



Council Plan 2025-2035

Incorporating the
Strategic Community Plan
and *Corporate Business Plan*



Town of
Port Hedland

Acknowledgement of Country

The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of the Town of Port Hedland lands.

We recognise their strength and resilience and pay our respects to their Elders past and present. We extend that respect to all Aboriginal and Torres Strait Islander people of the local community and recognise their rich cultures and continuing connection to land and waters.

Acknowledgements

The Town of Port Hedland thanks everyone who contributed to this plan, and looks forward to working together as we continue to pursue the community's vision.

Disclaimer

The opinions expressed in this document are made in good faith and while every care has been taken in formulating this document, the Town of Port Hedland makes no representations and gives no warranties of whatever nature in respect of this document, including but not limited to the accuracy or completeness of any information, facts and/or opinions contained within. The Town of Port Hedland, its Elected Members, staff and consultants cannot be held responsible for the use of and reliance on the opinions, estimates, forecasts, recommendations and findings of this document.



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Prepared with the assistance of





Message from the Commissioners

As commissioners for the Town of Port Hedland, we are pleased to present this interim Council Plan. It is a key step in ensuring a smooth transition back to an elected council in March 2026.

Our role is not to make decisions that should rightly be made by the new Council with its community. However, nor is it a passive one. We are here to engage openly with the community, work closely with the administration and help build a stable, capable and confident local government, ready for the next chapter.

We also recognise the considerable effort that has gone into many important initiatives across the Town. Where projects have been under development for some time, we are determined to maintain their momentum. Our focus is on providing clear oversight and robust governance so that the work already underway continues with diligence, transparency and purpose.

The 2025/26 Annual Budget is aligned with this interim Council Plan, and will

manage community finances responsibly and ensure that essential community services, programs and assets continue to be delivered to a high standard.

At the same time, we are preparing for a major review of the Council Plan, so that the Council and community can make informed key decisions on major investments over the coming years, including key facilities for sport and recreation, community action and life-long learning – what goes where and how it all fits together.

The major strategic review will incorporate significant engagement early in 2026 with many opportunities for the community to have a say in the future of the Town.

It is a privilege to serve the people of Port Hedland and we look forward to working together to restore confidence in local government and to create the best possible future for our Town.

**Commissioner
Jessica Shaw**
Chair

**Commissioner
Martin Aldridge**
Deputy Chair

**Commissioner
Ron Yuryevich AM**

Part A

Strategic Community Plan



Introduction

What is the Council Plan?

This plan is the centrepiece of the Western Australian Integrated Planning and Reporting (IPR) framework. Under the framework, the community's vision and priorities are key inputs into the Council's plans. The Council is responsible for delivering the best results possible within available resources.

The Council Plan (this document) incorporates the Strategic Community Plan and the Corporate Business Plan. Part A, the Strategic Community Plan, outlines the big picture, showing the long-term vision and goals, and the medium term priorities.

Part B, the Corporate Business Plan, shows the informing strategies, services, key actions, and measures for each goal for the first four years of the plan.

This is followed by a section on managing and resourcing the plan. Each Annual Budget follows the plan.

While this is a ten-year plan, it is not static. Rather, it is a "rolling" plan. Part A is reviewed every two years. The reviews alternate between a minor review (desktop) and a major review, which involves re-engaging with the community on the vision. Part B is reviewed annually.

The Council Plan was adopted at an Ordinary Council Meeting on 24 September 2025. There will be a major strategic review of the whole plan by the end of June 2026.

Community engagement

The Town undertook extensive community engagement in the development of the previous Strategic Community Plan during 2021/22. This formed the basis for the strategic direction in this Council Plan. The major strategic review is now due as mentioned above.

How will the Council Plan be used?

The plan will be used to:

- ensure our strategies and plans give effect to the community's vision and priorities
- align our annual work programs and budgets
- underpin our partnerships, advocacy and grant applications
- provide the basis for regular monitoring and reporting



Strategic Direction

Our vision

Together, we create a thriving, resilient and inclusive future for our diverse community.

Our mission

To guide the growth and development of the Hedland community, economy and environment through the provision of strong civic leadership, provision of high-quality services and facilitation of active community participation.

Our Guiding Principles

Integrity, Openness, Respect and Accountability

We will act in a professional, ethical, accountable, and transparent manner nurturing attitudes and behaviours that result in positive community building, relationships, transparency and enhanced community pride.

Teamwork, Unity and Collaboration

We commit to a high-level of community, stakeholder and staff engagement, cooperation, partnership and networking.

