

Community Development Plan

2022 - 2027



Town of
Port Hedland

Contents

Acknowledgements

The formulation of this *Community Development Plan 2022-2027* (The Plan) was initiated by the Town of Port Hedland (ToPH) as an expression of our commitment to the development of a vibrant, caring, connected and inclusive community.

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 & Torres Strait Islander people of the local community and recognise their rich cultures and continuing connection to land and waters.

Formulation of The Plan was undertaken by the ToPH Community Development Team (Josephine Bianchi, Cara Cascao, Shane Hayes, Rickiesha Deegan, Catherine Driscoll, Sheridan Green, Natalie Ness and Erica Thompson) along with the input and support of Peter Kenyon OAM, Director, Bank of I.D.E.A.S. Many thanks to the many residents, community groups and businesses of the Hedland community who generously gave their time, unique local wisdom and ideas, and the councillors and staff of ToPH.

Disclaimer

While the information, opinions and advice for The Plan has been researched, collated and expressed in good faith, no guarantee can be given for total accuracy. Secondly, The Plan has been formulated on the belief that readers and users will exercise skill and a duty of care with respect to its interpretation and application. The contents do not necessarily account for all the factors, which may need to be considered before implementing the specific recommended actions of The Plan. Accordingly, The Plan should be used in conjunction with ongoing research, community consultation and professional technical assistance. Authors and sponsors of The Plan are not liable to any person or entity initiating or not instigating action based on any of its information, opinion or advice.

Feedback

If you would like to share your feedback and any corrections, please contact us via **08 9158 9300** or send us an email via **council@porthedland.wa.gov.au** Making our Community Development Plan transparent, accurate and relevant is very important to us and we value your input.

1. Message from the Mayor	4
2. Introduction	6
3. Hedland Community Snapshot	12
4. Community Vision and Guiding Principles	22
5. Key Community Strategies	26
6. Implementation, Monitoring and Review	48
7. Role of TOPH in Community Development	52
Key References	56
Key Websites	58
Glossary of Terms	60
Acronyms and Abbreviations	62
Appendices	
1. Hedland Asset Map	64
2. TOPH Core Community Engagement Principles	66
3. Summary of Engagement Activities and Conversations	68
4. Examples of Community Engagement Outcomes	70

1. Message from the Mayor

I am proud to present to residents, community groups, businesses and service providers the Town of Port Hedland's *Community Development Plan 2022-2027* (The Plan). This strategic planning document provides a framework for guiding community development activities within the local government area. It provides a vision, guiding principles and a set of strategies with actions to strengthen our collective efforts in creating a more vibrant, caring, connected and inclusive community.

The Plan was informed by the *Hedland Huddle* process: community members and organisations were given conversational opportunities through community engagement activities to share insights, opinions and ideas about Hedland and their aspirations for our collective future. Thank you to everyone who took time to contribute and become involved in this unique, community strengthening and sharing experience. Well over 8,000 local people participated in conversations including: 835 community member conversations, 1,055 Community Perception Survey responses, over 130 structured one-on-one and group conversations and in excess of 6,120 community member ideas and opinions.

I was impressed by the passion and level of enthusiasm shown by residents for their hometown. Overwhelmingly in response to the question: *What makes Hedland special*, were those oft-repeated words and values: *'it's the people... this place has heart and a sense of community'*.

The Plan will be at the Centre of Council's business and priorities, and I encourage all place-based groups, service provider organisations and businesses to consider this document as a roadmap for strengthening and growing our community. Through active and thoughtful collaboration around its directions, we can realise and achieve a common community building agenda to deliver the positive future we all desire. The Plan has a five-year lifespan and will be reviewed and adapted annually to ensure it remains relevant and responsive to these changing and challenging times.

I look forward to the implementation of The Plan over the next five years, and I am excited to see what the community and the Town can achieve together.

Peter Carter

Peter Carter
Mayor



2. Introduction

2.1 Definition of Community Development

Community development represents the capacity of people to work collectively to address common interests, opportunities and challenges to build a positive future. It involves a number of processes that bring people together to influence change, generate solutions and achieve outcomes that improve the quality of life for those within the community.

"The future of every community lies in capturing the passion, imagination and resources of its people."

→ Ernesto Sirilli

Community Development seeks to maximise opportunities for participation and inclusion;

- > Discover and connect the assets and capacities of a community and its members
- > Facilitate the transfer of skills between people
- > Develop self-reliance and autonomy
- > Enhance collaboration and networking between community groups
- > Ensure local ownership of projects and decisions
- > Increase the social capital available within a community.



2.2 Purpose of the Community Development Plan

This Community Development Plan encompasses the period 2022-2027 and provides the vision, framework and practical directions needed for positive community development.

