



AGENDA

Dear Chairperson and Commissioners,

I respectfully advise that an **ORDINARY COUNCIL MEETING** be held in the **Civic Centre Chambers 13 McGregor Street, PORT HEDLAND WA 6721**, on **Wednesday 10 December 2025**, commencing at **5:30pm**.

MEETING AGENDA ATTACHED

Yours faithfully

A handwritten signature in blue ink, appearing to read "Donohoe".

Kenneth Donohoe
Temporary Chief Executive Officer

Updated 9 December 2025

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DISCLOSURE OF FINANCIAL/ IMPARTIALITY/ PROXIMITY INTERESTS

Local Government Act 1995 – Section 5.65, 5.70 and 5.71

Local Government (Model Code of Conduct) Regulations 2021

<i>This form is provided to enable members and officers to disclose an Interest in a matter in accordance with the regulations of Section 5.65, 5.70 and 5.71 of the Local Government Act and Local Government (Model Code of Conduct) Regulations 2021</i>	
Name	
Position	
Date of Meeting	
Type of Meeting (Please circle one)	Council Meeting/ Committee Meeting/ Special Council Meeting Workshop/ Public Agenda Briefing/ Confidential Briefing
Interest Disclosed	
Item Number and Title	
Nature of Interest	
Type of Interest (please circle one)	FinancialProximityImpartiality
Interest Disclosed	
Item Number and Title	
Nature of Interest	
Type of Interest (please circle one)	FinancialProximityImpartiality

Signature: _____ **Date:** _____

Important Note: Should you declare a **Financial or Proximity Interest**, in accordance with the Act and Regulations noted above, you are required to leave the room while the item is being considered.

For an **Impartiality** Interest, you must state the following prior to the consideration of the item:

"With regard to agenda item (read item number and title), I disclose that I have an impartiality interest because (read your reason for interest). As a consequence, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and vote accordingly."

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1 Opening of Meeting

The Presiding Member is to declare the meeting open at 5:30 pm.

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 live-streamed and 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

Scheduled Present:

Commissioner (Chair) Jessica Shaw
Commissioner (Deputy Chair) Martin Aldridge
Commissioner Ron Yuryevich AM

Scheduled for Attendance:

Kenneth Donohoe (T/ Chief Executive Officer)
Stephen Leeson (Director Corporate Services)
Alison Banks (Director Community Services)
Kylie Davies (Director Regulatory Services)
Lee Furness (Director Infrastructure Services)
Tom Kettle (Manager Governance)
Maree Cutler-Naroba (Senior Governance Advisor)
Karen Krollig (Governance Officer)
Rhiannon Smith (Governance Support Officer)

3.2 Attendance by Telephone / Instantaneous Communications

3.3 Apologies

3.4 Approved Leave of Absence

3.5 Disclosures of Interest

4 Applications for Leave of Absence

5 Response to Previous Questions – 26 November 2025 OCM

5.1 Response to previous questions from Commissioners

Nil

5.2 Response to questions taken on notice from public

5.2.1	Jan Gillingham
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Question taken on notice: *What can the Town do to provide freshwater sources for native and seabirds, given the relocation of effluent ponds and birds now seeking water at the landfill?*

Further response provided by the T/Chief Executive Officer:

The Town does not have the ability to provide a freshwater haven for migratory seabirds. The weather is such that any water body would likely evaporate quickly and is likely to be subject to mosquito infestation. I note that ibis and other birds are regularly seen on the McGregor Street oval after the irrigation has been on.

5.2.2	Adrian McRae
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Question taken on notice: *Was Tony Brown mistaken in advising Councillors Blanco and Deputy Mayor Christensen that the appointment of a supplementary employment contract should have required a new absolute majority resolution of council?*

Further response provided by the T/Chief Executive Officer:

The Council appointed the Acting CEO by absolute majority at a Special Council Meeting on 13 November to be employed as the Acting CEO of the Town of Port Hedland from 27 November 2024 until the Chief Executive Officer position is filled (SCM202425/113).

The substantive role of CEO was not filled at the time a contract extension was executed by the Mayor.

The Mayor signed the contract as authorised by the Council resolution acting as an agent under sections section 9.49A(1)(b) and 9.49A(4).

5.2.3	Renaë Coles
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Question taken on notice 1: *Is the Gift Register on the ToPH website for the Mayor and Councillors up to date?*

Further response provided by the T/Chief Executive Officer:

The Gift Register is up to date on the website; it was last uploaded at the end of financial year as per the compliance calendar. No gift or travel disclosures have been made by a CEO or Elected Member since 13/06/2024.

Question taken on notice2: *Has there been any relocating of a potential contaminated substance in a pit at the ToPH depot tip that may have not been lined?*

Further response provided by the T/Chief Executive Officer:

The Town is not aware of any hazardous waste that has been accepted or shifted for disposal at South Hedland Landfill without following the guidelines established under the Landfill Waste Classification and Waste Definition 1996 for Class II Landfill.

6 Public Time

Important note:

In accordance with section 6.7(3) of the Town of Port Hedland Local Law on Standing Orders, members of the public are required to complete a question form and place the completed form in the tray provided.

If the Presiding Member determines that questions and statements are out of order due to the use of an offensive or objectionable expression or are defamatory, they will not be recorded or responded to.

6.1 Public Question Time

6.2 Public Statement Time

6.3 Petitions / Deputations / Presentations / Submissions

7 Questions from Members without Notice

8 Announcements by Presiding Member without Discussion

Due to the holiday time constraints, the Commissioners' meetings for the months of November and December 2025 will be included in the agenda for the Ordinary Council Meeting to be held on Wednesday, 28 January 2026.

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

10 Confirmation of Minutes of Previous Meeting

Confirmation of minutes of 26 November and 10 December will be considered at the meeting to be held on 28 January 2026.

11 Reports of Committees

11.1 Audit, Risk and Compliance Committee

11.1.1	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.

COMMITTEE RECOMMENDATION

That Council receive the 2024–25 Financial Year Internal Audit Report on Regulation 5 (Financial Management), as provided in Attachment 1.

SIMPLE MAJORITY VOTE REQUIRED

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 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, and
- 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 as outline in the attachment: 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

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

The following sections of the Town’s *Council 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

The following service of the Town’s *Council 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 Committee. This process supports continuous improvement, transparency, and sound governance practices.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - 20251030 Town of Port Hedland Final Regulation 5 Report [**11.1.1.1** - 17 pages]

11.1.2	Minutes of the Audit, Risk and Compliance Committee Meeting held on 26 November 2025
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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.

That Council:

- 1. Receives the Unconfirmed Minutes of the Audit, Risk and Compliance Committee Meeting held on 26 November 2025;**
- 2. 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; and**
- 3. Consider implementing interest charges on overdue sundry debts to encourage timely payment and reduce the risk of long-term outstanding balances.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is to present the Unconfirmed Minutes of the Audit, Risk, and Compliance Committee (ARC Committee) meeting held on November 26, 2025, for Council's consideration.

DETAIL

Background

The Town's ARC Committee is a statutory body established under section 7.1A of the *Local Government Act 1995*. Its primary function is to assist the Council in fulfilling its governance and oversight obligations, specifically in the areas of financial reporting, internal controls, risk management, legislative compliance, ethical accountability, and both internal and external audits.

Following the resignation of Mayor Peter Carter, on August 25, 2025, Local Government Minister Hannah Beazley appointed Jessica Shaw (Chair), Martin Aldridge (Deputy Chair) and Ron Yuryevich AM as Commissioners, on September 3, 2025, until the new Council is elected on March 28 2026.

An appointment of members to the ARC Committee took place during the Ordinary Council Meeting on October 29, 2025, resulting in Commissioners Jessica Shaw, Martin Aldridge and Ronald Yuryevich as members of ARC Committee. The Commissioners appointed Baptiste Isambert as Independent Presiding Member and Stephen Arthur Brown as Independent Deputy Presiding Member.

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 findings of this report will be added to the Towns audit log for tracking purposes and progress reported back to the ARC committee on a quarterly basis.

11.6 Procurement Report on Panels Usage

The ARC Committee noted 'nil' identified non-compliance with Policy 2/022 Panels of Pre-Qualified Suppliers for Quarter 1 Financial Year 2025-26.

Procurement successfully identified the list of projects awarded to Pre-Qualified Panel Suppliers on VendorPanel and TechOne for the duration of 01 July 2025 to 30 September 2025. Based on the available data, the Procurement Team reports no instances of non-compliance with the Panels Policy, indicating a satisfactory level of adherence.

11.7 Enterprise Resource Planning Implementation Progress Report

The ARC Committee received an update on the progress of the Town of Port Hedland's Enterprise Resource Planning Implementation Project Control Group.

11.8 Asset Management Framework Progress Report

The ARC Committee received an update regarding the notable progress made by the Asset Management Framework Project Control Group in advancing the implementation of the Town's Asset Management Framework.

14.1 Confidential Item – Town Debtors

The Audit, Risk and Compliance Committee received the report of the Town Debt and endorsed the recovery actions as described.

The Committee raised an additional motion as below, which was carried unanimously;

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

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is of medium significance, due to the deliberation on financial and governance matters during the meeting. These discussions bear significance on the Town's ability to meet its compliance obligations and manage its finances.

CONSULTATION*Internal*

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

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

The ARC Committee's functions, powers, and membership are governed by its Terms of Reference.

FINANCIAL AND RESOURCE IMPLICATIONS

Nil

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

The following sections of the Town's Council 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

The following service of the Town's Council 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.

Access and Inclusion

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

Nil.

Corporate Business Plan

The following actions of the Town’s Corporate Business Plan 2023-2027 apply in relation to this item:

Our Corporate Services:

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

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.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Compliance
Cause	Not reporting to Council
Effect (Consequence)	Non-compliance with best practice principles
Risk Treatment	Council receives the minutes from the 26 November ARC Committee Meeting.

There is an operational risk associated with this item caused by not reporting the activities of the ARC Committee to Council which could lead to non-compliance with best practice principles and to an extent Standing Orders Local Law 2014.

The risk rating is medium (6) which is determined by a likelihood of possible (3) and a consequence of minor (2).

This risk will be eliminated by reporting the minutes of the ARC Committee to the Council for their consideration.

OPTIONS

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

CONCLUSION

This report presents the Unconfirmed Minutes of the Audit, Risk, and Compliance Committee meeting held on November 26, 2025, for Council's review. The ARC Committee, established under section 7.1A of the *Local Government Act 1995*, assists Council with governance, oversight, and compliance matters.

Key discussions from the meeting included the review of internal audit findings, governing Terms of Reference, and the forward work plan for the committee ensuring ongoing transparency, accountability, and alignment with the Town's governance frameworks.

ATTACHMENTS

1. DRAFT Unconfirmed CONFIDENTIAL Minutes for the 26 November 2025 ARC Meeting
2. DRAFT Unconfirmed Minutes for the 26 November 2025 ARC Meeting

11.1.3	Audit, Risk and Compliance Committee 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.

OFFICER’S RECOMMENDATION
That Council adopt the revised Terms of Reference for the Audit, Risk and Compliance Committee, as presented in Attachment 1.
SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to adopt the revised Terms of Reference for the Audit, Risk and Compliance (ARC) Committee which have been updated to reflect recent legislative reforms introduced under the *Local Government Amendment Act 2024*.

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
- Director Corporate Services
- ARC Committee

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

The following sections of the Town’s Council 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

The following service of the Town’s Council 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
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.

The risk rating is considered to be Low (4) which is determined by a likelihood of Unlikely (2) and a consequence of Minor (2).

This risk has been accepted due to the effectiveness of controls in place, including:

- 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.

Adopting the updated Terms of Reference will ensure the Committee remains aligned with current legislative requirements and continues to operate effectively in its oversight role.

ATTACHMENTS

1. 20251107 Draft Revised ARIC Terms of Reference [**11.1.3.1** - 8 pages]
2. 20251107 Draft Revised ARIC Terms of Reference (With Markup) [**11.1.3.2** - 12 pages]

12 Reports of Officers

12.1 Corporate Services

12.1.1	Statement of Financial Activity - November 2025
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Author: Senior Financial Accountant

Authorising Officer: Director Corporate Services

Disclosure Interest: of The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item. At times, they receive payments made in accordance with employment contracts and related Town of Port Hedland policies, which are disclosed in the attachments to this report.

OFFICER’S RECOMMENDATION

That Council:

- 1. Receive the Monthly Financial Report for the period ended 21 November 2025, as shown in attachment 1;**
- 2. Receive the Accounts Paid under delegated authority for the period ended 21 November 2025, as shown in attachment 2;**
- 3. Receive the YTD Budget v Actual Report by Directorate for the period ended 21 November 2025, as shown in attachment 3; and**
- 4. Receive the Capital Listing report for the period ended 21 November 2025, as shown in attachment 4.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to receive the Statement of Financial Activity for the period ending 21 November 2025. This period end date has been brought forward to allow for the early meeting in December.