Active Community Engagement and Citizenship

We will respect the contributions of all community groups and ages fostering the mindset and actions that encourage greater community member involvement, volunteerism and ownership.

Inclusiveness and Diversity

We will promote a future for all our community members, actively strengthening the social fabric of the community, valuing diversity and responding to special needs and disadvantage.

Innovation and Creativity

As an organisation, we will encourage an enterprising spirit and initiative to achieve our community's aspirations and Council's vision.

Our Themes and Goals

Our Community

We honour our people and our cultural heritage – ensuring wellbeing, diversity, creativity and strong civic engagement and dialogue.

Our Economy

We build prosperity for all – enabling sustained and diversified economic and employment growth.

Our Built and Natural Environment

We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form.

Our Leadership

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

Our three key strategies

Our three key strategies will be the touchstone for strategic decision-making as we implement the plan and frame the four year priorities (see Part B: Corporate Business Plan). These strategies will be road tested with the community in the upcoming major strategic review.

1. Making Port Hedland a great **place** to live, work, invest and visit
2. Investing in **facilities** for community gatherings and action; sport and recreation; culture and arts; and lifelong learning
3. Strengthening **economic enablers** for opportunities and growth

About Our Community

Overview

Port Hedland is a dynamic community in Western Australia's Pilbara region, located approximately 1,800 kilometres north of Perth. Covering 18,467 square kilometres, it is home to 17,448 people from diverse cultural backgrounds, with most of the urban population living in the twin settlements of Port Hedland and South Hedland.

Physically, Port Hedland is dominated by its natural deep anchorage harbour. Included in the Port Hedland area is the industrial precinct of Wedgefield and the remote communities of Strelley and Yandeyarra.

Although recognised for its significant port and resource industry contributions, Port Hedland also continues to be a vital part of the Pilbara region for arts and culture, ecology, sport, business, tourism and regional services.

Port Hedland is home to unique desert landscapes, a tropical savannah climate, internationally renowned nature reserves and a stunning coastal waterfront which continues to attract both residents and tourists.

Port Hedland is steeped in 40,000+ years of Kariyarra lore and activity. Kariyarra

people refer to the area as Marapikurrinya, which alludes to the hand-like formation of the coastal tidal creeks. The larger Pilbara region is what local custodians call Bilybarra, meaning 'dry country', an area that embodies many sacred sites and over 31 language groups. The Pilbara's Aboriginal culture continues to be inextricably connected to the patterns, processes and duties of traditional lore, which date back to the original creation of the distinctive land features that exist today.

Non-Indigenous settlement began in April 1863, when Captain Peter Hedland, aboard the ship *Mystery*, ran aground in the narrow entrance of a channel while looking for locations for a port to service the expanding Pilbara pastoral industry. He named the site, Mangrove Harbour after observing an impressive body of water appearing like an inland lake. Two months later, the State's Surveyor-General renamed the area Port Hedland in the Captain's honour.

The town was gazetted in 1895 with lots for sale at £50 each. Most early settlers arrived looking for opportunities in pearling or farming, and later, in gold mining.



People

The latest resident population estimate for Port Hedland is 17,448 with a population density of 0.84 persons per square kilometre. The latest estimated forecast (2024) expects an 84% population growth to 24,171 by 2041.

Demographic (Census 2021)

■ Port Hedland ■ Western Australia



18.6% / 3.3%

Aboriginal and Torres Strait Islander peoples



52.5:47.5 / 49.3:50.7

Male:female ratio



2.1% / 4.6%

People with disability (core need for assistance)



32 / 38

Median age



24.7% / 19.0%

Children and young teens (0-14)



71.5% / 65.0%

Working age (15-64)



3.9% / 16.1%

Seniors (65+)



35.5% / 38.0%

Born overseas



12.4% / 15.9%

Volunteering



3.5% / 5.1%

Unemployment rate



68.4% / 63.9%

Workforce participation rate



\$2,865 / \$1,815

Median household weekly income



58.2% / 66.4%

Completed Year 12 or higher

Place

Port Hedland has a semi-arid climate with a tropical savannah influence with an average of 219 days of sunshine a year. Port Hedland environment includes marine and estuarine ecosystems as well as semi-arid landscapes with some of the oldest geological examples in the world, all of which are vital sanctuaries that nurture a wide array of native species.

