



AGENDA

Dear Commissioners,

I respectfully advise that a SPECIAL COUNCIL MEETING will be held in the Civic Centre Chambers, 13 McGregor St, Port Hedland on **Thursday, 19 March 2026**, commencing at **5:30pm**.

The purpose of the Special Meeting is consideration of

1. ToPH Communication Agreement
2. ToPH Health Check

MEETING AGENDA ATTACHED

Yours faithfully

Kenneth Donohoe

Temporary Chief Executive Officer

13/03/2026

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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)	Financial Proximity Impartiality
Interest Disclosed	
Item Number and Title	
Nature of Interest	
Type of Interest (please circle one)	Financial Proximity Impartiality

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 5:30pm.

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

Scheduled for Attendance:

Kenneth Donohoe (Temporary Chief Executive Officer)

Alison Banks (Director Community Services)

Kylie Davies (Director Regulatory Services)

Lee Furness (Director Infrastructure Services)

Maree Cutler-Naroba (Senior Governance Advisor)

Rhiannon Smith (Governance Officer)

3.2 Attendance by Telephone / Instantaneous Communications

3.3 Apologies

3.4 Approved Leave of Absence

3.5 Disclosures of Interest

Name	Item No	Interest	Nature

4 Public Time**4.1 Public Question Time****4.2 Public Statement Time****5 Questions from Members without Notice****6 Announcements by Presiding Member without Discussion****7 Declarations of All Members to have given due consideration to all matters contained in the Business Paper before the Meeting**

The following Commissioners declared that they had given due consideration to all matters contained in the agenda:

8 Reports of Officers

8.1 Executive Services

8.1.1	ToPH Communications Agreement
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Author: Special Projects Manager

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. Adopt the Town of Port Hedland Communications Agreement in accordance with the provisions of section 5.92 of the Local Government Act 1995.**
- 2. Note the Town of Port Hedland Communications Agreement can only be adopted if both the Council and the Chief Executive Officer agree to its terms.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to adopt the Town of Port Hedland Communications Agreement, noting that adoption is only possible if both parties agree to the terms set out in the agreement.

DETAIL

The Local Government Amendment Bill 2023 (that received Royal Assent in May 2023) will introduce significant changes to the way in which information is managed and communicated between elected members and the administration, including the introduction of communication agreements for local governments.

The 2023 Amendment Act inserts sections 5.92A — 5.92C into the *Local Government Act 1995* (the Act) which require that:

- each local government must have a communications agreement which deals with the matters required by the Act and regulations
- a local government may adopt a communications agreement by the Chief Executive Officer and council both agreeing to its terms
- if a local government does not adopt or is unable to adopt a communications agreement, the default communications agreement set out in a Ministerial order applies.

In mid-2025, the Department of Local Government, Industry Regulation and Safety (LGIRS) completed consultation with the local government sector on communication agreements, including providing a draft default communication agreement.

Communication agreements are proposed to support and enhance governance within each local government by setting out minimum expectations for formal communications/information flow between council members and employees of the local government.

SETTING THE TOWN UP FOR INFORMATION FLOW SUCCESS

With the appointment of Commissioners in September 2025, the Town has been working swiftly to support their goal of steadying the ship and ensuring the future Council is set up for success. With a Local Government election scheduled for Saturday 28 March 2026, the timeline is drawing close.

LGIRS are unable to provide a timeline for codification and the subsequent legislative requirement for local governments to implement Communication Agreements. The Town wants to demonstrate progress and innovation and has developed a communication agreement for immediate implementation.

The Town's Communications Agreement reflects the intent of LGIRS draft default communications agreement. It aligns with the [Local Government Act 1995](#), the [Local Government Amendment Act 2024](#), specifically the role and functions of the council, mayor and councillors; and it reflects the intent of the draft [Local Government Amendment Regulations \(2025\)](#) which, once codified, propose to require each local government to have a communication agreement in place that is agreed by both the Council and the Chief Executive Officer.