DETAIL

The information provided in this report is for the period ended 21 November 2025, with financial results included in Attachment 1. The preparation of the reports has been made in compliance with the *Local Government Act 1995 and* Financial Management Regulations.

The Town’s financial activity reports use a materiality threshold to measure, monitor and report on financial performance and position of the Town.

As part of the 2025-2026 Budget, Council adopted the following thresholds as levels of material variances for financial reporting:

- A variance of 10% or \$50,000, whichever is greater, of the Year-to-Date budget of operational and capital expenditure requires explanation.

The opening funding surplus of \$6.5M presented in Year to Date Actual on the Statement of Financial Activity is an estimate of the closing balance for 2024-2025 and is subject to change as finalisation of 30 June transactions occurs and Financial end year audit is in progress. It is anticipated that this will be finalised at the Audit Exit meeting on 9th December 2025 for adoption at a special Audit Risk and Improvement Committee meeting on 10th December 2025.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of low significance, because:

- Exception - The proposal or decision is not of a nature or significance that requires engagement.

CONSULTATION

Internal

- *Nil*

External Agencies

- *Nil*

Community

- *Nil*

LEGISLATION AND POLICY CONSIDERATIONS

Section 6.4 of the *Local Government Act 1995* and Regulation 34 of the *Local Government (Financial Management) Regulations 1996* detail the form and manner in which a local government is to prepare its statement of financial activity.

FINANCIAL AND RESOURCE IMPLICATIONS

The statement of financial activity is to be supported by such information, as is considered relevant by the local government, containing:

- An explanation of the composition of the net current assets for the month, to which the statement relates, less committed assets and restricted assets.
- An explanation of each of the material variances referred to in sub-regulation (1)(d); and
- Supporting information, as is considered relevant by the local government.

Reserves:

Ensure compliance with section 6.11 of the Local Government Act 1995 when reserve accounts are utilised.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town’s *Council Plan 2025-2035* apply in consideration of this item:

Our Leadership:

4.2.2 Transparent and regular financial 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

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

Our _____ Leadership:

Financial Management and Rates: Annual Budget; financial reporting; Long Term Financial Plan; rates; fees and charges; debtors and creditors; payroll.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Financial
Cause	There is an operational risk associated with this item due to a reduction in income or increase in expense throughout the 2025/26 financial year.
Effect (Consequence)	Could impact on the Town’s ability to meet service levels or asset renewal funding requirements.
Risk Treatment	The Town’s financial activity reports use a materiality threshold to measure, monitor and report on financial performance and position of the Town.
The risk rating is considered to be Medium (6) which is determined by a likelihood of Possible (3) and a consequence of Minor (2).	

OPTIONS

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

CONCLUSION

The opening funding surplus of \$6.5M presented in the YTD Actual on the Statement of Financial Activity, is as per the closing deficit presented in the unaudited financial statements from June 2025. The net current funding position is \$77.7M due to raising \$88M in General Rates in Quarter 1 of 2025/26.

ATTACHMENTS

1. The Monthly Financial Report for the period ended 21 November 2025 [**12.1.1.1** - 8 pages]
2. Accounts paid under delegated authority for the period ended to 21 November 2025 [**12.1.1.2** - 49 pages]
3. The YTD Budget v Actual Report by Directorate for the period ending 21 November 2025 [**12.1.1.3** - 1 page]
4. The Capital Listing report for the period ended 21 November 2025 [**12.1.1.4** - 11 pages]

12.1.2	Policy Review Program
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Author: Senior Governance Advisor

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.

OFFICER’S RECOMMENDATION

That Council:

1. Notes that the following policies, which were due for review in accordance with their review cycle, have been reviewed with no changes recommended:

- a. Policy 2/021 Purchase and Credit Card Policy**
- b. Policy 6/003 Community Grants Program Policy**
- c. Policy 10/003 Landscaping Policy**

2. Revoke Policy 4/006 Elections – Caretaker Period.

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council

- a. To consider and note no recommended changes to:
 - 2/021 Purchase and Credit Card Policy
 - 6/003 Community Grants Program Policy
 - 10/003 Landscaping Policy, and
- b. To consider and revoke
 - 4/006 Elections – Caretaker Period Policy

DETAIL

At its Ordinary Council Meeting on 27 November 2025, the Council conducted the scheduled annual review of the Council Policy – Policy Framework and confirmed that no changes were required.

The Town maintains a suite of Council policies, with additional policies developed as required to meet new legislative obligations. Adopted policies are subject to periodic review to ensure ongoing relevance and compliance.

A risk-based approach is being applied to the policy review cycle, ensuring that policies relating to higher risk matters are reviewed more frequently than those with lower risk. Each Council policy is assigned a risk rating when reported to Council for review.

1. To consider and note no changes to:**2/021 Credit and Purchase Card Policy**

There are no changes to the current Credit and Purchase Card Policy (attachment 1).

There was a major review of this Policy in November 2024. The next full review is due November 2026.

6/003 Community Grants Program Policy

There are no changes to the current Community Grants Program Policy (attachment 2).

This Policy is currently being reviewed as part of the wider Community Grants Review process. As it stands this policy has a review date of 20 August 2026 (a 3 yearly review date) and with no changes before then, this policy as it is, remains current.

10/003 Landscaping Policy

There are no changes to the current Landscaping Policy (attachment 3).

References to other supporting documents as noted in the Policy still exist and are in operation.

3. To consider and revoke**4/006 Elections – Caretaker Period Policy**

The Elections – Caretaker Period Policy (attachment 4) is recommended for rescission. Recent amendments to the *Local Government Act 1995* (s.1.4A and s.3.73) establish a statutory caretaker period commencing at the close of nominations and ending the day after election results are declared.

During this period, local governments, including Commissioners, are prohibited from undertaking 'significant acts' such as making or repealing local laws, entering into major land transactions, commencing major trading undertakings, or awarding contracts above prescribed thresholds (*Local Government (Functions and General) Regulations 1996*, r.3A). Limited exceptions apply for decisions made prior to the caretaker period, compliance with legal obligations, or urgent authorisation by the Departmental CEO.

To support operational understanding, a draft *Guide to Caretaker Period Requirements under the Local Government Act 1995* (attachment 5) has been developed. This guide provides practical information for implementing the statutory provisions.

Caretaker conventions apply equally to Commissioners under the *Local Government Act 1995* and the legislative reforms. Commissioners are treated as the Council for governance purposes, and all restrictions on 'significant acts' during the caretaker period apply to them.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of medium significance.

CONSULTATION*Internal*

- Chief Executive Officer
- Commissioners
- Manager Governance
- Senior Governance Advisor
- Directorates Officers and Managers

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS*Local Government Act 1995*

Section 2.7(2)(b) of the Act provides that a council is to determine the local governments policies.

FINANCIAL AND RESOURCE IMPLICATIONS

There are no significant identifiable environmental, social or economic impacts relating to these items.

Access and Inclusion

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

- Outcome 4 – Quality of Service

Council Plan Part B

The following services of the Town's *Corporate Business Plan 2023-2027* apply in relation to this item:

Our Corporate Services:

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

Council Support - Provide high standards of professional support and expert advice to the Council.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Compliance
Cause	Out of date or non-compliant policies and / or gaps in policy framework.
Effect (Consequence)	Non-compliant decision making or not in line with best practice. Duplicitous and / or inconsistent policy positions.
Risk Treatment	Continuous review of policies following a risk-based approach.
<p>There is an Operational risk associated with this item caused by not maintaining an effective policy framework which may lead to compliance concerns.</p> <p>The risk rating is considered to be Medium (9) which is determined by a likelihood of (3) and a consequence of Moderate (3).</p> <p>This risk is considered acceptable due to the following controls in place:</p> <ul style="list-style-type: none"> • An existing policy is currently in effect. • The risk falls within the Town’s acceptable tolerance range. 	

OPTIONS

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

CONCLUSION

The proposed policy revisions have been developed to ensure alignment with current legislation, departmental guidance and best practice standards. The adoption and revocation of the identified policies will strengthen the Town’s policy framework, address compliance requirements and support effective governance. The ongoing review program, supported by risk-based assessment and consultation with key stakeholders, will ensure that policies remain relevant and fit for purpose. Policy effectiveness and compliance will continue to be monitored as part of the Town’s regular governance processes.

ATTACHMENTS

1. 2021- Credit-and- Purchase- Card- Policy [**12.1.2.1** - 4 pages]
2. 6003- Community- Grants- Program [**12.1.2.2** - 4 pages]
3. 10 003 Landscaping V 03 26 August 2020 (1) [**12.1.2.3** - 5 pages]
4. 4006- Elections- Caretaker- Period (1) [**12.1.2.4** - 9 pages]
5. Guide to Caretaker Requirements Under the LG Act 1_ To PH V 01 [**12.1.2.5** - 14 pages]

12.1.3	Kings Birthday Public Holiday 2026
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Author: Senior Governance Advisor

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.

OFFICER’S RECOMMENDATION

That Council

- 1. Request the Governor of Western Australia to proclaim Monday, 3 August 2026 as the day for the celebration of the King’s Birthday Public Holiday in the Town of Port Hedland district, pursuant to section 8 of the *Public and Bank Holidays Act 1972*; and**
- 2. Note that community engagement be undertaken in 2026 to ascertain community feedback on the date of the King’s Birthday public holiday in future years.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider an alternate date for the Celebration Day for the Anniversary of the Birthday of the Reigning Sovereign (King’s Birthday Public Holiday) and to initiate the process to request a proclamation of the public holiday for Monday, 3 August 2026.

DETAIL

The Town of Port Hedland local district has a long history of observing the King’s Birthday public holiday in conjunction with the running of the Hedland Cup. The Town has received a request from the Port Hedland Turf Club to consider changing the date of the King’s Birthday Public Holiday in 2026 to Monday, 3 August 2026, following the Port Hedland Cup Day on Sunday, 2 August 2026.

Pursuant to section 8 of the *Public and Bank Holidays Act 1972*, the proper instrument for establishing when a certain public holiday is to be celebrated is by proclamation by the Governor (or Lieutenant-Governor, as applicable) in Executive Council.

A proclamation under this Act must be published in the Government Gazette at least three (3) weeks before the chosen date and must be countersigned by the Minister for Industrial Relations. The proclamation process is typically initiated by the relevant local government. A Council decision provides the legitimacy to commence the process of obtaining the proclamation.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of low significance, because:

- It is largely ceremonial in nature.

CONSULTATION

Internal

- Manager Governance
- Manager Events, Arts and Culture
- Director Community Services
- Executive Leadership Team

External Agencies

- Port Hedland Turf Club

Community

- Community engagement to be undertaken in 2026 to ascertain community feedback on the date of the King's Birthday public holiday in future years.

LEGISLATION AND POLICY CONSIDERATIONS

Section 8 of the *Public and Bank Holidays Act 1972* relates to the Power of Governor to alter day appointed for a public or bank holiday.

FINANCIAL AND RESOURCE IMPLICATIONS

There will be an approximate cost of \$115 associated with local public notice of the change of date of the Kings Birthday Public Holiday 2026.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town's *Council Plan 2025-2035* apply in consideration of this item:

Our Community:

- 1.1.4 Partnerships with stakeholders to deliver sport and recreation are enhanced.
- 1.3.2 Events and activities to celebrate the Town's cultural heritage, arts and Pilbara lifestyle are consistently programmed and delivered.

Our Economy:

- 2.4.3 Grow and promote existing and new local events that champion local culture and community.

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

Access and Inclusion

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

- Outcome 1 – Events and Services

Council Plan: Part B

The following service of the Town’s *Council Plan 2025-2035* apply in relation to this item: Nil

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Reputational
Cause	Failure to facilitate the proclamation
Effect (Consequence)	Will likely contribute to negative public sentiment
Risk Treatment	Eliminate
<p>There is an Operational, risk associated with this item caused by failure to facilitate the proclamation and will likely contribute to negative public sentiment.</p> <p>The risk rating is considered to be Low (1) which is determined by a likelihood of Unlikely (2) and a consequence of Minor (2).</p> <p>This risk will be eliminated by the adoption of the Officers Recommendation.</p>	

OPTIONS

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

‘That Council do not adopt an alternate date for the King’s Birthday in 2025 and retain the date set by the Governor being Monday, 28 September 2026.’