Port Hedland offers a mix of residential density, facilities and general amenities that create an attractive and liveable community. The West End demonstrates the town's long and unique history as one of the first colonial communities in the Pilbara. The proximity of the West End to continually expanding port operations presents challenges for planning the future of the area.



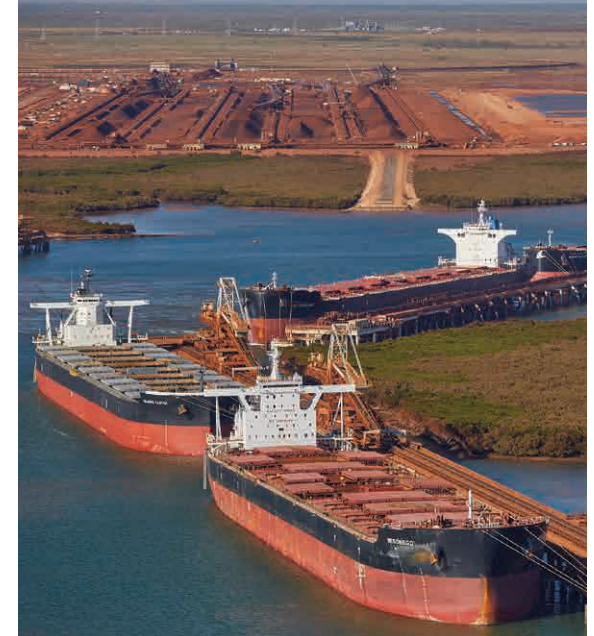
Economy

Port Hedland is an important economic engine to the Australian nation. Its gross regional product is estimated at \$16.59 billion, representing 2.58% of Western Australia's gross State product. A 2024 report on the economic significance of the port of Port Hedland estimated that its supply chain injected \$2.01 billion into the local economy in 2022-2023, was responsible for one in every nine jobs in Western Australia and approximately 200,627 direct and indirect jobs in Australia.

The largest employer sector in the area is mining, generating approximately 3,683 jobs. This is followed by the transport, postal and warehousing sectors generating approximately 1,351 jobs and the construction sector generating approximately 1,001 jobs. Health and social care services are the largest employment group in the services sector.

Within Port Hedland, there are 948 local businesses, generating approximately 11,000 local jobs. Employed residents number 8,573.

Our economic significance is well established on the national and international stage, attracting internationally prominent resource companies and contributing at a nationally recognised level to the broader Australian economy.



Port Hedland is the main fuel and receipt point for the Pilbara region, and the 'maritime gateway' for the export of much of the Pilbara Region's mineral wealth through the world's largest bulk export terminal, the Port of Port Hedland. 573.6 million tonnes was exported from the Port in 2023/2024, worth an estimated \$115.8 billion. Over the coming years to 2033, the growth in the Port of Port Hedland and its supply chain is forecast to contribute \$851.4 billion to the national product to the Australian economy, at an average of \$85.1 billion per annum.

Part B

Corporate Business Plan

Indicative Four Year Priorities

We will focus on the following priorities to progress our three key strategies as identified in Part A. Note that with the exception of existing commitments being delivered in the current year, these priorities are indicative only and will be tested and reset as part of the major strategic review.

1. Making Port Hedland a great place to live, work, invest and visit

- West End and South Hedland planning, redevelopment and placemaking
- Community safety
- Events and facilities' activation
- Engaged young people

2. Investing in facilities for community gatherings and action; sport and recreation; culture and arts; and lifelong learning

- South Hedland Integrated Sports Hub (SHISH) priorities:
 - New SHISH Masterplan
 - SHISH Stage 4 - Aquatics
 - SHISH Stage 1C - South Hedland entrance statement and Hamilton Rd upgrade
 - SHISH Stage 1B - Pavilion
- JD Hardie Stage 3 - landscaping and pump track construction
- Civic and Community Hub – review concept

3. Strengthening economic enablers for opportunities and growth

- Service worker housing
- Staff housing strategy
- Childcare expansion
- Marketing Hedland as a place to live, visit and invest
- Wedgefield Route 1 & 2

Local Government Profile

Item	2024/25	2025/26 (Budget)
Employees	402	412
Rates	\$79.1M	\$88.3M
Financial Assistance Grants (operating)	\$3.3M	\$3.3M
Other Grants (non-operating)	\$22.0M	\$19.9M
Capital Expenditure	\$29.1M	\$45.5M
Operational Expenditure	\$104.1M	\$110.4M
Value of Net Assets	\$732.5M	\$798.3M