Specifically, The Plan seeks to:

- > Summarise the current socio-economic status of the town's community, including existing realities, assets and challenges
- > Express the aspirations of community members, businesses, organisations and groups
- > Provide a framework for guiding community-led development activity in Hedland and how we can strengthen and support the community
- > Specify a set of recommended priorities and actions for the next five years
- > Identify specific community outcomes and performance indicators.

"Community Development is an act of midwifery - of a community giving birth to its future"

→ Mark Peterson



2.3 The Strategic Planning Process

Strategic planning involves a shared vision of the future, collectively determining the best way for that future to happen.

The formulation of this Community Development Plan occurred from July 2021 to December 2021. The community engagement stage utilised a wide range of integrated activities (formal and informal) in which community members and stakeholders exchanged ideas, opinions, information, knowledge and wisdom; sought common ground and weighed options through meaningful interactive conversations. It involved the following elements:

- > Desktop research involving relevant reports, publications and websites. In particular, all recent council and community surveys and studies have been reviewed in terms of ideas and recommendations that are still relevant (See Section below of references and websites)
- > Under the banner, 'Hedland Huddle', hosting and facilitation of a range of community conversation sessions engaging community members, businesses and organisations. The Huddle provided many opportunities for a diverse range of local community citizens and groups to contribute, share and discuss ideas, aspirations and opinions about 'how we together as a community can build a stronger and more caring, connected and inclusive Hedland'.

These conversations involved one-on-one dialogues as well as creating a presence at a series of community and sporting events (including Hedland's Got Talent, Spinifex Spree, Hedland Senior High School Annual sporting carnival, NAIDOC Super Slam Youth Competition, JD Hardie Kids Club morning tea, Strelley and Yandeyarra community book week tour, Have A Try Night youth sports expo at South Hedland Aquatic Centre, South Hedland Place Plan – Bloc Party, Hedland Home Education Group morning tea, Shooting Stars Netball carnival) and creation of interactive spaces to both share information and generate local ideas. The conversation focus was on what community members and groups personally and collectively 'cared about and were willing to act upon', and their priorities for the future of the community in terms of what needed to be "Retained – Changed – Introduced". (For greater insight into these events, please see Appendices 3 and 4 for their community engagement outcomes)

- > Use of a variety of "My Big Idea" cards to elicit ideas and opinions and how community members could contribute to make it happen
- > Administration of an online and print 2021 Community Perception Survey to ascertain residents', rate payers' and community members' opinions

- > Collaboration with the South Hedland Place Plan consultation process to elicit specific ideas around South Hedland Town Square
- > Development of various draft and final Plans.

The community engagement activities ultimately involved:

- > 835 community member conversations
- > 1,055 Community Perception Survey responses
- > 130+ structured one-on-one and group conversations
- > 6,120 contributed ideas and opinions.

"Community Development is figuring things out together."

→ Vince Varian





2.4 Connection to Other ToPH Planning Documents

The formulation of the Community Development Plan was undertaken simultaneously with the preparation of two other ToPH Plans:

- > **Youth Development Plan** - A vision and strategies to ensure Hedland is a place where young people feel included, empowered and inspired.
- > **Aboriginal Partnership Plan** - An agreement on how the Hedland community works together to increase recognition of the culture, history, challenges and achievements of Aboriginal people in Hedland, aligning our actions on issues affecting the community.

Other key ToPH planning documents were essential foundational resources for the preparation of the Community Development Plan:

- > *Strategic Community Plan 2018-2028*
- > *Community Engagement Strategy (2014)*
- > *Draft Economic Development and Tourism Strategy (2021)*
- > *Community Safety Plan (2020)*
- > *South Hedland Place Plan Report A (2021)*
- > *South Hedland Place Plan (2021)*
- > *Arts and Culture Strategy 2019-2022*
- > *Disability Access and Inclusion Plan 2017-2022*
- > *Recreation Hubs' Master Plans (2020)*
- > *Reconciliation Action Plan 2016-2019*
- > *Coastal Foreshore Management Plan (2021)*
- > *Library Strategy 2021-2025*
- > *Assessing Childcare Needs in Hedland Report (2021)*
- > *Local Planning Strategy (2021)*
- > *2021 Community Perception Survey*

Finally, a set of other local, regional, state and national strategies were important resources in the formulation of this Plan:

- > *A Framework for Young People's Recovery from COVID-19 in Western Australia (YACWA)*
- > *A Western Australia for Everyone: State Disability Strategy 2020-2030 (DoC)*
- > *Aboriginal Health Strategy 2019-2024 (WACHS)*
- > *Pilbara Childcare Collaboration Network (Hedland Collective)*
- > *Hedland Community Wellbeing Action Plan (WACHS)*
- > *Hedland Youth Charter (Creating Communities)*
- > *National Agreement on Closing the Gap (Closing the Gap in Partnership) • National Crime Prevention Framework (Australian Institute of Criminology)*
- > *North-West Ageing and Aged Care Strategy (RDA Pilbara)*
- > *National Action Plan for the Health of Children and Young People 2020-2030 (Australian Government, Department of Health)*
- > *PHCCI Business Plan 2020-2021*
- > *Pilbara Health Promotion Strategic Plan 2020-2021 (WACHS)*
- > *Pilbara Annual Report 2019/2020 (RDA Pilbara)*
- > *Pilbara Recovery Plan (Government of Western Australia)*
- > *Port Hedland Alcohol and Other Drug Management Plan*
- > *Report of the Inquiry into the mental health and wellbeing of children and young people in Western Australia (Commissioner for Children and Young People)*
- > *Strategic Plan 2019-21 (PDC)*
- > *Ten Year Community Plan for the NGO Sector in the Pilbara (RDA Pilbara)*
- > *WA State Priorities Mental Health, Alcohol and Other Drugs (MHC)*
- > *WA Youth Health Policy 2018-2023 (DoH)*
- > *WACHS Strategic Plan 2019-24*
- > *Welcome to the Hedland Opportunity: A Roadmap (Hedland Collective)*
- > *Western Australia Aboriginal Youth Health Strategy 2018-2023 (Aboriginal Health Council of Western Australia).*
- > *Western Australian Mental Health Promotion, Mental Illness, Alcohol and Other Drug Prevention Plan 2018-2025 (MHC)*
- > *Western Australian Suicide Prevention Framework 2021 – 2025 (MHC)*

"There is no power for change greater than a community discovering what it cares about."

→ Margaret Wheatley

3.

Hedland Community Snapshot



3. Hedland Community Snapshot

This snapshot represents and delineates the framework which the Community Development Plan operates within. It provides an overview and understanding about current economic status, environment, assets, capacities and community aspirations of the Hedland community. It also helps to comprehend what needs to change and what requires collaborative focus.



3.1 Location

Port Hedland is a dynamic town in Western Australia's Pilbara region, located approximately 1,800km north of Perth. We are home to approximately 15,470 people from diverse cultural backgrounds and the town covers 18,467 square kilometres.

Physically, the town of Port Hedland is dominated by its natural deep anchorage harbour. Most of the urban population is located in the twin settlements of Port Hedland and South Hedland. The Town of Port Hedland also includes the industrial precinct of Wedgefield and the remote communities of Strelley and Mudiyara Yandeyarra.

3.2 Brief History

Port Hedland is home to the Kariyarra people who have cared for these lands and waters for many thousands of years. Our Traditional Custodians, the Kariyarra people, call Port Hedland 'Marapikurrinya'. 'Mara' means 'hand' and refers to the hand shaped formation of tidal creeks coming from the natural harbour.

Non-Aboriginal settlement of the area and pastoralism began from 1863, bringing new people who formed strong connections

to the place. In 1895, the WA government commenced survey work for a port to service the pastoral industry in the region. Following the survey of lots, the townsite of Port Hedland was gazetted in 1896.

Iron ore mining and its exports in the 1960's brought significant development changes. Goldsworthy Mining developed an iron ore mine approximately 100 kilometres east of Port Hedland. A rail line was then built to Port Hedland, where dredging was undertaken to deepen and widen the port's channel, and a wharf was built opposite the township of Port Hedland on Finucane Island. Shipment of ore began on 27 May 1966. In 1967, iron ore was discovered at Mount Whaleback and a mining venture was undertaken that included the establishment of the town of Newman, 426 km of rail from the mine to the port and the development of processing equipment at both Newman and Port Hedland. In 1986, at a cost of \$87 million, the existing channel was dredged to allow larger ships to enter the port. Prior to dredging, the port was only able to load vessels of less than 2,000 tonnes, but today it is able to accommodate ships over 250,000 tonnes.

Population grew from 150 in 1946 to 3000 in 1986. Today, we are a community of over 15,470 persons and 48 nationalities.



3.3 Population Demographics

The latest resident population estimate for the town (2020) is 15,470, with a population density of 0.84 persons per square km. This 2020 estimate also forecast an 84% population growth to 27,085 by 2041.