CONCLUSION

It is recommended that Council endorse the request for the proclamation of an alternate date for the celebration of the Kings Birthday Public Holiday being Monday, 3 August 2026.

ATTACHMENTS

Nil

12.1.4	WAEC Appointment for Election - March 2026
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Author: Senior Governance Advisor

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.

OFFICER'S RECOMMENDATION

That Council:

- 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 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.**
- 3. Approve the cost estimate provided by the Electoral Commissioner per attachment 1 and authorise the CEO to enter into a written agreement on these terms, as per Attachment 2.**
- 4. Note that replacement ballot papers will be available at both Port and South Hedland Council locations, before and on election day.**

ABSOLUTE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider appointing the Western Australian Electoral Commission (WAEC) to conduct the 2026 Extraordinary Election via postal vote on behalf of the Town of Port Hedland.

DETAIL

On 2 September 2025, the Hon Peter Quinlan, Lieutenant Governor and deputy to the Governor of Western Australia, in Executive Council, declared all offices of members of the Council of the Town of Port Hedland vacant and appointed Ms Jessica Shaw, the Hon Martin Aldridge, and Mr Ron Yuryevich AM as Commissioners, pursuant to sections 2.37(1), 2.37(4), and 2.40(1) of the *Local Government Act 1995*. The order was published in the Government Gazette and took effect from 3 September 2025.

The Commissioners will hold office until the vacancies are filled at an election scheduled for 28 March 2026. (attachment 3) In accordance with section 2.37(5) of the *Local Government Act 1995*, the Lieutenant Governor set 28 March 2026 as the

date for the election to fill the positions of Mayor and eight Councillors, with the Returning Officer to declare the results.

The Town has previously engaged the WAEC to conduct its elections in 2011, 2013, 2015, 2016, 2017, 2020, 2021, 2023, and 2024. A letter dated 3 November 2025 from the WAEC provides the estimated cost for the 2026 Extraordinary Election (attachment 1).

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of high significance, because:

- Significant - Any issue, proposal, decision or other matter that will substantially affect a wide range of people who reside in Port Hedland.

CONSULTATION

Internal

- Executive Leadership Team
- Governance
- Commissioners

External Agencies

- Western Australian Electoral Commission

Community

No community discussion is required for this decision of Council.

LEGISLATION AND POLICY CONSIDERATIONS

Local Government Act 1995

4.13. Elections after all members' offices become vacant

Any poll needed for an election to fill the vacant offices after the offices of members have been declared vacant under section 2.37 is to be held on the day fixed by order under section 2.37(5).

2.37 Power to declare offices vacant

(4) When a declaration has been made under this section the Governor may, by order, appoint a person to be the commissioner of the local government until the offices of members of the council are filled again and the new council holds its first meeting.

(5) An order under subsection (4) is to fix a day for any poll needed for the election of members to fill the vacant offices again.

4.20 CEO to be returning officer unless other arrangements made.

(4) a local government may declare* the Electoral Commissioner to be responsible for the conduct of an election,* absolute majority required.

4.39. Close of enrolments

(1) In order to be included on the electoral roll for the election a person must be an elector of the district or ward, as the case requires, as at 5 p.m. on the 57th day before election day (the close of enrolments).

(2) Statewide public notice of the time and date of the close of enrolments must be given on or after the 77th day, but not later than on the 63rd day, before election day by —

(a) the Electoral Commissioner if the Electoral Commissioner is responsible for the conduct of the election; or

(b) the CEO in any other case.

4.61 Choice of methods of conducting election.

(2) the Local Government may decide* to conduct the election as a postal election.
*absolute majority required.

Local Government (Elections) Regulations 1997

91. Expenses of Electoral Commissioner

s. 2.12A(2)(c) The expenses of the Electoral Commissioner in connection with a poll conducted under section 2.12A are to be met by the local government to the extent agreed between the Electoral Commissioner and the local government.

FINANCIAL AND RESOURCE IMPLICATIONS

The estimated cost provided by the WAEC is \$70,000 (ex GST).

Additional costs are anticipated, including:

- Postal priority service (\$3,000)
- Internal and/or external staffing costs associated with conducting the election
- Travel and accommodation for a non-local Returning Officer
- Advertising
- Candidate information sessions

Should Council resolve to proceed with the WAEC conducting the election, there may be further costs associated with operating two polling places. WAEC has advised that the specific logistics and associated costs for these polling places will be discussed with the Town once Council has made its decision.

A total budget of \$120,000 (ex GST) is available for the election. It is anticipated that all costs, including any additional expenses for polling places, can be accommodated within this proposed budget.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town’s *Council Plan 2025-2035* apply in consideration of this item:

Our Leadership:

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

4.2.4 Constructive forums are facilitated for discussion and the representation of the diversity of community views and needs that impact on the town’s developments, programs and policies.

Social

Elections are a core element of democracy and underpin social sustainability.

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

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

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

Our Leadership:

Executive and Council Support: Support Council decision-making; policies and procedures; Councillor inductions, training and development; Electoral roll and election administration; Executive Assistant to CEO and Mayor.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Service Interruption
Cause	Failure to hold an extraordinary election
Effect (Consequence)	Failure to comply with regulations under the <i>Local Government Act 1995</i>
Risk Treatment	Adopt Officer’s Recommendations
<p>There is an Operational risk associated with this item caused by failure to conduct an extraordinary election leading to non-compliance with the <i>Local Government Act 1995</i> regulations.</p> <p>The risk rating is considered to be Low (3) which is determined by a likelihood of Rare (1) and a consequence of Moderate (3).</p>	

This risk will be avoided by the adopting the Officer's Recommendation to conduct an extraordinary election on the date pre-determined by the Electoral Commissioner.

OPTIONS

Option 1 – Adopt officer's recommendation

Option 2 – Do not adopt officer's recommendation

CONCLUSION

It is recommended that Council appoint the WAEC to conduct the 2026 Extraordinary Election by way of postal vote on behalf of the Town to ensure that the election is conducted independently and with impartiality.

ATTACHMENTS

1. Cost Estimate LG X 2026 Port Hedland [**12.1.4.1** - 2 pages]
2. LG X 2026 Written Agreement Letter Port Hedland [**12.1.4.2** - 1 page]
3. Letter to CEO [**12.1.4.3** - 2 pages]

12.2 Community Services

12.2.1	Public Art Masterplan 2025 - 2035
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Author: Arts and Activation Supervisor
Authorising Officer: Director Community Services
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER’S RECOMMENDATION

That Council:

- 1. Adopt the Public Art Masterplan 2025-2035 as Attachment 1.**
- 2. Note the Public Art Action Plan 2025-2028 as an operational guide to deliver the vision of the Public Art Master Plan 2025-35 as Attachment 2.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider endorsing the Public Art Masterplan 2025–2035 as a strategic framework to guide the planning, commissioning, delivery, and maintenance of public art across the Town (Attachment 1.)

DETAIL

The Masterplan reflects the community’s aspirations for vibrant, culturally rich, and inclusive public spaces that celebrate Hedland’s unique identity, heritage, and creativity. It provides strategic direction to embed public art into civic infrastructure, parks, streetscapes, and gathering places, while supporting local artists, enhancing community safety, and fostering social connections.

Adoption of the Masterplan will enable the Town to deliver high-quality public art outcomes that align with broader strategic goals and community values, and ensure a coordinated, sustainable approach to future public art investment. The Public Art Action Plan 2025-28 (Attachment 2.) has also been developed to operationalise the Masterplan’s vision. The Action Plan outlines practical steps, strategic partnerships, funding mechanisms, and evaluation frameworks to ensure public art delivery is inclusive, coordinated, and impactful.

Themes and Typologies

To ensure public art across the Town is meaningful, locally resonant, and strategically aligned, the Masterplan identifies three overarching themes and a suite of preferred typologies. These elements provide a creative framework to guide the design and commissioning of artworks that reflect Hedland’s identity, values, and aspirations.

1. **Mosaic of Voices** – Celebrating cultural diversity and community stories.
2. **Richness of Country** – Reflecting the natural environment and Indigenous connection to land and sea.
3. **Hum of Industry** – Acknowledging the industrial heritage and future aspirations of Hedland.

It also outlines 10 preferred public art typologies, including iconic sculptures, light-based installations, play-based art, murals, and digital projections.

The themes offer conceptual direction, while the typologies provide practical guidance on the forms and mediums best suited to our public spaces. Together, they support a diverse, inclusive, and place-based approach to public art.

Key Objectives

The Masterplan is underpinned by a set of strategic objectives that articulate the Town's vision for public art and guide its implementation over the next decade. These objectives ensure that public art initiatives are purposeful, inclusive, and aligned with community values and broader Town priorities. They reflect our commitment to cultural celebration, placemaking, artist development, and community wellbeing.

The key objectives are to:

- **Celebrate Local Identity:** Honour the stories, cultures, and landscapes of Port Hedland, especially the Kariyarra, Ngarla, and Nyamal peoples.
- **Enhance Public Spaces:** Activate parks, streetscapes, civic buildings, and gathering places through meaningful art.
- **Support Local Artists:** Provide opportunities for emerging and established creatives, including youth and Aboriginal artists.
- **Promote Safety and Wellbeing:** Use art to improve visibility, encourage pedestrian activity, and foster community pride.
- **Boost Tourism and Economic Vibrancy:** Position public art as a drawcard for visitors and a contributor to local vitality.

Implementation Framework

To ensure the successful delivery of public art across the Town, the Masterplan includes a comprehensive implementation framework. This framework outlines the practical mechanisms required to support sustainable, high-quality outcomes from funding and commissioning to long-term care and respectful decommissioning. It provides clarity on roles, processes, and resources, enabling the Town to move from vision to action with confidence and consistency.

The Masterplan includes:

- **Funding avenues:** Through the Percent for Public Art Policy, corporate sponsorships, government grants, and maintenance reserves.
- **Commissioning processes:** Open EOIs, limited competitions, direct engagement, and design assist workshops.

- **Maintenance and conservation:** Guidelines for long-term care, artist rights, and environmental considerations.
- **Decommissioning protocols:** Ensuring respectful and lawful removal or relocation of artworks.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of high significance, because:

- Significant - A decision that will significantly affect the capacity of the Council to carry out any activity identified in the strategic plan.
- Significant - The matter will have implications for the present and future social, economic, environmental, and cultural well-being of Port Hedland.

CONSULTATION

Extensive consultation informed the Masterplan, including surveys, focus groups, and stakeholder interviews. Key community desires include:

- More support for local artists.
- Establishing an Aboriginal Advisory Group.
- A precinct-based approach to planning public art.

Groups consulted include:

Internal

- ToPH Focus Group
- Events, Arts and Culture
- Projects
- Planning and Development
- Youth
- Community Development
- Recreation and Leisure
- Economic Development
- Public Affairs
- Library

External Agencies

- Artify
- The Junction Co
- Spinifex Hill Studio
- Hedland Aboriginal Strong Leaders (HASL)
- Kariyarra Aboriginal Corporation
- Wangka Maya
- Hartz
- Chamber of Commerce
- BHP Communities
- Pilbara Ports Communities

- Youth Involvement Council
- Port Hedland Visitors Centre
- Port Hedland Historical Society

Community

- Local Artists/Creatives/Makers
- Public Art Community Engagement Online Survey
- Public Art Community Engagement at Charter Hall South Hedland
- Public Art Community Engagement at Celebrate Hedland

LEGISLATION AND POLICY CONSIDERATIONS

A Public Art Master Plan is not a legislative requirement under the Local Government Act 1995 (WA). However, it is considered best practice for local governments seeking to strategically invest in and manage public art initiatives.

FINANCIAL AND RESOURCE IMPLICATIONS

While the Public Art Masterplan provides a high-level strategic framework to guide the Town's approach to public art over the next decade, the accompanying Action Plan delivers the next level of operational detail. This ensures that implementation can be aligned with the Town's Forward Capital Works Program and Long-Term Financial Plan.

Initial work has commenced to cost the delivery of the Action Plan, with a detailed financial breakdown to be presented to Council at a future date. This will enable Council to consider and endorse an annual allocation toward public art implementation, supporting the activation and enhancement of key civic, community, and tourism precincts across Port and South Hedland. The multi-year strategy prioritises community liveability, cultural expression, and place-based investment in alignment with strategic goals.

Council Plan: Part A

The following sections of the Town's *Council Plan 2025-2035* apply in consideration of this item:

Our Community:

1.2.3 Forums and activities to give a voice to youth, people with a disability, ageing, Aboriginal and Torres Strait Islander, and Culturally and Linguistically Diverse (CaLD) people are recognised and supported.

1.3.1 The community, industry, arts and cultural organisations are engaged in identifying, planning and coordinating events and activities.