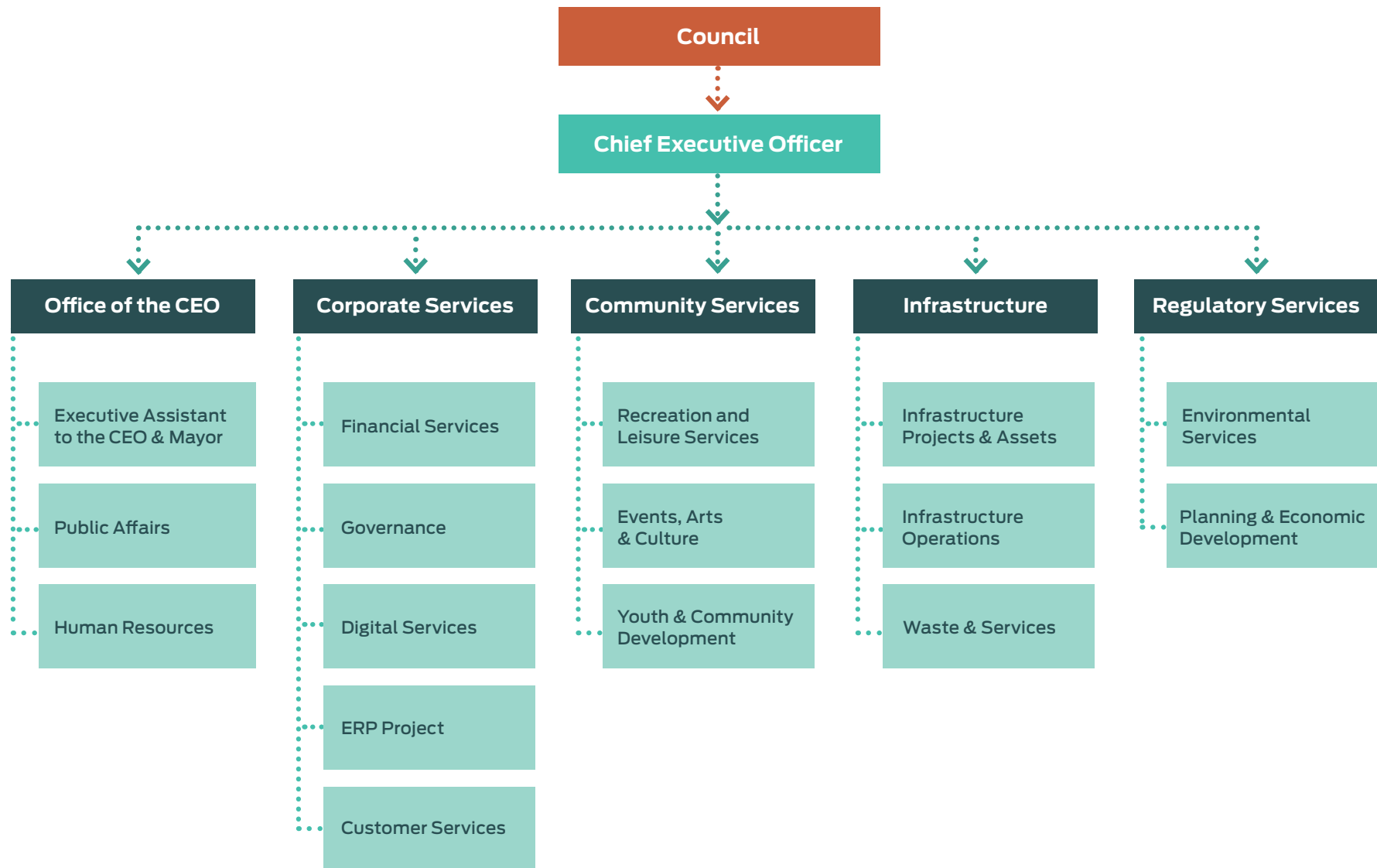
*Employees are presented in numbers and reflect the actuals for both 2024/25 and 2025/26

Roles

Role	Description
Advocate	Acting as the leadership voice, promoting our community's priorities to government and industry.
Facilitator	'Opening doors' to encourage and enable others to respond to community priorities.
Provider	Directly delivering a range of services and facilities to meet community interests and needs.
Funder	Funding strategic initiatives, including local groups to further the aspirations of the community.
Partner	Forming strategic alliances and collaborative partnerships to further our community's aspirations, needs and priorities.
Regulator	Upholding high community standards in relation to building, health and security issues.