The main residential centres are:

- > **Port Hedland** - area of 67 sq kms, 1850 private dwellings and a population of 4,315
- > **South Hedland** - area of 22 sq kms, 4,315 private dwellings and a population of 9,470
- > Remote communities of **Strelley** (population: 46) and **Yandeyarra** (population: 210)

The latest detailed published Census (2016) figures revealed a town population of 14,469 with the following key characteristics:

- > **Gender** - Male: 53.4% and Female: 46.6%
- > **Median age** - 31 years (Pilbara-wide figure: 34 years, State average: 36 years)
- > **Most common age cohort** - 30-39 years
- > **Number and percentage of key population groupings**
 - Children 0-14 years – 3,425 and 23.7% (State average: 19.2%)
 - Youth 15-24 years – 1,583 and 10.2% (State average: 12.6%)
 - 25-44 years – 5,698 and 39.3% (State average: 29.4%)
 - 45-59 years – 2,824 and 19.5% (State average: 19.7%)
 - Seniors 60+ years – 950 and 6.6% (State average: 19.3%)
- > **Number of families** - 3,191. 49.2% were couple families with children (State average: 45.3%). 37.3% were couple families without children and 11.9% were one parent families

- > **Number and percentage of population identifying as Aboriginal and/or Torres Strait Islander** - 16.7% (Pilbara figure - 14%, State figure - 3.1%). Median age is 26 years (State average: 23 years)
- > **Number of private dwellings** - 7,633
- > **Number of people attending educational institutions** - 35.5% of people with 25.3% were in primary school, 12.8% in secondary school and 10.2% in a tertiary or technical institution
- > **High school student attendance rates** - 63% for Aboriginal and Torres Strait Islander students compared to 77% for non-Aboriginal students.
- > **Born in Australia** - 63.1% of people were born in Australia. The other most common countries of birth were New Zealand - 5.6%, Philippines - 2.5%, England - 2.2%, South Africa - 1.3% and India - 1.0%
- > **Most common occupations** - technicians and trades workers - 25.3%, machinery operators and drivers - 13.9%, professionals - 13.0%, clerical and administrative workers - 11.3%, and labourers - 10.8%
- > **Key employment sectors** - Iron Ore Mining - 21.9%, Road Freight Transport - 5.3%, Hospitals - 3.2%, Primary Education - 3.0% and Supermarket and Grocery Stores - 2.4%
- > **Labour force participation** - 84.4% for non-Aboriginal people and 50.4% for Aboriginal and Torres Strait Islander people. Labour force participation for Aboriginal and Torres Strait Islander women is only 43.7%
- > **Aboriginal unemployment** - Unemployment for Aboriginal and Torres Strait Islander people is 16.9% which is 13.1% higher than for non-Aboriginal people (3.8%)



- > **Parents in couple families with both parents working either part or full time** - 54.8%. - 32.6% of parents are working fulltime, which is 12.8% greater than WA average
- > **Income** - the strength of the local mining and resource sector results in the town being one of the wealthiest communities in Australia, ranking as the 13th highest personal income amongst all local government areas (LGAs), above every capital city. 43.1% of households earn more than \$3,000 weekly (gross), while there are still 7.5% of households who earn less than \$650
- > **Year 12 completion** - only 12.8% of students are completing Year 12 in town compared to the State average of 16.0%. However, 6.7% more students have completed a Certificate III or IV
- > **'Population churn' and transience** - extremely high rate with over 20% of the population leaving and arriving every year. Port Hedland had 27.8% of people who resided at a different address one year earlier and 60.3% who resided at a different address five years ago. This compares to the Shire of East Pilbara who had figures of 22% and 55.8% respectively.

The **Socio-Economic Indexes for Areas (SEIFA)** is an ABS product that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the five-yearly Census of Population and Housing. SEIFA 2016 has been created from Census 2016 data and showed that the Port has a Socio-Economic Index of 10 (minimal disadvantage) while South Hedland has an index of 2 (high disadvantage).

There will be some variation in the above figures once the 2021 Census figures begin to be released from June 2022.

3.4 Economic Snapshot

Port Hedland is an important economic engine to the Australian nation. Its gross regional product is estimated at \$6.5 billion, representing 2.19% of Western Australia's gross state product. A 2020 report on the economic significance of the Port of Port Hedland estimated that the Port's supply chain injected \$1.1 billion into the Town's economy in 2018-2019, was responsible for one in every 12 jobs in Western Australia and nearly 60,000 jobs outside the State.

The largest employer in the LGA is mining, generating approximately 4,500 jobs. This is followed by the construction sector generating approximately 1,050 jobs and the transport, postal and warehousing sectors generating approximately 1,000 jobs. In the Local Government Area, there are around 750 local businesses and approximately 10,700 local jobs in total. By 2028-29, it is projected that there will be an additional 5,000+ port supply chain jobs and a further 10,000+ associated jobs.