1.3.2 Events and activities to celebrate the Town's cultural heritage, arts and Pilbara lifestyle are consistently programmed and delivered.

1.4.2 Facilities and community infrastructure are revitalised across the town.

Our Economy:

2.2.5 Continue to expand Council participation in initiatives that expand local training and employment opportunities, especially for young people and Indigenous residents.

2.3.3 Prioritise, encourage and promote local procurement.

2.4.2 Market and promote Hedland for tourism.

Our Built and Natural Environment:

3.3.6 A Cultural Wayfinding and Public Art Implementation Plan is developed and implemented.

Our Leadership:

4.2.1 Sound long-term financial planning is implemented.

4.2.4 Constructive forums are facilitated for discussion and the representation of the diversity of community views and needs that impact on the town's developments, programs and policies.

Environmental

The Masterplan supports environmentally conscious public art practices by encouraging the use of sustainable materials, site-sensitive design, and long-term maintenance planning. It also contributes to placemaking in natural and built environments, enhancing amenity and encouraging outdoor activity in revitalised public spaces.

Economic

Public art investment stimulates the local economy by creating opportunities for artists, fabricators, and suppliers, particularly through local procurement and partnerships. It also enhances Hedland's appeal as a tourism destination, contributing to economic vibrancy and supporting broader efforts to expand local employment, especially for young people and Indigenous residents.

Social

The Masterplan fosters social inclusion and community pride by celebrating Hedland's diverse cultural heritage and providing platforms for local voices — including youth, Aboriginal and Torres Strait Islander peoples, and CaLD communities. It enhances public spaces as places for gathering, storytelling, and connection, contributing to community wellbeing and safety.

Access and Inclusion

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

- Outcome 1 – Events and Services
- Outcome 3 – Accessible Information

Council Plan: Part B

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

Our Community:

Events, Arts and Culture: Promote local arts and culture through events, public art, and programming at venues like the Matt Dann Theatre. Activate public spaces in partnership with the community.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Strategic
Risk Category	Service Interruption Reputational
Cause	Not adopting the Public Art Masterplan 2025 - 2035
Effect (Consequence)	Lack of strategic direction for public art delivery may result in missed opportunities for community engagement, cultural expression, and tourism activation. It may also lead to fragmented or ad hoc investment, reduced public confidence, and reputational impact on the Town.
Risk Treatment	Adopting the Public Art Master Plan 2025 – 2035 to ensure coordinated, inclusive, and sustainable public art outcomes.

There is a Strategic risk associated with this item caused by not adopting the Public Art Master Plan 2025 – 2035 which could lead to uncoordinated public art delivery, diminished community and stakeholder confidence, and reputational harm.

The risk rating is considered to be Medium (8) which is determined by a likelihood of Possible (3) and a consequence of Minor (2).

This risk will be treated by the adopting the Public Art Master Plan 2025 – 2035 which will provide a clear framework for planning, commissioning, and maintaining public art across the Town.

OPTIONS

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

CONCLUSION

Together, the Masterplan and Action Plan form a comprehensive framework for public art in Port Hedland strategic in vision and practical in delivery. Council’s support for both documents will ensure public art continues to reflect our community’s identity, aspirations, and creativity.

This dual framework sets a bold and inspiring direction for the Town, offering a unique opportunity to embed creativity, cultural storytelling, and community pride into the

fabric of our public spaces. It reflects the voices of our community, honours our rich cultural heritage, and positions public art as a catalyst for connection, tourism, and civic identity.

A key pillar of this journey is the meaningful involvement of Aboriginal communities. The Masterplan and Action Plan prioritise respectful engagement with Kariyarra, Ngarla, and Nyamal people, ensuring that public art projects are guided by cultural protocols, Traditional Owner knowledge, and co-design principles. This commitment strengthens cultural integrity, builds trust, and ensures artwork reflects deep connections to Country.

However, with this opportunity comes responsibility. Successful implementation will require careful financial planning, ongoing resource allocation, and a commitment to governance and transparency. Council's role will be critical, not only in endorsing the vision, but in supporting the processes, partnerships, and funding mechanisms that bring it to life.

Through the proposed engagement framework, Council will be kept informed at key milestones, ensuring oversight and alignment with broader strategic priorities. By embracing this plan, Council can help shape a legacy of public art that is inclusive, enduring, and deeply reflective of the people and place it represents.

ATTACHMENTS

- 1.** Attachment 1. Public Art Master Plan 2025-2035
- 2.** Attachment 2. Public Art Action Plan 2025-2028

12.3 Regulatory Services

12.3.1	Port Hedland Visitor Centre - Quarterly Report 1: July - September 2025
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Author: Principal Economic Development
Authorising Officer: Manager Planning & Economic Development
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER’S RECOMMENDATION

That Council receives the quarterly report from the Port Hedland Peace Memorial Seafarers’ Centre Incorporated for the management of the Port Hedland Visitor Centre for the fourth quarter, July – September 2025.

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider the financial and general operational report of the Port Hedland Visitor Centre, managed by Port Hedland Peace Memorial Seafarers’ Centre Incorporated (Seafarers’) for from July – September 2025. More specifically, this report addresses the reporting requirements outlined in clause 24.2 in the Management Agreement between Port Hedland Peace Memorial Seafarers’ Centre Incorporated and the Town of Port Hedland.

DETAIL

The contract for the management of the Port Hedland Visitor Centre was agreed between the Town of Port Hedland and Seafarers’ for the period 1 November 2024 to 31 October 2026 with three x 12-month optional extensions. These extensions will not be utilised, as Council adopted a resolution at the 29 October 2025 Ordinary Council Meeting to bring the Port Hedland Visitor Centre service in-house from 1 November 2026.

Under clause 24.2 of the agreement, Port Hedland Seafarers’ Centre Inc. is to provide the Town with a quarterly report, including details of the following:

- Financials
- KPIs
- Service providers
- Business Plan
- Patronage, tour bookings and sales
- Maintenance and capital expenditure
- Any other information reasonably required by the Town.

Desired outcomes of the agreement with the Port Hedland Peace Memorial Seafarers' Centre Incorporated are as follows:

- A friendly and professional face to face welcome to visitors with a consistently high quality, free information service to provide visitors to Port Hedland with insights into the region and distribute information about tourist product available in the region.
- A comprehensive range of local, regional and state-wide brochures, maps and directional information both in hard copy and available electronically.
- Information and booking service for accommodation and tours.
- Information on attractions, events, retail outlets, local services, road conditions and transport options.
- High quality customer service to visitors to the Visitor Centre.
- A focus on continuous improvement and service growth at the facility.
- A safe, clean and hygienic environment for staff, customers and other visitors.
- Strong, accountable financial management; and
- Clear, concise and accurate reporting on the operations of the facility.

The attached quarterly report outlines the progress made by the Seafarers' in the period July – September 2025.

Reported performance against annual budget

Performance against the annual budget is attached to this report as attachment 3 (confidential).

Reported performance against current KPIs

Performance against current KPIs is attached to this report as attachment 4.

Digital media performance

The Town manages the social media and website for the Port Hedland Visitor Centre in consultation with Centre staff. Attachment 5 provides a summary of digital engagement on Facebook and the website from June to October 2025.

Notable events for the reporting period

- The total walk-in traffic for the reporting period was 11,665. This figure is reported to be understated due to no data being reported from 16 August to 2 September due to an issue with visitor counter.
In comparison, the same period the year prior recorded walk-in traffic of 15,282.
- 3,066 active users visited visitporthedland.com.au during the reporting period. This figure is the comparable to as the same period the year prior.
- Assisted with 240 telephone enquiries.
- For this quarter, the Port Hedland Visitor Centre reported the following booking numbers:
 - Seafarers' Harbour Tour – 1,117 participants

- Pilbara Tours: Salt Eco/Industry Tour – 152 Participants
- Pilbara Tours: Twilight Industry Tour – 482 Participants
- Installation of an interactive touchscreen display, allowing visitors to view documentaries and local videos.
- Continuation of the popular Wedge Street Markets, increasing walk-in traffic to the centre.
- Increase in stakeholder engagement.
- Expansion of a product availability with the new locally made and regionally inspired products, with further opportunities for merchandise expansion identified.
- Continuation of the *Yarning with a Local* program, attracting 35 attendees for a presentation by Fortescue.
- The Port Hedland Visitor Centre reported that they exceeded the minimum operating hours for the reporting period.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of medium significance, because: N/A

CONSULTATION

Internal

- Director Regulatory Services
- Manager Planning & Economic Development

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

There are no legislative or policy considerations for this report.

FINANCIAL AND RESOURCE IMPLICATIONS

The management fee for the Port Hedland Visitor Centre was approved by Council at the 25 September 2024 Ordinary Council Meeting (CM202425/154).

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town's *Council Plan 2025-2035* apply in consideration of this item:

Our Community:

1.2.1 Newcomers to Port Hedland are provided with inductions, information and opportunities to engage and get involved.

1.4.4 Community services and facilities are well promoted.

Our Economy:

2.4.2 Market and promote Hedland for tourism.

2.4.4 Market and promote the local lifestyle of the Hedland community.

Our Leadership:

4.3.1 High-quality and responsive customer service is provided.

4.3.2 Community members, businesses and tourists are engaged to provide feedback about local facilities and services.

Environmental

The Port Hedland Visitor Centre promotes and engages visitors and locals on the natural and environmental tourism opportunities in and around Port Hedland, such as reef walking tours and turtle observations.

Economic

The economic benefits of having a well-managed Visitor Centre include developing a positive narrative about the town and attracting visitors to the region and increasing length of stay and visitor expenditure in the community.

Social

Nil

Access and Inclusion

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

- Outcome 2 – Buildings and Facilities
- Outcome 3 – Accessible Information
- Outcome 4 – Quality of Service

Council Plan: Part B

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

Our Economy:
 Business and Economy Development: Manage designated Area Migration Agreement (DAMA) and migrant settlement support; advocacy for investment in key infrastructure; advocacy with State and industry on key issues; collaboration/partnerships with economic stakeholders, including Chamber of Commerce; networking and “cross promotion” between business and industry and stakeholders; regional growth initiatives.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Reputational
Cause	Perception that the Town has not performed its commitment to provide visitor services to tourist and the community.

Effect (Consequence)	Dissatisfaction among visitors and stakeholders, service disruptions, and a negative impact on the Town’s reputation and relationship with the community.
Risk Treatment	Council supports the officer’s recommendation.
<p>There is an operational risk associated with this item caused by the perception of a lack of commitment to the provision of visitor services, leading to dissatisfaction among visitors and other stakeholders.</p> <p>The risk rating is considered to be Medium (6) which is determined by a likelihood of Possible (3) and a consequence of Minor (2).</p> <p>This risk will be treated by the adoption of the officer’s recommendation.</p>	

OPTIONS

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

CONCLUSION

This report is provided to inform Council of the operational progress made by the Seafarers’ from July – September 2025 in its role as operator of the Port Hedland Visitor Centre.

ATTACHMENTS

1. PHVC Quarterly Report: Jul - Sep 2025 [**12.3.1.1** - 21 pages]
2. PHVC Quarterly Report: Jul - Sep 2025 - Visitor Comments [**12.3.1.2** - 8 pages]
3. CONFIDENTIAL REDACTED - PHVC Quarterly Report: Jul - Sep 2025 - Financials [**12.3.1.3** - 3 pages]
4. PHVC Quarterly Report: Jul - Sep 2025 - Performance against KPIs [**12.3.1.4** - 2 pages]
5. PHVC: Jun - Oct 2025 - Digital Engagement Report [**12.3.1.5** - 8 pages]

12.3.2	Town of Port Hedland Public Health Plan
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Author: **Manager Environmental Services**
Authorising Officer: **Director Regulatory Services**
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER’S RECOMMENDATION
That Council adopt the Town of Port Hedland Public Health Plan.

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to receive and endorse the first Town of Port Hedland Public Health Plan. The Plan establishes an evidence-based framework for both action and advocacy to increase the standard of human health, health service accessibility, and community education in Port Hedland.