Organisation Structure



Services

Council will deliver and support ongoing services that contribute to achievement of the vision and each goal, as detailed in the following sections.

1. Our Community

- Aquatic Operations
- Leisure Business
- Sports and Recreation
- Stadium Operations
- Community Development
- Youth Services
- Community Safety
- Events, Arts and Culture
- Libraries

2. Our Economy*

- Business and Economic Development
- Tourism

*Note that Service Worker Housing and Childcare are also key economic enablers. These are both included in Theme 3: "Our Built and Natural Environment".

3. Our Built and Natural Environment

- Environmental Health
- Sustainability
- Emergency Services
- Ranger Services
- Planning and Building Services
- Projects Management and Support
- Roads, Footpaths and Drainage Management
- Street Lighting
- Parks, Gardens, Irrigation, Verges and Street Trees
- Property Management and Maintenance
- Waste Services
- Workshop and Fleet
- Inventory Management and Stores
- Cemeteries

4. Our Leadership

- Public Affairs and Communication
- Human Resources Management
- Executive and Council Support
- Governance
- Financial Management and Rates
- Information Technology
- Records Management
- Enterprise Resource Planning
- Customer Service

Theme 1

Our Community

We honour our people and our cultural heritage – ensuring wellbeing, diversity, creativity and strong civic engagement and dialogue.

Outcomes

1.

- 1.1 Hardy, healthy and safe people
- 1.2 Inclusive and involved community
- 1.3 A unique, vibrant and diverse community lifestyle
- 1.4 Well-utilised and valued community facilities and services

Four year priorities

- Community safety
- Events and facilities' activation
- Engaged young people

Informing strategies

- Community Safety Plan 2023-26
- Arts and Culture Plan 2023-27*
- Public Art Strategy 2020*
- Library Strategy 2021-25*
- Community Development Plan 2022-27*
- Access and Inclusion Plan 2023-2026
- Youth Development Plan 2022-2025*

Success measures

To be set in major strategic review

*Note that a new Community Services Strategy will be developed in 2025/26, which will update and consolidate these strategies and plans.



Service delivery

Service	Description	Level of service in next four years
Aquatic Operations	Operate and maintain the South Hedland and Gratwick Aquatic Centres; ensuring safe, accessible, and compliant aquatic services for all ages and abilities.	Maintain
Stadium Operations	Deliver recreational and social sport programs and services at Wanangkura Stadium; supporting active and healthy lifestyles.	Maintain
Leisure Business	Provide customer service, memberships, and booking support across Wanangkura Stadium (including crèche), South Hedland Aquatic Centre, and Gratwick Fitness and Aquatic Centre.	Maintain
Sports and Recreation	Manage and activate community sporting facilities including ovals, pavilions, and clubrooms. Support local clubs with governance, programming, and facility use.	Maintain
Community Development	Lead inclusive community engagement, support social development, and strengthen partnerships with Aboriginal and Torres Strait Islander communities.	Increase
Youth Services	Deliver youth-focused programs and initiatives in collaboration with local partners, creating safe, engaging spaces and opportunities for young people to thrive.	Increase
Community Safety	Implement the Community Safety Plan, expand CCTV coverage, and foster collaborative partnerships to enhance safety.	Increase
Events, Arts and Culture	Promote local arts and culture through events, public art, and programming at venues like the Matt Dann Theatre and Cinema. Activate public spaces in partnership with the community.	Increase
Libraries	Operate libraries in Port and South Hedland, offering lending services, digital access, home services and inclusive programs for children, seniors, and lifelong learners.	Increase

Indicative projects/actions over the next four years

Project/action	25/26	26/27	27/28	28/29
Procure vehicle and provide transport for young people where gaps exist with external collaborators		●		
Youth Food and Security project		●		
Deliver three-year audience development initiative for First Nations work in partnership with Circuitwest				●

Theme 2

Our Economy

We build prosperity for all – enabling sustained and diversified economic and employment growth.

Outcomes

2.

- 2.1 Business and job growth
- 2.2 Enhanced local training and workforce opportunities
- 2.3 Marketing and promotion
- 2.4 Infrastructure for growth

Four year priorities

- Marketing Hedland as a place to live, visit and invest

Informing strategies

- Economic and Tourism Strategy 2021

Success measures

To be set in major strategic review



Service delivery

Service	Description	Level of service in next four years
Business and Economic Development and Tourism	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	Increase

Indicative projects/actions over the next four years

Project/action	25/26	26/27	27/28	28/29
Investigate the transition of Visitor and Tourism Services in-house	●			
Town of Port Hedland commercial interests - Kingsford Smith Business Park, Yacht Club, Strategic Land Acquisitions	●	●		
Increase initiatives designed to promote Hedland as a place to live, visit and invest		●	●	●

Theme 3

Our Natural and Built Environment

We treasure and protect our natural environment and provide sustainable and resilient infrastructure and built form.