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 gateway for the export of the Pilbara Region's mineral wealth which generated \$64 billion in export value for Australia in 2020 and involved 57% of all resource exports from Australia. Port Hedland hosts the world's largest bulk export terminal, exporting 538.2 million tonnes in 2019/20 and achieving growth in exports 17 out of the last 18 years. In the 2021-22 period, this exported wealth contributed \$7.5 billion

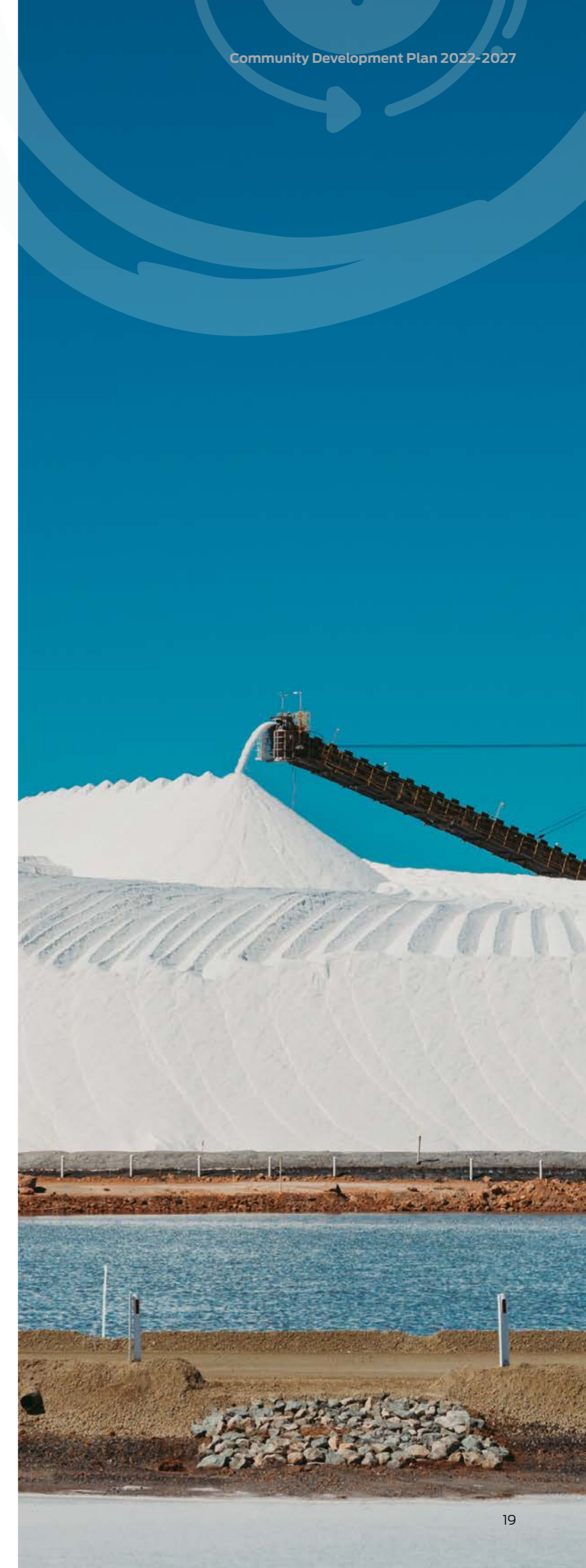
in State royalties in 2020, equivalent to 80 per cent of all State royalties and roughly a quarter of all WA's revenue. Exports through the Port Hedland Port is expected to increase by another 160 million tonnes by 2025 when considering existing major projects. In 2020-21, Port Hedland was named Australia's port of the year at the Australian Shipping and Maritime Industry Awards.

The town is home to major mining companies BHP, Rio Tinto, FMG and Roy Hill, as well as numerous small to mid-tier miners. The economy of Port Hedland is dominated by the mining and resource sector, directly contributing 84% to local Gross Regional Product and a much higher proportion indirectly. Iron ore is currently the dominant resource, representing 99% of all exports through the Port. However, the region has a rich diversity of metals and minerals, including one of the largest hard rock lithium deposits in the world. Other significant resources in the region include magnetite, manganese, gold, salt, copper, potash and offshore natural gas fields.

The pastoral and tourism industries are significant sectors in the town's diverse economy. While a relatively small industry locally, tourism contributes positively to the local economy, injecting \$175 million in 2019 (pre-COVID). Port Hedland welcomed almost 300,000 visitors in 2019. However, nearly two-thirds of visitors were travelling for business purposes. The recent growth of domestic tourism in 2021 within Western Australia is expected to continue to grow as Australian internal and external borders open into 2022 and beyond. Port Hedland International Airport provides an important gateway to the Pilbara.