STATUTORY REQUIREMENTS

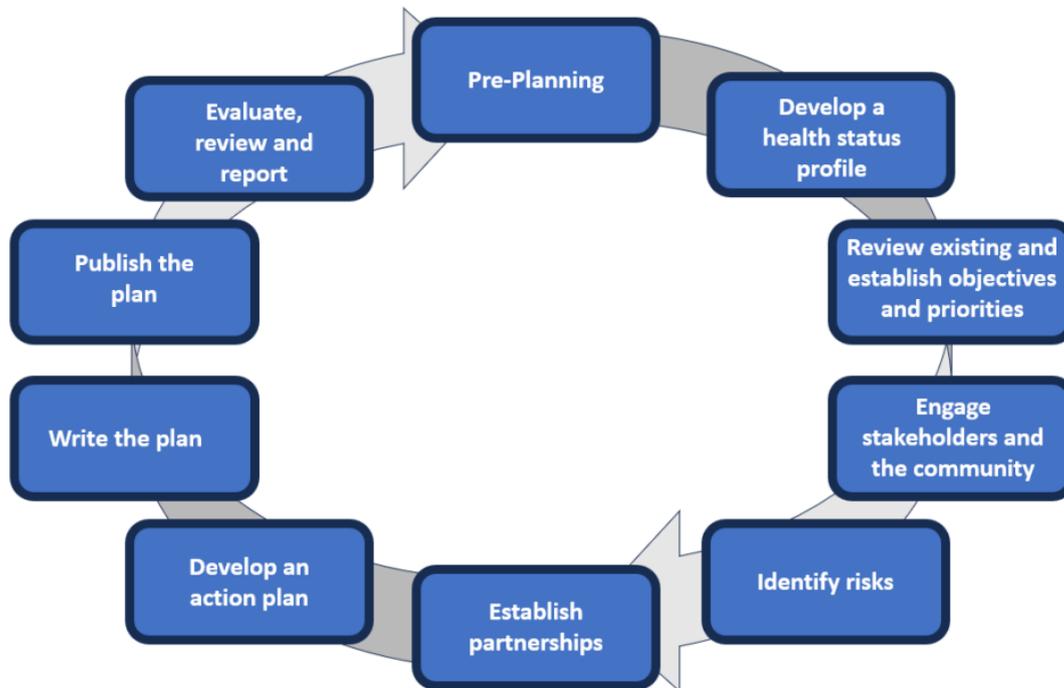
As part of the staged implementation of the new Western Australian *Public Health Act 2016*, all local governments are required to deliver an endorsed Public Health Plan reflecting the true health status of the district and setting actions for improving the human health standard.

The Town of Port Hedland Public Health Plan has been developed in accordance with Part 5 of the *Public Health Act 2016*, which requires local public health plans to be consistent with the State Public Health Plan for Western Australia 2025–2030. The State Plan is the overarching strategic document guiding public health planning across WA. It sets the vision for improving health and wellbeing and identifies four key objectives: Promote, Prevent, Protect, and Enable. These are underpinned by the principles of Aboriginal health and wellbeing and equity and inclusion. Local plans must align with these objectives and priorities while tailoring actions to local needs, ensuring a coordinated, evidence-based approach to public health planning statewide.

The statutory requirement to conduct public health planning underscores its significance as a core function of local government, comparable to other established planning domains such as emergency management, strategic community planning, and integrated financial and asset planning. This structured strategic approach ensures that public health needs are systematically identified, prioritised, and addressed through evidence-based interventions. A robust understanding of population health, derived from comprehensive data analysis and meaningful community engagement, is central to this process. Moreover, public health planning acts as a catalyst for fostering and strengthening collaborative partnerships across government agencies, non-government organisations, and the broader community.

DEVELOPMENT OF THE PLAN

The development of a Public Health Plan follows a very structured process designed to ensure that the plan is evidence-based, reflects both the needs and the concerns of the community, and creates an achievable and measurable set of goals for the local government to action.



Public Health Plan development framework

The Town commenced development of the Public Health Plan by undertaking a comprehensive assessment of the current health status within the Local Government Area. A detailed health profile was prepared using data sourced from government agencies (including WA Health), non-government organisations, medical records, census data, demographic analysis platforms, and existing reports.

This health profile established a clear benchmark, providing an evidence-based understanding of the region’s current health status and forming the foundation for subsequent consultation and health planning.

PUBLIC CONSULTATION

Following completion of the health profile, the Town implemented a structured engagement program to capture community perspectives on health priorities. This process began with a detailed health survey in March 2024 and progressed to targeted engagement with key community sectors throughout late 2024.

The survey consisted of a suite of twenty diagnostic questions covering five critical themes:

- Demographics

- Physical, mental and social health issues
- Facilities, Resources, Environment and Programs
- Personal health motivations
- Health support services
- Life within the Town of Port Hedland

The Town received 341 responses, representing a statistically significant response rate and highly robust sample when compared to other local governments undertaking similar research functions. For context, in 2019 the City of Swan (The City) conducted a similar survey as part of the preliminary stages of their Public Health Plan development. Supported by a comprehensive promotional campaign across multiple media platforms, the survey was made available to the 156,000 residents in the district over a period of a month. The City received 19 responses, with only 13 residents of the district, representing a return rate of 0.00000083%.

Whereas of the 341 responses the Town received, 97.9% were residents, 0.9% visiting for work, and 1.2% visiting for other reasons. This again provides certainty that the results are statistically relevant and representative of the district's population.

A detailed survey report, provided as an attachment to this report, collates and analyses the survey results generating clear community priorities which have then been instrumental in the development of Port Hedland's Public Health Plan.

Critical conclusions delivered through the survey are provided below. It should be noted that the listed priorities represent the highest selected priorities from extensive lists of topical issues.

Health Risks of Greatest Concern:

- Use of illegal drugs 85.3%
- Too much alcohol 84.5%
- Not enough regular medical checks 78.8%
- Tobacco/cigarettes/vaping 75.9%

Mental and Social Health Issues of Greatest Concern

- Alcoholism 89.9%
- Drug Addiction 84.0%
- Abuse in the Home 83.4%
- Stress 83.1%

Importance of 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 83.1%

Importance of Environmental Issues for Public Health and Wellbeing

- Clean, Safe Water for recreation and homes 95.0%
- Access to Safe, Affordable and Nutritious Food 95.0%
- Clean, Safe Air 87.6%
- Waste and Rubbish Recycling 78.8%
- Environmental Testing (Food / Mosquito Control etc) 78.5%

Importance of Public Activity and Information Programs for Public Health and Wellbeing

- Routine screening for Health Issues 87.7%
- Programs for Children 83.5%
- Programs for Teens 83.2%
- Community Safety and Security Programs 83.2%
- Community Events for Residents 82.7%

Health Eating Initiatives

- More Healthy Food Options in Takeaways/outlets 73.6%
- Healthy Food Options at Sporting/Community Events 46.2%

Physical Activity Initiatives

- Free Fitness Classes 66.6%
- More Recreational Community Activities/Events 50.9%

Most Commonly Used Sporting/Recreation Facilities

- Walking Trails 59.7%
- Swimming Pool 48.6%
- Ovals & Playing Fields 36.1%

Harm Reduction Awareness Programs

- The community expressed significant support (85-92%) for programs to reduce harm from all four priority issues
 - o Sniffing Volatile Substances
 - o Smoking/Vaping
 - o Illegal Drugs
 - o Alcohol
- This focus area provided further opportunity for the community to list suggestions for harm reduction strategies. These included:
 - o Mandatory rehabilitation services
 - o Youth programming at critical times
 - o More involvement of elders in the community and more youth workers

Least Satisfactory Access to Health Support Services

- Doctors – General Practice 78.2%
- Mental Health Support 56.5%
- Health Screening Services 45.7%
- Gynaecology and Obstetrics 44.3%

Most Satisfactory Access to Health Support Services

- Emergency Department 39.5%
- Chiropractic Services 39.0%
- Hospital 34.2%
- Physiotherapy 33.1%

Following the survey, the Town undertook direct engagement with key stakeholders and community groups to validate the findings and seek input on priority health and wellbeing needs, effective strategies to address these priorities, suggestions for future planning, and opportunities for collaboration.

Based on this feedback, the Town prepared an initial draft of the Public Health Plan, which underwent several iterations to ensure alignment with legislative requirements, community priorities, and organisational objectives. Internal engagement was conducted across relevant business units to refine key objectives, confirm feasibility of proposed actions, and integrate the plan within the Town's broader strategic framework. This process ensured the final Public Health Plan is evidence-based, achievable, and reflective of both community expectations and statutory obligations.

The Public Health Plan is structured around three strategic themes that collectively address health promotion, equity, and environmental safety. These themes were selected based on community priorities identified through the consultation process. They also align with the State Public Health Plan for Western Australia 2025–2030, reflecting its four key objectives and the overarching principles of Aboriginal health and wellbeing and equity and inclusion. The three themes are:

1. Preventative Health & Wellbeing

Promotes healthy behaviours and reduces preventable illnesses through education, targeted health promotion, and partnerships.

2. Advocacy, Equity and Inclusion

Improves equitable access to health services and resources, particularly for vulnerable and at-risk groups, while fostering social connectivity and inclusion.

3. Environmental Health & Safety

Ensures safe and sustainable environments by managing public health risks and environmental hazards, including food safety, water quality, and vector control.

Within these themes, the Public Health Plan sets out a series of strategic objectives supported by clear deliverables, performance measures, and timelines. Implementation follows a phased approach across four stages, enabling actions to be prioritised, resourced, and monitored progressively. This staged methodology ensures that actions are achievable, measurable, and adaptable to emerging health needs, while maintaining alignment with statutory obligations and community expectations.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of medium significance, because:

- Significant - Any issue, proposal, decision or other matter that will substantially affect a wide range of people who reside in Port Hedland.

CONSULTATION

Internal

- Community Development
- Public Affairs

External Agencies

- State Government Agencies (including Department of Health)
- Local services, and non-government agencies
- Local community businesses and groups

Community

- Community survey conducted

LEGISLATION AND POLICY CONSIDERATIONS

Public Health Act 2016

Local Government Act 1995

State Public Health Plan 2025-2030

Public Health Planning Guide for Local Government (WA)

Health Local Law 2016

Animals, Environment and Nuisances Local Law 2016

FINANCIAL AND RESOURCE IMPLICATIONS

Minimal financial impact is expected initially as the primary focus of the plan will be on advocacy and engagement activities. However, some minor funding and resource allocation may be required to support implementation actions and build organisational capacity. Costs may increase in later phases, however, these will be planned and prioritised so that they can be incorporated into future budgets.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town’s *Council Plan 2025-2035* apply in consideration of this item:

Our Community:

- 1.1.1 Stakeholders are engaged to develop a whole-of-town approach to increase access to quality health and wellbeing services.
- 1.1.2 Community needs and gaps in health provision are identified and delivered.
- 1.1.6 Town-wide health, safety, recreation and sporting activities and services are promoted.

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

Access and Inclusion

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

- Outcome 8 – Advocate for an Increase in Inclusion

Council Plan: Part B

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

Our Built and Natural Environment:

Environmental Health: Education, monitoring and compliance: health and food inspections; noise control; pollution control; other regulatory activities.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Strategic
Risk Category	Compliance Reputational
Cause	Failure to develop a Public Health Plan in accordance with legislative requirements under the <i>Public Health Act 2016</i> and community expectations.
Effect (Consequence)	Non-compliance under the <i>Public Health Act</i> and associated guidelines, which may result in regulatory intervention or enforcement action by the State Government, including formal notices or directions to comply. Reputational damage due to not acting on or following up from community engagement and perceived lack of commitment to community health and wellbeing
Risk Treatment	The risk will be treated through the adoption and implementation of the Public Health Plan, ensuring alignment with statutory obligations, strategic priorities, and community engagement processes. Ongoing monitoring and reporting will

	be incorporated into the Town’s governance framework to mitigate residual risk.
<p>There is a Strategic risk associated with this item caused by failure to develop and implement the Public Health Plan in accordance with statutory requirements and community expectations, leading to non-compliance and reputational damage for the Town.</p> <p>The risk rating is considered to be Low (4) which is determined by a likelihood of Likely (4) and a consequence of Minor (2).</p> <p>This risk will be avoided and/or treated by the adoption of the Public Health Plan.</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 of Port Hedland Public Health Plan has been developed through a robust, evidence-based process that reflects both legislative requirements and the genuine priorities of our community. Extensive consultation and data analysis have ensured the Plan is tailored to local needs, aligns with the State Public Health Plan, and sets out clear, achievable actions to improve health outcomes, equity, and environmental safety across the district. Adoption of this Plan will not only fulfil statutory obligations under the Public Health Act 2016 but also demonstrate Council’s commitment to proactive, strategic public health leadership.

It is therefore recommended that Council endorse the Town of Port Hedland Public Health Plan. Doing so will mitigate compliance and reputational risks, strengthen partnerships with stakeholders, and provide a clear framework for ongoing action and advocacy. The Plan’s phased implementation approach ensures that priorities are addressed systematically, resources are allocated efficiently, and progress is monitored transparently—delivering tangible benefits for the health and wellbeing of all residents.

