style="list-style-type: none"> Further mechanisms will be explored for implementing alternative options for conflict resolution through review of policy and procedure. The Town will establish a refresher course schedule to ensure continuous awareness and compliance with the Model Code of Conduct. 	DLGSC 8	High	
6	Conflict of interest training	The Town should arrange conflict of interest training for all elected members that specifically provides clear guidance in respect of the requirements of the <i>Local Government Act 1995</i> , the relevant regulations and any code of conduct	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Disagree <p>Training has already been provided through the induction process.</p>	DLGSC 6	Low	

Item	Area for improvement	Recommended improvement	Council's action plan	Addresses DLGSC recommendation(s)		
		<p>requirements relating to disclosing and managing conflicts of interest.</p> <p>This training should be arranged as soon as practicable.</p>				
7	Major project reporting	<p>The Administration should implement reporting on all major projects (including non-infrastructure projects) which details progress, cost performance and adherence to scope (i.e. project/program objectives).</p> <p>The recommended reporting should be put in place in the medium term or sooner if possible.</p>	<p><input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree</p> <p>The administration will implement reporting on all major projects, including non-infrastructure projects, covering progress, cost performance, and scope adherence.</p> <p>This reporting will be established in the medium term or sooner if feasible.</p>	DLGSC 6	Medium	
8	Council chamber seating arrangements	<p>The Town should undertake a review of the existing seating arrangements for elected members in the council chamber during council meetings.</p> <p>The review should endeavour to propose a revised seating arrangement that will allow:</p>	<p><input type="checkbox"/> Agree <input checked="" type="checkbox"/> Disagree</p> <p>The current seating arrangement optimises Council operations and public visibility. Changing it could disrupt workflows without</p>	N/A	Low	

Item	Area for improvement	Recommended improvement	Council’s action plan	Addresses DLGSC recommendation(s)		
		<ul style="list-style-type: none"> • The presiding person and the elected members to have eye contact with each other during the debate; • The elected members to address their speeches to the presiding person and the other members; and • Each member to address points of order to the presiding person and vice versa. <p>The revised arrangements should continue to allow the public to see the council members during a debate.</p> <p>This review should be undertaken as soon as practicable.</p>	<p>improving meeting effectiveness, as the existing setup already supports adequate interaction among members and the presiding member.</p> <p>Additionally, the public can observe proceedings, so altering the arrangement may add complexity without clear benefits.</p>			

Council observed that the HWA improvement plan did not address all the DLGSC’s recommendations. The below contains recommended improvements made by Town Management in addition to the recommended improvements made by HWA.						
Item	Area for improvement	Recommended improvement	Council’s action plan	Addresses DLGSC recommendation(s)	Priority	
9	Leadership workshops	Conduct leadership and relationship workshops with Council members and key staff.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree Discussion required on the mechanism for implementing the program.	DLGSC 7	High	
10	Communication protocol	Establishing clear communication protocols and understanding of roles for Council members, CEO, and Town administration staff.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree A communication protocol will be drafted pursuant to the Local Government Act Reform Amendments. A Councillor Portal has recently been developed and further communication initiatives will be considered during implementation.	DLGSC 2	Medium	

			business of the local government.			
12	Strategic Forums	Establish strategic forums in addition to those outlined by HWA to ensure alignment between Council members and the Town's staff on key issues.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree Strategic forums will be considered through the review of the Council Agenda Briefing Policy.	DLGSC 6	Medium	
Emerging themes were identified as part of this body of work.						
13	WHS Roles and Responsibilities	Training to be provided on the WHS roles and responsibilities of the Council.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree Training to be provided to ensure Council members understand their WHS obligations.	DLGSC 7	High	
14	Review work loads	Review reporting and level of information coming before the Council (delegation).	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree The review will assess the current workload to ensure it is manageable and aligns with effective governance.	DLGSC 6	Medium	
15	Review Councillor Professional Development Policy	Review Policy to include a matrix of required skills including Improvement Plan recommendations.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree The policy will be reviewed to integrate a skills matrix that aligns with the Improvement	DLGSC 7	Medium	

			Plan's recommendations, ensuring Councillors have the necessary competencies.		
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Timeline for implementation

Priority	Implementation timeline
High	Within 4 months
Medium	Within 8 months
Low	Within 12 months