Outcomes

3.

- 3.1 Healthy natural environment
- 3.2 Safe and fit-for-purpose built environment
- 3.3 Accessible, attractive and sustainable urban environment

Four year priorities

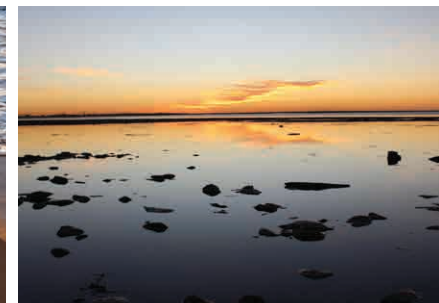
- South Hedland Integrated Sports Hub (SHISH)
- JD Hardie – pump track and landscaping
- Childcare expansion
- Service worker housing – design and construction
- Wedgefield Route 1 & 2
- Civic and Community Hub - design
- Staff housing expansion
- Performing Arts Centre
- Town Centre placemaking and redevelopment
- Responsible maintenance and renewal of assets

Informing strategies

- Local Planning Strategy 2021
- Public Open Space Strategy 2019
- Coastal Foreshore Management Plan 2021
- Coastal Hazard Risk Management Adaptation Plan 2019
- South Hedland Place Plan 2021
- Heritage Inventory 2017
- Asset Management Plans
- Active Transport Strategy 2023
- Signage Strategy 2023-24
- Waste Management Strategy 2022-27
- Environmental Sustainability Strategy 2022

Success measures

To be set in major strategic review



Service delivery

Service	Description	Level of service in next four years
Environmental Health	Education, monitoring and compliance: health and food inspections; noise control; pollution control; other regulatory activities	Increase
Sustainability	Environmental Sustainability Strategy	Increase
Ranger Services	Education and compliance related to: bushfire prevention; animal control; litter reduction; camping management; off-road vehicle control; Local Laws enforcement (eg parking, reserves, foreshores)	Maintain
Emergency Services	Partnerships with agencies and stakeholders; emergency management planning; bushfire prevention activities and education; disaster management and recovery	Increase
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 placemaking; building approvals and permits; and statutory compliance (structures, public buildings, pools)	Increase
Projects Management and Support	Asset management plans; major projects; annual capital works plan; service worker housing project; town renewal program	Increase
Roads, Footpaths and Drainage Management	Construction and maintenance of sealed and unsealed roads; construction and maintenance of footpaths; stormwater drainage maintenance, renewals and upgrades	Increase
Parks, 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	Maintain
Street Lighting	Contribute to safe use of the public realm through the Town's street and public open space lighting	Maintain
Property Management and Maintenance	Manage portfolio of community and other buildings	Maintain
Waste Services	Waste Management Strategy implementation; kerbside collection; landfill management; green waste collection; community recycling centre	Increase
Cemeteries	South Hedland Cemetery; maintenance of closed Port Hedland Cemetery	Increase
Workshop and Fleet	Plant, equipment and fleet management	Maintain
Inventory Management and Stores	Inventory management and purchasing of bulk goods to support the organisation in undertaking its business	Maintain

Indicative projects/actions over the next four years

Project/action	25/26	26/27	27/28	28/29
Enhance capacity in local community for sustainable living		●	●	●
West End and South Hedland precinct planning, redevelopment and placemaking	●	●	●	●
South Hedland Integrated Sports Hub (SHISH) priorities:				
New SHISH Masterplan	●			
Aquatics facility	●	●	●	●
Stage 1B Pavilion – construction			●	●
Stage 1C – South Hedland entrance statement and Hamilton Road upgrades	●			
JD Hardie Stage 3 – landscaping and pump track construction	●	●		
Childcare expansion (two projects: JD Hardie and Rose Nowers)	●	●	●	●
Civic and Community Hub – review concept	●			
Service worker housing	●	●	●	
Development WA residential and commercial/industrial subdivision – advocacy and partnership	●	●	●	●
Staff housing expansion		●	●	●
Wedgefield Route 1 and 2	●	●	●	●
Improved visitor pedestrian access within cemetery plots and upgrade of internal roads	●	●		
Marina Precinct – Eco-caravan			●	●
Performing Arts Centre				●
Landfill Masterplan – Closure/Indigenous Land Use Agreement (ILUA)/resource recovery				●

Theme 4

Our Leadership

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

Outcomes

4.