There is considerable development funding going into renewable hydrogen, renewable energy and other sustainability initiatives in the Pilbara. There is currently an investment pipeline of \$55 billion in major projects considering Port Hedland. The Pilbara Development Commission recently provided a 'Pilbara Investment Snapshot' - a summary of future investment and new job creation in the overall Pilbara region as of June 2021, including projects under consideration, those that are committed and those already under construction. From 92 projects tracked, there is an overall Pilbara investment pipeline of \$170 billion with a job forecast of 53,300 jobs. The town has an aspirational goal of 5,090 more jobs by 2041.



3.5 Strategic Assets and Resources

The Town of Port Hedland is an asset rich community with a plethora of internal tangible and intangible assets. Appendix 1 provides an 'Hedland Asset Map' – a summary of these resources, strengths and capacities. The 'Hedland Asset Map' incorporates the following components:

- > Place-based community groups and networks
- > Aboriginal corporations
- > Economic/businesses strengths
- > Institutional assets
- > Cultural and recreational resources.

The 'Hedland Asset Map' is intended to be more than just an audit. It is the beginning of a much-needed continuous process of resource identification and community connection, engagement and mobilisation.



3.6 Key Community Challenges

Residents' input through the 'Hedland Huddle' conversations were very clear about the critical community issues that required practical response; namely:

- > Community Safety and crime prevention
- > Services and facilities for families and children, including childcare
- > Services and facilities for youth
- > Access to health and community services
- > Access to housing that meets your needs
- > Managing responsible growth and development
- > Services and care available for seniors
- > Council's leadership
- > Advocacy and lobbying on behalf of the community to influence decisions, support local causes, etc.
- > Tourism attractions and marketing
- > Environmental and sustainability
- > High level of 'population churn' resulting in the transitory nature of the community
- > Choice of quality secondary schooling
- > Upward trend in the resources sector placing pressure on the local housing and wages market
- > Physical and cultural community divisions
- > Lack of effective service provider collaboration and cross promotion
- > Limited mental health support services



- > Limited childcare places due to inability to attract and retain qualified staff
- > COVID-19 uncertainty and low vaccination rates
- > Declining volunteerism
- > Street cleanliness, vandalism and litter
- > Alcohol and other drugs
- > Lack of 'vibe' in terms of social, recreational and retail facilities and physical areas
- > Restricted public transport and cycleway options
- > Community communication and information sharing
- > Difficulty in attracting and retaining skilled workforce
- > Short-term or once-off activity and grant-making approaches
- > Limited leadership development opportunities
- > General lack of tourist experiences and products

"A community is a set of opportunities and possibilities."

➔ **Marcus Westbury**

4.

Community Vision and Guiding Principles



4. Community Vision and Guiding Principles

As summarised above, the 'Hedland Huddle' dialogue process clearly identified 17 themes that Hedland residents and groups cared about; namely:

- > Keeping the friendly, welcoming and supportive nature of the community
- > Ensuring community social inclusion and connection
- > Building long-term residency commitment and overcoming the high level of 'population churn'
- > Reducing crime, vandalism, drugs, graffiti, litter, bullying and online harassment
- > Strengthening Aboriginal cultures, traditions, engagement and connection
- > Achieving housing affordability and accessibility
- > Encouraging effective collaboration, coordination and networking among service providers
- > Building capacity of place-based volunteer groups
- > Maintaining and expanding recreational and self-development opportunities for children and young people
- > Creating greater options and support to age well in Hedland
- > Retaining sporting traditions, facilities and opportunities
- > Generating more 'vibe' and variety in social and retail life and areas
- > Improving secondary and tertiary education options and post school pathways
- > Enhancing recreational facilities and green spaces
- > Fostering more family friendly spaces and events
- > Bolstering the protection of the environment.
- > Limited childcare places



These articulated themes provide the basis for the Community Development Plan 2022-2027 vision statement and guiding principles stated below.

4.1 Community Vision Statement

A Vision Statement is a vivid description of what a community aspires to become, without its current barriers, but tied to what it values as a community.

The statement below is the intended outcome of this Plan:

"Together, we strengthen our community for a positive future that is vibrant, caring, connected and inclusive."



4.2 Community Guiding Principles

Guiding principles are the fundamental, moral, and ethical beliefs that we share as a community. They represent core values and capture what a community considers important. They help foster trust, respect, collaboration, and unity.