ATTACHMENTS

1. PHP 2025 FINAL [**12.3.2.1** - 23 pages]
2. Town of Port Hedland Survey Report DRAFT 2024-04-23 Redacted [**12.3.2.2** - 89 pages]

12.3.3	Scheme Amendment No. 7 to Local Planning Scheme No. 7 for adoption - Lot 198 (No.9) Skippers Loop, South Hedland
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Author: Coordinator Urban Planning

Authorising Officer: Manager Planning & Economic Development

Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER'S RECOMMENDATION

That Council:

- 1. In accordance with Section 75 of the Planning and Development Act 2005 (PD Act), resolves to adopt Amendment No. 7 of the Town of Port Hedland Local Planning Scheme No. 7, as shown in Attachment 1.**
- 2. In accordance with Regulation 35(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015*, determines that Amendment No. 7 of the Town of Port Hedland Local Planning Scheme No. 7 is a basic amendment, for the following reasons:**
 - a. the amendment will correct an administrative error in residential density code applied to the land.**
 - b. the amendment is consistent with the objectives of the Local Planning Strategy and the 'Residential' zone under Local Planning Scheme No.7.**
 - c. an amendment to the scheme map is consistent with a former structure plan and local development plan that was approved under the Scheme for the land to which the amendment relates.**
- 3. Authorises the Chief Executive Officer (CEO) to advertise the proposed Amendment No. 7 for a period of 42 days, in accordance with Regulation 47 of the *Planning and Development (Local Planning Schemes) Regulations 2015*, if instructed to advertise by the Western Australian Planning Commission or Minister for Planning.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for the Council to consider Amendment No. 7 to Local Planning Scheme No. 7 (LPS7):

1. As a 'Basic Amendment' for referral to the Minister for Planning's office for consideration; and

2. Adopt the proposed Amendment for the purposes of referral to the Minister for final adoption if no advertising is required, as permitted under the *Planning and Development (Local Planning Schemes) Regulations 2015*, Division 4 — 'Process for basic amendments to a local planning scheme'.

DETAIL

Proposal

Amendment No. 7 proposes to change the 'Residential' zone density code for Lot 198 (No. 9) Skippers Loop, South Hedland (subject lot) from 'R30' to 'R40'. The amendment proposes to change the Scheme map, without any changes to the text.

Site Context

The subject site (5827m²) is located 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 subject lot is immediately south of a Water Corporation reserve, used for a water pump station and abuts a drainage reserve along east boundary. The surrounding area is comprised of 'Residential' zoned properties, with a mix of R20 and R30 codes. The land immediately to the west is presently vacant, with a R30 code.

The subject site itself is currently vacant and has access to services and infrastructure, including water, power and sewer. Vehicular access to the site is available via Skippers Loop and Yarrunga Crescent.



Image 1 – Location Plan – Source: Nearmap Aerial Photo – 10 September 2025

Background

The subject lot formed part of the Koombana Area Structure Plan, endorsed by the Town and adopted by the WA Planning Commission (WAPC) in 2012.

The lot was also identified under a local development plan (LDP) for the area bounded by Daylesford Close, Starboard Entrance, Kabbarli Loop, Derrick Lane, Cabin Road, Windward Way, Koojarra Crescent, Bollard Lane, Chunking Crescent, Captains Way and Skippers Loop, South Hedland. The LDP was adopted by the Town in April 2014.

Under the adopted structure plan and LDP, the land was depicted as 'Residential-R40'. It was also identified for 'Multiple/Grouped Residential' development under the Structure Plan.



Image 2 – Extract of Koombana Area Structure Plan

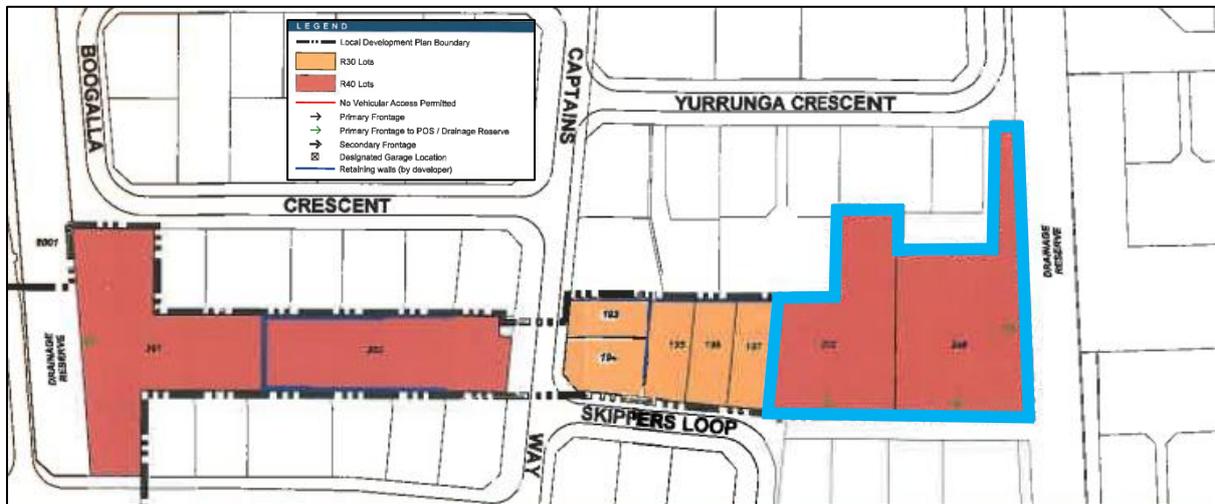


Image 3 – Extract of Local Development Plan

In 2023, the Town initiated Amendment No. 1 to LPS7, to address minor textual and mapping anomalies and refine some land use class categories under the zoning table, not identified during the original scheme adoption process.

As part of Amendment No. 1, the Town rezoned several properties within the Koombana Structure Plan area, including the subject site, from 'Urban Development' to 'Residential R30'. The rezoning to 'Residential R30' was recently found to be inconsistent with intended zoning identified under the former Koombana Area Structure Plan and local development plan.

Planning Regulations

On 19 October 2025, the *Planning and Development (Local Planning Scheme) Regulation 2015*, brought into effect a statewide cancellation of all adopted structure plans and local development plans, making the Koombana Area Structure Plan and the local development plan (LDP) redundant.

Whilst the structure plan and LDP can be reactivated under permissions granted through the Planning Regulations, it is not sought by the Town or necessary to do so to initiate the Scheme amendment. The area has been fully subdivided and developed in accordance with the structure plan and local development plan. The subject site is a remaining undeveloped single large lot.

The landowner's planning consultant has indicated an intention to lodge a development application in early 2026 and is seeking the zoning change to facilitate a development of 44 to 48 multiple and grouped dwellings.

Basic Amendment

Regulation 35(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015* permits local governments to determine the category for processing an amendment. This is permitted subject to review by Western Australian Planning Commission (the Commission) and Minister for Planning.

Amendment No. 7 has been assessed as a 'basic amendment' for the following reasons:

- a) the amendment will correct an administrative error in residential density code applied to the land.
- b) the amendment is consistent with the objectives of the Local Planning Strategy and 'Residential' zone under Local Planning Scheme No.7.
- c) an amendment to the scheme map is consistent with a former structure plan and local development plan that was approved under the Scheme for the land to which the amendment relates.

Phone contact was made on 14 November 2025 with the Department of Planning Lands and Heritage (DPLH) branch manager, to confirm the Town's assessment that the amendment is a 'basic amendment'. The DPLH planning manager supported the Town's assessment based on the reasons noted above.

Advertising of Amendment

Regulation 57 (Part 5, Division 4) of the Regulations states that a basic amendment to a local planning scheme is not required to be advertised. Subject to Regulations 59 and 61, the Commission and or the Minister for Planning can decide that it be treated as a 'Standard' or 'Complex' amendment and require advertising. The recommendation has been drafted with reference to flexibility if the Commission or the Minister or Planning requires the Town to advertise the amendment.

If the Commission or the Minister for Planning does not require advertising, subject to the Council resolution to adopt the amendment, the Town can refer the amendment directly to the Commission / Minister for Planning seeking finalisation.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of low significance, because:

- Exception - The proposal or decision has already been addressed by the Council's strategies, policies or plans, which have been consulted on.

CONSULTATION*Internal*

- Nil

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

- Planning and Development Act 2005
- Planning and Development (Local Planning Scheme) Regulations 2015
- State Planning Policy 7.3 – Residential Design Codes
- Town of Port Hedland Local Planning Strategy
- Town of Port Hedland Local Planning Scheme No. 7

FINANCIAL AND RESOURCE IMPLICATIONS

Nil

STRATEGIC SUSTAINABILITY IMPLICATIONS**Council Plan: Part A**

The following sections of the Town's *Council Plan 2025-2035* apply in consideration of this item:

Our Economy:

2.5.2 Ensure future supply of housing and serviced land for development.

Access and Inclusion

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

Nil

Council Plan: Part B

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

Our Built and Natural Environment:

Planning and Building Services: Heritage inventory and events; protection of traditional Owners’ cultural sites; Housing Summit actions; supply of housing and serviced land for development; Crown land and Native Title issues for Town development; Town Planning; precinct planning and place making; building approvals and permits; and statutory compliance (structures, public buildings, pools).

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Reputational
Cause	The subject site remains vacant/ undeveloped.
Effect (Consequence)	The Town risks failing to maintain its reputation for delivering the objective of ‘Residential’ zone under LPS7 to provide a range of housing and a choice of residential densities.
Risk Treatment	Adopting the Officer’s Recommendation
<p>There is an Operational risk associated with this item caused by the subject site remaining undeveloped and the Town failing to meet housing demand and the objective of ‘Residential’ zone to provide a range of housing types and choice of residential densities.</p> <p>The risk rating is considered to be Low (2) which is determined by a likelihood of Unlikely (2) and a consequence of Minor (2).</p> <p>This risk will be accepted by adopting the officer’s recommendation.</p>	

OPTIONS

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

CONCLUSION

The applicant proposes this scheme amendment to rezone the subject site from ‘Residential R30’ to ‘Residential R40’. The proposed scheme amendment is consistent with the objective of ‘Residential’ zone under LPS7, which aims “*to provide for a range of housing and a choice of residential densities to meet the needs of the community.*”

The applicant has advised the expected development for the site, will be multiple dwellings. The proposal is not expected to result in any significant adverse impact on the locality being compatible with established surrounding residential land uses.

The proposed scheme amendment is considered a 'basic amendment' under the *Planning and Development (Local Planning Scheme) Regulations 2015* and will correct an inconsistency with a former Koombana Area Structure Plan and local development plan. It is recommended that Council resolve to adopt the Scheme Amendment No. 7 for the purpose of public advertising, if required by the Commission or the Minister for Planning. If advertising is not required, the amendment will be referred to the Minister for Planning for finalisation.

ATTACHMENTS

1. Attachment 1 - Scheme Amendment Report [**12.3.3.1** - 7 pages]

12.4 Infrastructure Services

12.4.1	RFT2526-07 - Tree Amenity Maintenance Program
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Author: **Coordinator Landscape and Irrigation**

Authorising Officer: **Manager Infrastructure Operations**
Director Infrastructure Services

Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER’S RECOMMENDATION

That Council:

- 1. Authorise the Chief Executive Officer to enter into a contract for the award of RFT-2526-07 to the preferred tenderer** for the total amount of \$XXXX** (excluding GST) for the period of Five (5) years (3+1+1) being \$XXXX** per annum (excluding GST).**
- 2. Note that the budget is captured in the Town’s annual operational budget.**

SIMPLE MAJORITY VOTE REQUIRED

***Amount and Preferred Tenderer to be disclosed upon decision of council*

PURPOSE

The purpose of this report is for the Council to consider the assessment of submissions received for RFT 2526-07 and consider the evaluation panel’s recommendation to award the tender to the preferred tenderer.

DETAIL

Background

The Town sought a suitable and qualified contractor to deliver the ongoing amenity tree maintenance program. The program is designed to cover the management of street trees, public open space trees, and the vegetation across the Town’s properties and facilities. The program is designed to ensure appropriate maintenance is carried out in accordance with the best arboriculture standards and practices, workplace health and safety, and environmental sustainability requirements. Contractors are expected to demonstrate their capacity to deliver safe, high quality, and cost-effective services while minimising risk to the community and environment.

The trees that are covered in the program include street trees, verge trees, public open space trees and trees located on Town properties and facilities.

The Contractor shall carry out all works in accordance with AS 4373-2007 – Pruning of amenity trees. All work shall be undertaken by a qualified arborist in accordance with WHS requirements. The contractor will be responsible for preparing and submitting any traffic management plans (AS1742.2 Traffic Control Devices for

General Use and Main Roads code of practice) for approval prior to commencement of works.