- 4.1 Global, national, state, and local presence and voice
- 4.2 Transparent and accountable governance and financial sustainability
- 4.3 Effective delivery of services and infrastructure to meet community needs

Four year priorities

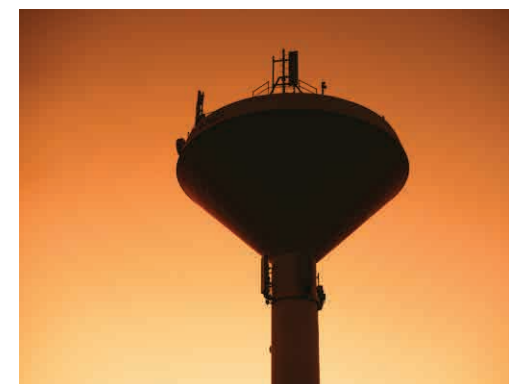
- Advocacy and partnerships
- Modern technology

Informing strategies

- Long Term Financial Plan 2022-2037
- Rating Strategy 2025-2030
- Digital Roadmap 2024-2027
- Customer Experience Strategy 2024-2026
- Strategic Workforce Plan 2020-2024

Success measures

To be set in major strategic review



Service delivery

Service	Description	Level of service in next four years
Public Affairs and Communications	Internal and external communications; government relations; funding and partnerships	Increase
Human Resources Management	Workforce planning; recruitment; retention; traineeships and apprenticeships; staff and organisation development; industrial relations; work health and safety	Increase
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	Maintain
Governance	Governance framework; procurement (including local business opportunities); Integrated Planning and Reporting; strategic risk management; internal audit; Audit, Risk and Compliance Committee	Increase
Financial Management and Rates	Annual Budget; financial reporting; Long Term Financial Plan; rates; fees and charges; debtors and creditors; payroll	Maintain
Information Technology	Systems development, network and operations	Increase
Records Management	Maintenance and security of records; Freedom Of Information (FOI) requests; Recordkeeping Plan	Maintain
Enterprise Resource Planning (ERP)	Integrated platform for the Town's core business functions	Increase
Customer Service	Customer Service Strategy and Charter; general enquiries; cat/dog registration and payments	Maintain

Indicative projects/actions over the next four years

Project/action	25/26	26/27	27/28	28/29
Increase presence and demonstration of return on investment in Perth (State Government) and Canberra (Federal Government)	●	●	●	●
Expand the Shape Your Future Traineeship and Apprenticeship Program to include cadetships and graduates			●	
ERP modules implemented: Geographic Information System (GIS), Work Health and Safety System, Grants, Mobile Apps, Enterprise and Strategic Asset Management, Election System, Corporate Performance Planning	●	●	●	

New and reviewed strategies and plans

Project/action	25/26	26/27	27/28	28/29
Public Art Masterplan	●			
Community Services Strategy (incorporating all services in the Community services portfolio)	●			
Reconciliation Action Plan (RAP) 2026-27	●			
Ngalikuru Kuma-Marri Plan 2028-31 (Hedland Aboriginal & Torres Strait Islander Partnership Plan) – to be confirmed in RAP		●		
Council Plan – Major Strategic Review	●			
Place Brand (in progress)	●			
Destination Management Plan (in progress)	●			
Investment Attraction and Facilitation (in progress)	●			
Resident Attraction and Retention Plan (in progress)	●			
Local Emergency Management Arrangements and Local Recovery Plan	●			
Public Health Plan (in progress)		●		
Identify baseline Environmental, Social and Governance (ESG) score, and plan to improve score	●			
Heritage Inventory		●		
Local Housing Strategy	●			
Public Open Space and Street Tree Strategy (in progress)	●			
Precinct Structure Plans for West End and South Hedland	●			
Place Plans for West End and South Hedland	●			
Local Planning Strategy Review		●		
Coastal Hazard Risk Management Adaptation Plan Review			●	
Coastal Foreshore Management Plan Review				●
South Hedland District Water Management Strategy			●	
Active Transport Strategy Review				●
Corporate Governance Framework (in progress)	●			
Procurement and Contracts Framework Review (in progress)	●			
Integrity Framework (in progress)	●			
Asset Management Framework review (in progress)	●			



Resourcing the Plan

Overview

The three key mechanisms for resourcing the Council Plan are the Long Term Financial Plan, Asset Management Plans and Workforce Plan. These form part of Western Australia's Integrated Planning and Reporting Framework. Each of these are outlined below.