The Town's Communications Agreement will help ensure that there are clear guidelines in place for both the incoming Council and Chief Executive Officer, supporting both to undertake their role and function in an efficient, streamlined and transparent manner. Importantly, the Agreement will ensure that all relevant information requested from the Town's Chief Executive Officer is shared, so all elected members are equally informed.

The Agreement establishes expectations and certainty for both parties.

The Agreement includes a guiding principle that communications must be respectful, timely, and professional, and that communications should support transparency, efficiency, and good governance.

CONSULTATION

After a series of workshops held with Commissioners, the Temporary Chief Executive Officer and the incoming permanent Chief Executive Officer, agreement has been reached between both parties on the terms set out in the Communication Agreement.

If adopted, the Agreement can be implemented with systems and processes in place for the new Council.

The Author has also consulted with the Department of Local Government, Industry Regulation and Safety (LGIRS).

LEVEL OF SIGNIFICANCE

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

- Exception - The Council already has a sound understanding of the views and preferences of the people likely to be affected by, or interested in, the proposal or decision.

CONSULTATION

Internal

- Manager Governance
- Manager Public Affairs
- Executive Assistant to the CEO and Mayor

External Agencies

- WALGA
- Department of Local Government, Industry Regulations and Safety (LGIRS)

Community

- Nil

LEGISLATION AND POLICY CONSIDERATIONS

- Local Government Act 1995
- Local Government Amendment Act 2024
- Draft Local Government Amendment Regulations (2025)

FINANCIAL AND RESOURCE IMPLICATIONS

There will be no immediate financial or resource implications to implement the Communication Agreement. There may be minor financial implications from any IT enhancements that are required to enhance elected member's user experience accessing Town provided information.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan

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

Access and Inclusion

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

Nil

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational Strategic
Risk Category	Reputational
Cause	Not adopting a Communications Agreement
Effect (Consequence)	The Town does not have a clear shared understand and expectation between elected members and the Chief Executive Officer on how support and information can be requested and provided. The Town may be required to introduce a default communications agreement that may not meet the needs of both the Council and the Chief Executive Officer.
Risk Treatment	Adopt the communications agreement and enable the Town's administration to ensure it is implemented effectively for the new Council and new Chief Executive Officer.

There is both a strategic and operational risk associated with this item. Should an agreement not be adopted, the Town will not have established mutual understanding and clear expectations of how information and assistance between the Council and the Chief Executive Officer is to be managed. While it can be anticipated there will be a legislative requirement for such an agreement to be in place sometime in the future, in the interim, a lack of clear guidance may lead to confusion for elected members, the Chief Executive Officer and employees, a potential breakdown in relationships, a lack of transparency, and in turn, create uncertainty for the community

The risk rating is Low (4) which is determined by a likelihood of Possible (3) and a consequence of Moderate (3).

This risk will be accepted by the treatment/mitigation of adopting the Communications Agreement.

OPTIONS

Option 1 – Adopt officer's recommendation

CONCLUSION

It is important the incoming Council is set up well for success. A cornerstone to supporting successful governance is ensuring there are clear guidelines in place for information flow between elected members and the administration.

The draft Local Government Amendment Regulations propose that all local governments will be required to have a Communications Agreement in place. The Town of Port Hedland has developed an agreement that can be implemented swiftly and will suit the needs of the Council and the Chief Executive Officer.

Adopting a Communications Agreement, that both the Council and the Chief Executive Officer agree the terms, designed specifically to suit the needs of the Town of Port Hedland, will enable requests for both administrative assistance and information to be managed effectively and efficiently.