The Town of Port Hedland recognizes the significance of street trees within the urban setting in terms of creating functional and aesthetic streetscapes and has the responsibility for the planning, establishment and maintenance of all street trees in the municipality. The Town of Port Hedland does not remove street trees unless warranted under exceptional circumstances such as risk to public safety or is in keeping with the Town’s removal/replacement program.

Request for Tender

The Town released a Request for Tender (RFT) on 29th October 2025 on Vendorpanel with a closing date of 11th November 2025. The RFT number for this project is RFT2526-07. No addendums were released during the tender period.

Tender Assessment

The Town received 2 responses which were deemed compliant. An evaluation meeting was held on 21/11/2025, facilitated by the Town’s procurement representative. The compliant submission was evaluated by a panel of 6 Town employees whose main objectives were to:

- A) Make a recommendation to the Council
- B) Ensure the tender submissions are assessed fairly in accordance with a predetermined weighting schedule;
- C) Ensure adherence to Local Government Policies and legislation; and
- D) Ensure that the requirements specified in the Request are evaluated in a way that can be measured and documented.

The compliant submissions were assessed against the following qualitative criteria:

Qualitative Criteria	(%)
<i>Relevant Experience</i>	30 %
<i>Demonstrated Understanding & Resources</i>	30 %
<i>Capacity to Deliver & Resources</i>	40 %
Total	100%

A summary of the assessment results of each submission received is included in the confidential evaluation report attached.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 ‘Significant Decision Making’, this matter is of high significance, because:

- Significant - The matter will have implications for the present and future social, economic, environmental, and cultural well-being of Port Hedland.

CONSULTATION

Internal

- Procurement

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

The following Town of Port Hedland policies have been considered in relation to the preparation of this item:

- 1/014 Execution of Documents
- 1/022 Risk Management
- 2/007 Procurement
- 2/019 Financial Reserves
- 4/009 Significant Decision Making

The following sections of the *Local Government Act 1995* have been considered in relation to this item:

- s3.57 Tenderer for providing goods or services
- s9.49A Execution of documents
- s9.49B Contract formalities

Further to the above, "Part 4, Division 2 – Tender for providing goods or services" of the *Local Government (Functions and General) Regulations 1996* also applies in relation to this item.

Successful contractors must abide by the Town's Code of Conduct while carrying out work for the Town.

FINANCIAL AND RESOURCE IMPLICATIONS

There is sufficient budget to fund the works within the Town's operational budget with \$195,000.000 being allocated each financial year to fund this project.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town's *Council Plan 2025-2035* apply in consideration of this item:

Our Community:

1.4.3 Facilities and community infrastructure are well maintained, managed and fit-for-purpose to provide a range of lifestyle opportunities

Our Built and Natural Environment:

3.1.1 Inform and engage Traditional Owners, key stakeholders, and the community

in the protection and enhancement of the natural environment.

3.3.5 The greening and vegetation of streetscape verges are systematically implemented

Our Leadership:

4.2.1 Sound long-term financial planning is implemented.

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

Environmental

- **Reducing invasive species:** Removal of declared weed trees and shrubs helps protect native flora and reduce ecological degradation.
- **Improving urban biodiversity:** Clearing and maintaining verges, laneways, and footpaths creates healthier green corridors for local wildlife.
- **Minimising pollution:** Daily litter collection, including hazardous waste like needles and broken glass, reduces environmental contamination and improves public safety.
- **Sustainable practices:** The inclusion of weed spray treatment and proper disposal of waste at the ToPH landfill aligns with responsible land management and waste reduction strategies.

Economic

- **Efficient use of budget:** The \$195,000.00 has already been allocated within the operational budget during each financial year of the contract ensuring financial responsibility.
- **Cost-effective service delivery:** The comprehensive scope and clear performance expectations ensure high-quality outcomes with minimal risk of rework or delays.
- **Asset protection:** Regular maintenance of verges and public infrastructure (e.g., signage, bollards, footpaths) helps extend asset life and reduce long-term repair costs.

Social

- **Creating safer public spaces:** Removal of litter, glass, and hazardous materials improves safety for pedestrians and cyclists.
- **Supporting accessibility:** Compliance with the Town's Disability Access and Inclusion Plan (DAIP) ensures inclusive access to maintained areas.
- **Improving visual amenity:** Clean, well-maintained verges and footpaths contribute to civic pride and a more attractive urban environment.

Access and Inclusion

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

- Outcome 4 – Quality of Service

Council Plan: Part B

The following services of the Town's *Council Plan 2025-2035* apply in relation to this item:

Our community:

Community Safety: Implement the Community Safety Plan, expand CCTV coverage, and foster collaborative partnerships to enhance safety.

Parks and Gardens, Irrigation, Verges and Street Trees: Maintain ovals, parks and gardens; manage casual hire of parks and gardens; maintain the Town's street and public open space lighting in Port Hedland and South Hedland; tree planting (1200 trees per year) and maintenance.

Our Leadership:

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

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Project
Risk Category	Failure to complete annual renewal program
Cause	That council do not support the endorsement of RFT2526-07 to proceed with the appointment of a contractor for Tree Amenities Program
Effect (Consequence)	The Town will fail to complete required safety and operational maintenance; this will result in community dissatisfaction and protentional safety risk to the community
Risk Treatment	Adopt the officer’s recommendation
<p>There is a reputational and service interruption risk associated with this item as failure to proceed with the contract will result in incomplection of works in annual renewal programs which may lead to negative public perception and complaints.</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 eliminated by the adoption of the Officer’s recommendations.</p>	

OPTIONS

Option 1 – Adopt officer’s recommendation

CONCLUSION

It is recommended that the Council support the officer's recommendation to award RFT 2526-07 to the preferred tenderer indicated in the tender evaluation. This will ensure the timely and professional delivery of the required works for the Town’s Tree amenity program. The work is required to maintain and retain trees in public open spaces, facilities, median strips, reserves and street verges. The program will enhance visual amenities, and alignment with the Town’s environmental and operational objectives. The contract will also support responsible asset management, reduce reputational risk, and contribute to community wellbeing through cleaner, greener, and safer public open spaces. The contractor is required to be available for emergency mobilization, pre and post weather events.

ATTACHMENTS

1. CONFIDENTIAL REDACTED - Multi-party evaluation report [**12.4.1.1** - 11 pages]
2. CONFIDENTIAL REDACTED - Request Summary Report [**12.4.1.2** - 7 pages]

12.5 Executive Services

12.5.1	Council Improvement Plan
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Author: Senior Governance Advisor
Authorising Officer: Acting Chief Executive Officer
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER’S RECOMMENDATION

That Council:

- 1. Notes the finalisation of the Council Improvement Plan (Phase 1), acknowledging the actions that have been completed.**
- 2. Requests the T/CEO write to the Department of Local Government, Industry Regulation and Safety to provide a copy of the Council Improvement Plan (Phase 1) (attachment 1) and seek feedback.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is to provide Council and relevant stakeholders with an update on the implementation and status of the Council Improvement Plan (Phase 1) for the Town of Port Hedland. This report summarises progress achieved, outstanding actions, and the transition to governance by appointed Commissioners following the dissolution of the Council.

DETAIL

In February 2024, representatives from the Department of Local Government, Sport and Cultural Industries (DLGSC) met with the Town’s Executive Leadership Team, Elected Members, and Council. Following this, the Town received a directive to develop and implement an improvement plan, which was adopted at the Ordinary Council Meeting on 28 August 2024. Specialist consultants were engaged to scope and address plan components, prioritised by risk rating, and rollout commenced in January 2025, with completion anticipated within 12 months.

During the rollout period, Council participation in sessions varied, which impacted the delivery of some initiatives. Financial reports and WHS roles and responsibilities training were delivered in May 2025. Major project reporting was completed for Major Capital Works, the ERP Project, and the Asset Management Framework via the ARC Committee.

Additionally, a Council workshop held on 25 March 2025 refined reporting as part of the IPR Minor Strategic Review for the Council Plan 2025–2035. Further, the CEO

reduced the number of briefings and aligned strategic requirements in consultation with Council. The Town will include these matters in the development of the Council induction package to engage with the needs of the newly elected Council in March 2026.

Some items remain outstanding or were not progressed, including WALGA sessions and leadership training for Elected Members, both postponed due to Councillor unavailability. These training items remained outstanding at the time the Council was disbanded, and Commissioners were appointed.

Regarding policy reviews, the Continuing Professional Development Policy is pending adoption. The progress report is provided as attachment 1 to this report.

The Commissioners are currently in collaboration with administration to build on recent progress and initiatives to support continued good governance, effective induction, and ongoing development to set the incoming Council up for success.

LEVEL OF SIGNIFICANCE

In accordance with Policy 4/009 'Significant Decision Making', this matter is considered to be of high significance because decisions will substantially affect the Council's capacity to deliver activities identified in the Council Plan.

CONSULTATION

Internal

- Temporary Chief Executive Officer
- Director Corporate Services
- Manager Governance

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

Local Government Act 1995

FINANCIAL AND RESOURCE IMPLICATIONS

The cost of consultancy work carried out on the Improvement Plan from the initial engagement with the Department of Local Government Sports and Culture is \$53,025. The 2025/2026 Annual Budget has allowed \$50,000 in professional services for expenditure post July 2025.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following sections of the Town's *Council Plan 2025-2035* apply in consideration of this item:

Our Leadership:

4.1.1 Town of Port Hedland is represented and is an active contributor in international, national, state and regional forums and policy development.

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

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

Access and Inclusion Plan

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

Nil

Council Plan: Part B

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

Our Corporate Services:

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

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Strategic
Risk Category	Compliance, Reputational
Cause	The Council Improvement Plan (Phase 1) is no longer active, following the appointment of Commissioners, but a report to the Department on what was completed is still required.
Effect (Consequence)	Compliance – The risk of non-compliance with departmental direction has been mitigated by the finalisation of the plan and transition to Commissioner governance. Reputational – The appointment of Commissioners and finalisation of the plan supports public confidence in the Town’s governance and ongoing operations.
Risk Treatment	All practicable actions under the Council Improvement Plan (Phase 1) have been completed. Ongoing governance and compliance will be overseen by the appointed Commissioners until the March 2026 election (Phase 2).
The strategic risk associated with non-compliance has been addressed. The risk rating previously considered Extreme (20) is now reduced, as the Improvement Plan (Phase 1) is finalised and Commissioners are in place to ensure compliance and effective governance.	

The appointed Commissioners will continue to monitor governance, compliance and risk management throughout their term, ensuring that statutory obligations and departmental requirements are met until the next Council election.

OPTIONS

Option 1 – Adopt officer’s recommendation

Option 2 – Amend officer’s recommendation

Option 3 – Do not adopt officer’s recommendation

CONCLUSION

The Commissioners have been tasked with restoring effective governance, ensuring compliance with statutory obligations, and maintaining community confidence in the Town’s administration. They will remain in their positions until an extraordinary election is held on 28 March 2026, at which time a new Council will be elected. With this transition, the Council Improvement Plan (Phase 1) is considered deactivated.

Town administration will continue to support the Commissioners in upholding governance standards and addressing any ongoing requirements from the Department of Local Government, Industry Regulation and Safety.

The T/CEO will ensure that all relevant documentation and correspondence are provided to the Department. The Town remains committed to supporting the Commissioners and ensuring a smooth transition to elected representation following the March 2026 extraordinary election.

ATTACHMENTS

1. CIMPP - Progress Report August 2025 [**12.5.1.1** - 12 pages]

12.5.2

Request for Proposal from Chief Executive Officer

Author: Temporary Chief Executive Officer
Authorising Officer: Temporary Chief Executive Officer
Disclosure of Interest: The Author and Authorising Officer declare that they do not have any conflicts of interest in relation to this item.

OFFICER’S RECOMMENDATION

That Council:

- 1. Authorises the Temporary CEO to seek quotes from suitably qualified independent consultants to complete an Organisational Health Check as outlined in this confidential report; and**
- 2. Requests the Temporary CEO report back to the Council with quotations for further consideration.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider the preparation of an Organisational Health Check to independently investigate and prepare a report on the compliance and effectiveness of operational practices of the Town of Port Hedland. This report will assist the Temporary Chief Executive Officer to rapidly assess operations of the Town’s administrative practices, make improvements or changes where possible and subsequently provide an operational report and road map to assist the new substantive Chief Executive Officer when this person is appointed into the role.

While the Temporary Chief Executive Officer notes that this report is written within the first week of his fixed term employment with the Town, the preparation of this report will assist him in identifying operational deficiencies and improvements that may be identified and exist within the Town’s administrative practices and cultural behaviours. If identified, then remediation and change management can be initiated within a limited employment timeframe.