Mindful of the aforementioned expressed community aspirations and values, the following six community 'Guiding Principles' provide the context for the Community Development Plan's identified actions and initiatives; namely:

- > **Partnership and Collaboration** - committing to a high level of community and stakeholder involvement, cooperation, partnership, collective action and networking
- > **Active Community Engagement and Citizenship** - respecting the contributions of all groups and ages and fostering the mindset and actions that encourage greater community member involvement, volunteerism and ownership

- > **Inclusiveness and Diversity** - promoting a future for all community members, actively strengthening the social fabric of the community, valuing diversity and responding to special needs and disadvantage
- > **Integrity, Openness, Respect and Accountability** - nurturing attitudes and behaviours that result in positive community building, relationships, transparency and enhanced community pride
- > **Respect for Heritage and Environment** - valuing Aboriginal and non-Aboriginal heritage and cultures, and the unique natural and built environment
- > **Asset and Opportunity Focus** - building upon local assets, capacities, skills and creativity; and facilitating experiences that enable all community members to know their community as a place of vibrance and opportunity.

5.

Key Community Strategies





5.

Key Community Strategies



5.1 Focus Area 1: Liveability and Safety

Our community aspirations for the future?

The Hedland community strongly expressed the following messages regarding Hedland's future:

- > Create more community 'vibe' in terms of gathering spaces, retail life, recreational opportunities and cultural experiences
- > Ensure less crime and anti-social behaviours and increase our sense of personal safety
- > Develop greener spaces with less litter and graffiti
- > Increase secondary and post-secondary opportunities, and more local post school pathways
- > Achieve less 'population churn' and more residents making long term residency commitment
- > Normalise the housing market especially in terms of affordability and accessibility
- > Provide more childcare opportunities
- > Retain and strengthen the wide range of recreational club and facility assets
- > Maintain and expand recreational and self-development opportunities for children and young people.



How will we get there?

Goal: Hedland is viewed as a safe community where all residents feel connected to people, place and home.

Priorities:	Key Strategic Responses:
<p>1. Enhancing the sense of community vibrancy.</p>	<ul style="list-style-type: none"> > Develop an iconic waterfront location - Landside Development alongside Spoilbank Marina Development including grassed areas for picnicking and events, public amenities, landscaped gardens and public art > Provide a range of support for community-led, place-based activities including 'Welcome to Hedland' events > Establish a new Arts and Culture Precinct > Attract touring artists and cultural experiences > Actively contribute to 'positive story telling' about Hedland and promote its unique lifestyle. > Employees to Implement an 'Exit Interview' initiative with families planning to depart Hedland, as a question in the Community Perception Survey.
<p>2. Improving housing accessibility and affordability.</p>	<ul style="list-style-type: none"> > Implement actions from the 2021 Housing Summit and develop a long term 'Housing Strategy' to normalise and stabilise the housing market > Encourage DevelopmentWA to bring serviced residential and industrial lots to market > Assist with research and community conversations regarding new low-cost housing options and their implementation > Explore interim short-stay housing options > Continual support of organisations and programs that help vulnerable community members maintain a healthy lifestyle and a stable family environment.
<p>3. Creating safer spaces.</p>	<ul style="list-style-type: none"> > Support for local initiatives focused on a decrease in family domestic violence > Support for local initiatives that enhance stronger family governance and positive parenting > Explore the viability of community patrol services > Advocate and support for actions to discourage harmful alcohol consumption > Encourage and support for non-alcohol events and settings > Implement a shared calendar of activities for youth engagement activities all year round > Research the viability of appropriate "Safe/Boarding House" for young people > Develop evening youth recreation programs > Empower Hedland Aboriginal people to create a safe healing plan and space.





How will we get there?

Goal: Hedland is viewed as a safe community where all residents feel connected to people, place and home.	
Priorities:	Key Strategic Responses:
4. Implementing the South Hedland Place Plan.	<ul style="list-style-type: none"> Support the formation and actions of 'Activate South Hedland' Town Team Appoint a South Hedland Placemaking Facilitator Initiate actions to activate Wise Terrace as a place of comfort not convenience through shade, seating, passive surveillance, and community activity Pilot 'Crime Prevention Through Environmental Design (CPTED)' initiatives Enhance the local shopping experience at the South Hedland Square Shopping Centre through promoting more local food, creative and cultural offerings, and exploring the possibility of retail co-working space Implement a cultural wayfinding plan and project that engages the local community in visually communicating stories of Hedland pride.
5. Facilitating opportunities for greater educational options.	<ul style="list-style-type: none"> Support the existing working group to explore additional secondary and tertiary education options Support investment in the Hedland Senior High School Support the Hedland Home Education Community Support the implementation of the Hedland Maritime training initiative Support the expansion of the Pilbara Universities Centre presence in Hedland Traineeships/current pathways to employment programs.
6. Addressing early years support needs.	<ul style="list-style-type: none"> Continue to support the establishment, operation and extension of Other Hours School Care and Family Day Care ToPH Assessing Childcare Needs Report from listed recommendations. Support meetings, facilitated by the Hedland Collective, to collaboratively monitor existing childcare arrangements, establish ownership/responsibility for developing solutions to key issues, and consolidate resources, where appropriate, across the childcare sector Support the advocacy of Pilbara Local Governments to investigate the opportunities associated with the creation of a Pilbara Designated Migration Area (DAMA) for childcare employees Advocate to State and Federal Governments for improvement of worker conditions in the childcare sector.