ATTACHMENTS

1. Town of Port Hedland Communications Agreement between the Council and the Chief Executive Officer.

8.1.2 ToPH Health Check

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) Notes the Health Check Report undertaken by the Temporary Chief Executive Officer and attached Chief Executive Officer Remediation Roadmap.**
- 2) Supports the Temporary Chief Executive Officer to initiate the development of the Chief Executive Officer Roadmap in consultation with the new Chief Executive Officer and Executive Leadership team.**
- 3) Notes the recommendations contained within the draft Health Check Report and authorises the Temporary Chief Executive Officer to develop in consultation with the incoming Chief Executive Officer a roadmap for remediation.**

SIMPLE MAJORITY VOTE REQUIRED

PURPOSE

The purpose of this report is for Council to consider the completion of a Health Check Report undertaken by Moore Australia (WA) Pty Ltd (Moore Australia) into the operations of the Town of Port Hedland under instructions from the Temporary Chief Executive Officer.

A recommendation presented by the Temporary Chief Executive Officer to Council in December 2025 to engage the services of an independent consultant to undertake and review and report on the operations of the Town to assist him and a future Chief Executive Officer to develop improvements and to test the operational compliance and culture of the organisation.

Council subsequently resolved;

That Council:

- 2) Authorises the Temporary CEO to seek quotes from suitably qualified independent consultants to complete an Organizational Health Check as outlined in this report; and
- 2) Requests the Temporary CEO to expend funds from account 100006-1080-1001-61017.

This report was subsequently undertaken as a Health Check into the organisation and not a formal investigation with a defined scope that was designed to test systems and processes in the business and seek input from employees.

The resultant Moore Australia report has identified a series of themes from the methodology undertaken during the Health Check. The Moore Australia report also identifies a series of risks associated with operations of administration that need improvement and; in some cases, further review of performance and recommended actions to be taken.

On this basis the Temporary Chief Executive Officer has attached a copy of the CEO Remediation Roadmap for Mr. Stewart and the Council to use to remediate the matters identified in the Moore Australia report and if necessary, commence other actions in relation to correcting anomalies identified within the Health Check. This plan details a Remediation Roadmap for further formal consideration of some matters presented in the report. The Executive Leadership Team are in the process of developing an improvement plan.

The Temporary Chief Executive Officer believes that it is critical that the Chief Executive Officer establish a remediation plan and establish a Steering Group to work through the items identified in the Health Check as some issues have remained unresolved for some years. Further, the recurrence of some themes around procurement and contract management and how this relates to major projects remains constant, which may indicate that this is not being addressed adequately.

Of particular relevance is the Enterprise Resourcing Project (ERP) investment that the Council made in 2022 and is in use today. Costs of approximately \$9 million will be expended though the system is still not fully operational in the organisation. This system is critical to the operations of the business. The investment decision that has been made will require the Town to continue with its implementation and it is the Author's recommendation that accelerated performance and development of this strategy needs to be a priority for the Town. Council will note the report provided by the organisation to the Audit Risk and Improvement Committee that a further five (5) year implementation plan is anticipated. Agenda Item 12.7 of the meeting of 10 March 2026. Considering that a significant expenditure has been undertaken together with proposed additional costs in the medium term, a review of employee assumptions is considered prudent considering the criticality of the operational need for a fully functioning system that has already been implemented from 2022.

As an example, at the time of writing the ability for the system to operate independently of other subsystems to approve Development Approvals and Issue Infringements remains incomplete. As such it is recommended that an end-to-end assessment of the program and its operational functionality within the business where it is not functioning be appropriately resourced as a priority with an operational plan to be developed.

The Moore Australia report indicates weak contract management, data integrity failures and serious privacy and access abilities have created cross-functional risk exposure affecting payroll, finance, procurement, records, assets, and regulatory services.

The Temporary Chief Executive Officer has presented a summary of the report and more detail is contained within the report itself, which includes the opportunity to take a more detailed assessment of some matters raised.