It is believed that this report will assist the administration, and its staff to evaluate management practices, compliance regimes, leadership, service obligations to the Council and community and mitigate perceived or actual service gaps with targeted improvement development strategies.

This report seeks consideration for the Temporary Chief Executive Officer to seek quotes to source pricing and then report back to Council for consideration and allocation of funds to undertake the role in accordance with section 6.8 of the *Local Government Act 1995*.

DETAIL

The Temporary Chief Executive Officer seeks Council's support to provide funds to procure independent advice in relation to the Town of Port Hedland's affairs and performance of its operations, in accordance with the statutory functions of the Chief Executive Officer's role.

The Scope of the assessment is to include, but is not limited to, the following areas of assessment;

REQUEST FOR QUOTATION**HEALTH CHECK – TOWN OF PORT HEDLAND SYSTEMS, POLICIES, PROCEDURES AND PRACTICES****1. INTRODUCTION**

Given the scale, complexity, and strategic importance of the Town of Port Hedland's (**the Town**) operations, strong internal controls, contemporary systems, and well-governed policies and procedures are essential. To ensure continued alignment with best practice, regulatory requirements, and organisational risk appetite, the Town is seeking proposals from qualified providers to undertake a comprehensive health check of its internal control environment.

This health check will assist the CEO in their assessment of the effectiveness and efficiency of the Town's selected internal controls, systems, policies, and procedures, and will support continuous improvement across the organisation.

The engagement is to be undertaken for the period 1 July 2024 to 31 December 2025.

2. BACKGROUND

The Town is a dynamic local government, home to a culturally diverse population of more than 16,000 residents and covering 11,844 square kilometres of the Pilbara region. The Town plays a critical role in supporting one of Australia's most strategically important economic hubs.

As Australia's largest bulk export port, Port Hedland contributes significantly to the national economy through extensive iron ore export and logistics operations. This industrial activity is supported by robust community services, extensive infrastructure, and a growing organisational workforce committed to delivering effective governance and high-quality services for residents, businesses, and visitors.

Through this Request for Proposal, the Town aims to enhance operational resilience, strengthen governance, and ensure its internal frameworks continue to meet the needs of a modern, high-performing local government operating within a complex and fast-evolving environment.

3. TIMING

The preferred timing for the engagement:

- a) Planning / commencement: 5 January 2026.

- b) Field work: January 2025.
- c) Reporting: completion by 30 January 2026.

4. PRICING

The Town is seeking an estimated cost price for this engagement. The price schedule should clearly detail the proposed resources mix and individual hourly rates.

5. OBJECTIVE OF THE HEALTH CHECK

The key objectives of this review are to:

- d) Evaluate the effectiveness of governance and operational frameworks.
- d) Assess the adequacy and effectiveness of fraud mitigation controls.
- d) Assess compliance with the *Local Government Act 1995* and associated regulations.
- d) Identify risks, inefficiencies, capability gaps, and improvement opportunities.

6. PROPOSED SCOPE OF WORK

The review will include a high-level review of the controls framework for the key functional areas:

- a) Procurement
- b) Financial management
- c) Payroll
- d) Records management
- e) Risk management
- f) Asset management
- g) HR & Workplace Relations
- h) Customer service
- i) Assessment of Management Directions of Chief Executive Officer's Business Operating Procedures in relation to administrative effectiveness and controls and how these are utilised throughout the organisation. Evaluate, report and provide recommendations on effectiveness and other findings.
- j) Review Delegations pursuant to section 5.42 of the *Local Government Act 1995* in relation to performance and reporting of delegations to Council in accordance with Local Government Administration Regulations.
- k) Review and report on administrative reporting mechanisms in place to ensure that Council is able to undertake its statutory role pursuant to section 2.7 of the *Local Government Act 1995 WA* and AASB requirements. (Provide a general assessment as to whether Nature and Type Reporting is sufficient to ensure elected members are adequately informed)

7. METHODOLOGY

The methodology will, as a minimum, include:

- a) Interviews with relevant managers and staff to obtain an understanding of the various systems and procedures.

- b) Undertaking an analysis of relevant documentation, including any relevant policies; procedures and legislation.
- c) Conducting field work.
- d) Performing sample testing.
- e) Discussing any findings with the CEO, in the first instance, and then line management as further agreed with the CEO upon completion of the field work.
- f) Conducting exit meetings to obtain management comments and agreed actions for each finding made, including risk ratings.
- g) Developing a draft report identifying any weaknesses or issues and making relevant recommendations on the areas under the scope of our engagement.
- h) Submitting the draft report to the CEO, in the first instance, and then the relevant line managers as agreed with the CEO. Obtain and include, for each recommendation: management comment, assigned responsibility and implementation due date.
- i) Submit a final report to the CEO.

8. QUOTATION RESPONSE

Quotations are due by 5:00pm, Monday 15 December 2025. Quotations should be sent in soft copy to Kenneth.Donohoe@PortHedland.wa.gov.au

Questions regarding this Request for Quotation should be put to Kenn Donohoe, Temporary CEO, Town of Port Hedland.

LEVEL OF SIGNIFICANCE

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

CONSULTATION

Internal

- Commissioners

External Agencies

- Nil

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

5.41 Role of CEO

- (1) The CEO, as the local government's chief executive officer, is responsible for managing the local government's administration and operations.

- (2) The CEO's executive role includes the following —
- (a) causing council decisions to be implemented;
 - (b) managing the provision of services and facilities that the council has determined the local government is to provide in the district;
 - (c) determining procedures and systems for —
 - (i) implementing the local government's policies as determined by the council; and
 - (ii) otherwise managing the local government's administration and operations;
 - (d) being responsible for the employment, management, supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);
 - (e) ensuring that records and documents of the local government are properly kept for the purposes of this Act and any other written law.
- (3) CEO is the council's principal advisor and, as such, does the following —
- (a) advises, and procures advice for, the council in relation to the local government's affairs and the performance of the local government's functions; (b) ensures that the council has the information and advice it needs to make informed and timely decisions.
 - (b) The CEO — (a) liaises with the mayor or president on the local government's affairs and the performance of the local government's functions; and (b) speaks on behalf of the local government if the mayor or president agrees.
- (4) The CEO performs any other function specified or delegated by the local government or imposed under this Act or another written law as a function to be performed by the CEO.

FINANCE AND RESOURCE IMPLICATIONS

The Office of the CEO does not have a professional services budget allocation.

Council Member professional services budget has \$90,000 available which may be applied to this purpose.

Further budget would require an absolute majority decision by the Council.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

The following section of the Town's Council Plan 2025-2035 is applicable in consideration of this item:

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

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

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

The following services of the Town’s Council 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.

Executive and Council Support: Support Council decision-making; policies and procedures; Councillor inductions, training and development; Electoral roll and election administration; Executive Assistant to CEO and Mayor.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Strategic
Risk Category	Compliance
Cause	Inadequate compliance with the requirements of the <i>Local Government Act 1995</i> and industry best practice.
Effect (Consequence)	Loss of stakeholder confidence, negative public perception, and potential scrutiny from regulators.
Risk Treatment	Treat
<p>There is a Strategic risk associated with this item caused by inadequate compliance with the Local Government Act 1995 and industry best practice, leading to loss of stakeholder confidence, negative public perception and potential scrutiny from regulators.</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 treated by conducting the review outlined in this report.</p>	

OPTIONS

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

CONCLUSION

The Temporary Chief Executive Officer seeks support of the Council to seek quotes to source pricing and then report back to Council for consideration on an Organisational

Health Check. The proposed health check seeks to independently assess operations of the Town's administrative practices, make improvements or changes where possible and subsequently provide an operational report and road map to assist the new substantive Chief Executive Officer when this person is appointed into the role.

ATTACHMENTS

Nil

13 New Business of an Urgent Nature (Late Items)

13.1	Waiving of Interest Charges on rates for Port Hedland International Airport (PHIA)
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Author: Director Corporate 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.

OFFICER’S RECOMMENDATION
That Council further defers charging interests on overdue rates for the Port Hedland International Airport until 12 January 2026
ABSOLUTE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider further delaying the payment of 2025 – 2026 rates and charges owed to the Town of Port Hedland by the Port Hedland International Airport (PHIA).

DETAIL

At the Ordinary Council Meeting held 29 October 2025 report 12.1.4 Waiver of Rating 2025 – 2026 granted PHIA a 30-day extension on the 2025 – 2026 annual rates and charges due date without incurring interest, until 12 November 2025.

As previously reported, for the 2025-2026 to 2027-2028 triennial revaluation period, Landgate’s Valuer General no longer undertakes sub-valuations for the airport precinct. Effectively, the entire precinct has a single valuation applied, with a single rates notice now issued, combining some 46 property assessments. This includes the airport terminal and associated facilities, two mass accommodation work camps, telecommunications infrastructure, commercial properties, yards and vacant land.

As the main lessee, PHIA is required to issue its own invoices for reimbursement of rates payable from sub-lessees, then on pay these funds to the Town. To facilitate this change in approach, Council previously endorsed the payment extension.

PHIA have since requested a further extension due to the considerable amount of time to reconcile the rates with tenants on airport. They also experienced an issue with their accounts system which inadvertently missed issuing these invoices automatically to their tenants back in mid-November.

LEVEL OF SIGNIFICANCE

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

CONSULTATION

External Agencies

- Landgate Valuer General – following the announcement that a single valuation would be issued as part of the triennial valuation process resulting in an amalgamation of 46 properties.
- PHIA - as prescribed when drafting the 2025–2026 annual budget, regarding the proposed rate in the dollar charges and single valuation. Further discussions have been held since Landgate’s decision to no longer issue sub-valuations at the airport precinct. Both PHIA and Town staff have worked together to reconcile pre and post 2025–2026 valuations and applicable ratings, to equitably propose the rates waiver amounts.

Community

- Not applicable

LEGISLATION AND POLICY CONSIDERATIONS

LOCAL GOVERNMENT ACT 1995

Section 2.38 Function of commissioner

(1) The function of a commissioner of a local government is to exercise the powers and discharge the duties of the council of the local government and its mayor or president.

Section 6.12 Power to defer, grant discounts, waive or write off debts

Whilst delegated to the CEO with no set limit, Directors are capped at \$2,000 for waivers and the Director of Corporate Services \$5,000 for debt excluding rates, which interest is. The combined monthly amount foregone would be \$8,000.

Section 6.51 and regulation 70 of the Local Government (Financial Management) Regulations 1996: Accrual of interest on overdue rates or service charges

Interest rate of 7.0% for rates and costs of proceedings to recover such charges that remain unpaid after becoming due and payable.

POLICY IMPLICATIONS

Rating Strategy 2025-2030

2/004 Rating

FINANCIAL AND RESOURCE IMPLICATIONS

A further 30-day extension would forego approximately another \$4,000 in interest otherwise payable, in total \$8,000.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan: Part A

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

Our Leadership:

4.2.1 Sound long-term financial planning is implemented.

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

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

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

Our Leadership:

Financial Management and Rates: Annual Budget; financial reporting; Long Term Financial Plan; rates; fees and charges; debtors and creditors; payroll.

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Financial Service Interruption Reputational
Cause	Issuing rates notice that is disputed
Effect (Consequence)	Cashflow implications Resources redirected against potential legal disputes.
Risk Treatment	Agreement over rates waiver and apportionment
<p>There is an Operational risk associated with this item caused by combined rating, leading to unpaid rates.</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 by the waiving of a portion of rates as per the attached reconciliation.</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 acknowledges the request is due to administrative process on PHIA's behalf. Although, the change that established a single valuation for the airport precinct was objected to by both the Town and PHIA jointly and separately to Landgate's Valuer General. due to these foreseen additional administrative burdens.

ATTACHMENTS

Nil

14 Motions of Which Previous Notice has been given

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

PROCEDURAL MOTION

**That Council close the meeting to members of the public as prescribed in section 5.23(2) of the Local Government Act 1995, to consider item 15.1
Grante of Lease: Lease of former Port Hedland Yacht Club Premises**

SIMPLE MAJORITY VOTE REQUIRED

15.1	Grant of Lease: Lease of former Port Hedland Yacht Club Premises
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Reasons for Confidentiality

(c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.

(e)(i) a matter that if disclosed, would reveal a trade secret, where the trade secret is held by, or is about, a person other than local government.

16 Closure

16.1 Date of Next Meeting

The next Ordinary Meeting of Council will be held on Wednesday 28 January 2026 commencing at 5:30 pm.

16.2 Closure

There being no further business, the Presiding Member declared the meeting closed.