Long Term Financial Plan

The Town has a Long Term Financial Plan (LTFP), which is a 15-year 'rolling' plan. It is refined and updated through each year's Annual Budget. More substantial reviews occur every second year.

Identifying resourcing requirements is fundamental to prioritisation, which is how Council balances aspirations with affordability. This is essential to achieving and demonstrating financial sustainability.

The LTFP is a key tool in the prioritisation process and ensures the Council Plan is financially viable. The LTFP identifies key assumptions including demographic projections, rating base growth, consumer price index (or local government cost index), and interest rates.

Major capital and operational expenditure identified in the Council Plan are included in the LTFP. The LTFP also reflects the Town's key financial policies.

Asset Management Plans

The Town ensures assets are well managed through Asset Management Plans (AMPs). The effective management of assets is critical to the sustainable delivery of local government services. The Town holds a large portfolio of long-lived assets, so it is critical to plan and prioritise the maintenance, renewal and eventual replacement of those assets, manage upgrades, and provide for the acquisition of new assets as required.

Workforce Plan

The Workforce Plan addresses the skills, expertise and knowledge required by the organisation; the desired organisational culture and how to develop it; what organisational structure will work best; recruitment and retention in the context of labour market challenges and opportunities; and the facilities and equipment needed to support a productive and inclusive workforce.

The Workforce Plan identifies the costs of the workforce, and also has regard to other regulatory requirements such as Workplace Health and Safety, Equal Employment Opportunity and the Disability Access and Inclusion Plan.

Staying on Track

Strategic Risk Management

The Town of Port Hedland maintains a robust strategic and operational risk management system. The table below identifies key strategic risks associated with this Strategic Community Plan and the applicable controls to mitigate those risks.

Risk	Risk Controls
Challenges in recruiting and retaining a skilled and motivated workforce	▪ Workforce Plan (WFP) ▪ Learning and Development Opportunities ▪ Wellness Program ▪ Employee Engagement Survey
Employee cost rises above assumption	▪ Long Term Financial Plan (LTFP) ▪ Workforce Plan (WFP) ▪ Budget process
Failure to address pressures of increased workloads, conflict and political pressures	▪ Wellness Program ▪ Flexible Work Practices ▪ Employee Assistance Program ▪ Policies and Procedures
Failure to maintain a safe and healthy workplace	▪ Policies and procedures ▪ Internal Audit Program ▪ WHS Training
Breakdown in relationship amongst Elected Members	▪ Code of Conduct and relevant policies ▪ Councillor induction and training ▪ Conflict resolution process
Breakdown in relationship between Elected Members and CEO	▪ Code of Conduct and relevant policies ▪ Regular meetings CEO/ Mayor ▪ CEO performance review process ▪ Councillor induction and training

Risk	Risk Controls
Lack of community awareness and engagement with Council's direction	- Community surveys - Communications and community and stakeholder engagement
Lack of available skilled contractors/suppliers	- Tender and Procurement Process - Workforce Plan (WFP) - Appropriate contract length
Increased contractor and/or materials costs putting pressure on capital program	- Long Term Financial Plan (LTFP) - Asset Management Plans - Budget process - Rigour of project management
Reduced external grants/funding	- Long Term Financial Plan (LTFP) - Budget process 'Shovel-ready' projects - Lobbying and advocacy
Natural disasters and emergencies	- Business Continuity Plan - Local Recovery Plan - Local Emergency Management Arrangements - Insured risk - Strategic reserves to cover the excess on insurance policies
Projects not delivered to quality, time or budget	- Project Management Framework - Budget process - Long Term Financial Plan (LTFP)
Failure to plan for and manage Council finances	- Long Term Financial Plan (LTFP) - Budget process
Exposure or loss resulting from a cyber-attack or data breach	- Insured risk - Access controls / Cloud base - Audits and testing - Network design

Monitoring and Reporting

The Council monitors progress against the Council Plan quarterly. These reports are public.

The Town's regular communication channels will be utilised to notify the community of progress or significant changes in connection with the Strategic Community Plan.

In addition, there will be annual updates on progress published in each year's Annual Report, and provided to the community separately.





Town of Port Hedland

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Town of
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