Governance and Leadership

While the Temporary Chief Executive Officer has been in the role for approximately three months it is clear to the author that a failure to recruit a Chief Executive Officer promptly has influenced the operations of the Town's administration. The Executive Leadership Team need that person who is in a fulltime role working with Council to provide concise direction and vision working with administration to achieve the Communities' aspirations. The Chief Executive Officer sets the internal culture and provides assistance and direction to the administration. It is also noted that the Town suffered as consequence of the substantive Chief Executive Officer's absenteeism for a period of time which has compounded the leadership gap. This has led to multiple years of inconsistent leadership while this role has remained unfilled.

Investment in the Executive Leadership Team to work with the new Chief Executive Officer to develop a 'one team' approach should be a priority for the new Chief Executive Officer and with two new Directors coming on board this will provide an opportunity to refresh the unity of the team. The substantive Chief Executive Officer will need to continue this work and make a collaborative arrangement with the team. It is recommended that the Executive Leadership Team develop a Charter of operations detailing a standard of behaviours and expectations. It is important to note that the Temporary Chief Executive Officer is already communicating strategies being undertaken with Mr. Stewart to ensure continuity and agreement on the Author's work with the team.

The role of the Chief Executive Officer and that of the new Council will be important for the organisation as this will reflect the appropriate cultural and productivity performance across the organisation. The business seeks to "manage up" and work will need to be done to review Chief Executive Officer Directives (CEO operational decisions) to ensure that the policies of the Council are congruent and reflect the decisions of Council and the obligations the Chief Executive Officer has in accordance with his legal compulsions identified in the Local Government Act.

Employees are now in the process of reviewing these internal operating procedures and will work with the new Chief Executive Officer on these documents.

Governance

Governance is a critical factor in any local government. The organisation doesn't often talk about the importance of governance when it is operating functionally. When it is in need of improvement it becomes front and centre of organisation and the Moore Australia report dictates the extreme need for improvement in this core function. The Council should also note the perceptions of community in relation to governance in the Community Perceptions survey. The community is demanding higher levels of compliance and has expectations that this be addressed by the Council and the Administration. In an administrative sense the Health Check report identifies, designates as an extreme risk the governance of the organisation which is to be addressed and brought into line with contemporary local government practices.

Significant thought has been given by the author to the community's input and also the observations of the Commissioners in addressing this as a priority.

The Temporary Chief Executive Officer would like to recommend that the Council, in budget deliberations, consider an additional Director in the Executive Leadership Team. While there are not many local governments that run with five (5) Directors the Council should consider this role for a limited term contract of three (3) years with the position to include governance, procurement, risk and internal audit functions away from the finance team and to fully invest in addressing the outstanding audit matters, Financial Management Reviews and other reports including this report and develop an operational plan to remediate the outstanding issues.

This report recommends that the Remediation Road Map be established under a Steering Group Chaired by the Chief Executive Officer. However, to address these needs as a priority and ensure traction the limited term contract of a fifth Director should be established. Emphasis added. This investment will, with strong leadership, support the Moore Australia report's comments in relation to the need for strengthened oversight and remediation. Without this level of assurance activity for the Council and for that matter the community and stakeholders, undertaken in a transparent manner, the Author feels that reputational damage will continue.

Procurement and Projects

A number of reports indicate that the Town is not managing procurement well. The Health Check mentions that the Procurement Central Register identifies more than \$8 million in variations, which supposes that inadequate upfront planning, scope management and contract management and occurring within the Town's processes.

An example of scope and price creep is concerning to the author. In the three months of the Temporary Chief Executive Officer's employment he has been in the position the Temporary Chief Executive Officer has been advised of project estimates for long-term projects escalation. An example being a project for consideration for a large capex project briefed to Council in July 2025 at \$147 million then the project being reconsidered in December 2025 with the price approaching \$200 million. Concerns of project control decisions or failures and sunk costs remain in the forefront. Administration aspirations against organisational affordability should be carefully considered by the team in consultation with Council based on realistic expectations. An effort has been made by the Executive Leadership Team to bring these estimates back to an affordable level in line with the long term financial plan assumptions and then to test these with the elected Council at a future time. Noting that some informing strategies including a detailed Workforce Plan and Strategic Asset Management Plan(s), are not complete.

The Temporary Chief Executive Officer recognises that the Commissioners and Acting Chief Executive Officer worked on developing a Project Management Framework to assist employees involved in procurement and project management, inclusive of life costs of projects, which will see improvements in project management.

The Health Check report indicates that the organisational placement of the Contracts Advisor with the Audit and Risk Team presents governance and independence concerns between primary oversight and secondary oversight of contracts. This should

be considered in any future employee alignment changes to ensure probity is maintained.

The Health Check clearly articulates Council's need for it to develop Key Performance Indicators for the Chief Executive Officer that can be used organisationally to drive the organisation goals and ensure Council's vision is achieved.

Asset Management

The Health Check questions components of the structure in relations to why Asset Management services are within the Digital Services Area. This is a service area that has no particular skill in Asset Management. Asset Management is about whole of life cost not just management. It should have a strong alignment and produce informing strategies that assist the Long-Term Financial Management Plan. There remains a gap in completing asset management data and this position reporting structure and should be considered in the future realignment of employees' reporting responsibilities.

The Health Check Report indicates that there exists material and systemic weaknesses in the Town's asset management processes and governance. The weakness limits assurance that assets are being managed sustainably across their lifecycle failing which will lead to ineffective prioritisation of renewals. There is a significant gap in data that needs to inform the financial management plan that does not inform Council correctly when it considers long term project considerations and their values.

Human Resource Management

The Health Check has identified systemic deficiencies in the Town's human resources governance, workforce controls, and workplace management practices. These deficiencies materially limit the level of assurance available to Council that recruitment, employment decisions, workplace conduct matters, delegations, allowances, and HR system changes are being managed consistently, transparently, and in accordance with approved policies, procedures, and legislative requirements.

Detailed work is underway to develop a Strategic Workforce Plan. There is a difference in relation to a Strategic Workforce Plan versus a Workforce Structure Plan that estimates numbers of Full Time Equivalent (FTE) employees, versus a body of work that seeks to consider the needs analysis around the why additional employees are required.

The Temporary Chief Executive Officer also recommends that some analysis or investigation may be needed to consider how the workforce numbers relate to the value of contractors employed by the organisation. For example, if the Salaries estimate is \$38 million and the contractor value identified in Contractors and Materials is \$33 million what is the comparison between employees and contract workers not listed in wages so as to provide assurance that workforce capability risks are being managed in an affordable manner?

The Moore Australia Pty Ltd Health Check Report identifies that other than those contained within the Position Descriptions, there are no holistic Key Performance Indicators or Key Result Areas within the business to manage Council's expectations and that of the administration. This indicates that no consistent annual performance management has been undertaken with employees, and some employees have

advised the Temporary Chief Executive Officer that they have not had a performance review in three years. It should be noted that there is a legal obligation for annual reviews to be undertaken in the Local Government Act 1995.

The annual performance appraisal processes are critical interfaces that are paramount to good governance direction and alignment with Council's direction and appear to not have been enforced. Senior Management does not appear to have led this process through the Organisation and this is reflective of a higher-than-expected employee dissatisfaction result in leadership.

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 cost to Council to carry out any activity identified in the strategic plan.

CONSULTATION

Internal

- *ELT*

External Agencies

- *Moore Australia Pty Ltd*
- *Mill Oakley*

LEGISLATION AND POLICY CONSIDERATIONS

Financial Management Regulations 1996

5. CEO's duties as to financial management

(1) Efficient systems and procedures are to be established by the CEO of a Local Government —

(a) for the proper collection of all money owing to the local government; and

(b) for the safe custody and security of all money collected or held by the local government; and

(c) for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and

(d) to ensure proper accounting for municipal or trust —

(i) revenue received or receivable; and

(ii) expenses paid or payable; and

(iii) assets and liabilities;

and

(e) to ensure proper authorisation for the incurring of liabilities and the making of payments; and

(f) for the maintenance of payroll, stock control and costing records; and

(g) to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.

(2) The CEO is to —

(a) ensure that the resources of the local government are effectively and efficiently managed; and

(b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year).

[(c) deleted]

FINANCIAL AND RESOURCE IMPLICATIONS

The Draft Health Report refers to Financial and Resource Implications throughout the document.

STRATEGIC SUSTAINABILITY IMPLICATIONS

Council Plan:

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

Our Leadership: We are united in our actions to connect, listen, support and advocate, thereby leveraging the potential of our people, places and resources.

4.2 Transparent and accountable governance and financial sustainability

Environmental

Economic

Social

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

Access and Inclusion

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

Nil

RISK MANAGEMENT CONSIDERATIONS

Risk Type	Operational
Risk Category	Financial Compliance Reputational
Cause	Identified systemic weaknesses in governance, leadership oversight, internal controls, procurement practices, contract management, asset management, workforce governance and enterprise systems, as outlined in the Health Check Report.
Effect (Consequence)	Failure to address the identified issues may result in continued financial inefficiencies, non-compliance with legislative and regulatory obligations, ineffective service delivery, increased exposure to audit findings, and ongoing reputational damage to the Town.
Risk Treatment	Treat / Transfer through the development and implementation of a Chief Executive Officer Remediation Roadmap, strengthened governance oversight, and engagement of independent assurance and advisory support.
<p>There is an Operational risk associated with this item caused by systemic governance, leadership, and control weaknesses identified through the Health Check, leading to financial inefficiencies, compliance risks, reduced organisational effectiveness, and potential reputational harm to the Town.</p> <p>The risk rating is considered to be High (10), which is determined by a likelihood of Possible (3) and a consequence of Major (4).</p> <p>This risk will be treated and partially transferred/shared through the development and implementation of a Chief Executive Officer Remediation Roadmap, strengthened executive and Council oversight, and the use of independent external advisors and assurance mechanisms.</p>	

OPTIONS

Option 1 – Adopt officer’s recommendation

Option 2 – Amend officer’s recommendation

Option 3 – Do not adopt officer’s recommendation

CONCLUSION

The draft Health Check is an initial scoping of policies, procedures and systems within the Town of Port Hedland. It was never intended as a formal investigation process.

While there are a number of issues contained within the report that need significant change to be implemented, the Author believes that a positive relationship with the Mayor, Chief Executive Officer and Council is probable, with an endorsed CEO Remediation Roadmap being managed at the very top of the organisation. This, together with a constant reinforcement of administrative leadership for the 424 staff that work at the Town of Port Hedland will forge the required change.

A significant effort needs to be made to listen to the community’s views as the perceptions survey clearly identifies that the expectations for good governance from the community are high. Good services, good governance and a remembrance that some of the basics of local government is also about managing the quality of some of those most basic services require attention.

The Moore Australia report recommended the appointment of a Monitor to support the CEO and the Council going forward to ensure the Council and Executive relationships are well managed after the election in March 2026.

Mr. Andrew Hammond has been appointed to this role and has provided legal instruction to develop a further improvement plan for Council and this is underway and the Draft Health Report will be a basis of some of those future requirements.

As identified within the privileged operational components of the Health Check there are further formal matters that are required to be undertaken by the Temporary Chief Executive Officer and then substantive Chief Executive Officer Mr. Stewart when he commences on 11 May 2026.

It is sincerely hoped that the Health Check will assist the Administration going forward and will become a starting point for the Town of Port Hedland.

It is hoped that this document will assist the Commissioners, for whom without that leadership under significant pressure this initial assessment to help the Council would not have been prepared.

The Council will note this is a starting point not a completion and many challenges may present to the Council from the contents of the report.

ATTACHMENTS

1. Confidential Legal Advice received from Mills Oakley
2. Confidential Draft CEO Remediation Roadmap

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

Nil

10 Closure

10.1 Closure

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