How will we get there?

Goal: Hedland is viewed as a safe community where all residents feel connected to people, place and home.	
Priorities:	Key Strategic Responses:
7. Empowering stronger family governance.	<ul style="list-style-type: none"> Create more opportunities and support for services, agencies and programs focused on building strong families Support the 'Fathering Project' in the Hedland Community Create and support low-cost, fun family friendly activities Broaden the participation in parenting workshops and services Enhance the appeal of infrastructure and programs to non-conventional families (Foster, Single Parents).
8. Facilitating opportunities for greater local employment opportunities.	<ul style="list-style-type: none"> Support the continuous expansion of the Hedland Senior High School's 'HSHS School-based Traineeship Program'. Create ongoing opportunities for full-time apprenticeships and school-based traineeships at ToPH Improve the recruitment and retention of Aboriginal people employed by the ToPH.
Performance Indicators:	
<ul style="list-style-type: none"> Improved public perception of Hedland Improved resident perception of security and personal safety Improved resident perception of Hedland's 'vibe' factor and increase in appealing community spaces Decrease in statistics related to domestic family violence Increase in the number of childcare places and a greater variety of care options and service provision Implementation of the South Hedland Place Plan Increased local employment and training options Growth in the number of students and local businesses participating in the 'School-Based Traineeship Program' Creation of 15 ToPH apprenticeship and traineeships positions Operation of effective community patrols Implementation of a 'Boarding/Safe House' arrangement Implementation of evening recreational youth options Improved perception of greater local educational outcomes and choice. 	





5.2 Focus Area 2: Inclusion, Social Connection and Accessibility



Our community aspirations for the future?

The Hedland community strongly expressed the following messages regarding Hedland's future:

- > Maintain that 'Hedland heart' and the community's welcoming and friendly spirit
- > Enable greater social inclusion of, and connection across cultures of people living with disability
- > Ensure more engagement with community as the first step in co-designing the future
- > Enable better awareness and communication of services, programs and opportunities
- > Provide more family friendly spaces and events
- > Develop Hedland as an age-friendly community and a place for retirement



How will we get there?

Goal: Hedland becomes a community where all members experience community connection, inclusion, and a sense of pride in our history, diversity, uniqueness, achievements, structures and future.

Priorities:	Key Strategic Responses:
<p>1. Encouraging youth empowerment and active community involvement.</p>	<ul style="list-style-type: none"> > Formulate and implement a 'Youth Development Plan'. > Design and implement a 'Hedland Promise' for all young people that involves access to: <ul style="list-style-type: none"> • a meaningful employment and training option post-school • opportunity to experience an iconic <i>"Over the Horizon"</i> leadership and personal development experience • a mentor • personal development experiences and critical tools to succeed and build resilience • safe places to learn and grow • opportunities to make a positive difference to the world. > Identify and implement the best mechanisms and approach to enhance local youth participation in local governance structure and leadership roles in the wider community > Continue the opportunity for local youth to participate in Leeuwin Ocean Adventures > Explore the introduction of The International Duke of Edinburgh Award Scheme > Attract a PCYC presence in Hedland.
<p>2. Enhancing place-based mental health support initiatives.</p>	<ul style="list-style-type: none"> > Support the implementation of the 'Hedland Community Wellbeing Action Plan' > Support new initiatives associated with men's mental health > Encourage greater community adoption of mental health first aid training opportunities.





How will we get there?

Goal: Hedland becomes a community where all members experience community connection, inclusion, and a sense of pride in our history, diversity, uniqueness, achievements, structures and future.

Priorities:	Key Strategic Responses:
3. Strengthening community and neighbour connection.	<ul style="list-style-type: none"> Support Hedland's place-based and community-led Town Teams in their activation of their designated communities Promote the ToPH's 'Friendly Neighbourhood Grant' to encourage applications and further neighbourly activations e.g., street or park barbeques to build a stronger sense of community and safety Continue investment in building community capacity to host a wide range of festivals and special events Adopt and promote the 'Act-Belong-Commit' philosophy and marketing by Hedland groups and events Develop a Welcome to Hedland information pack for newcomers.
4. Improving local transport options.	<ul style="list-style-type: none"> Complete key walking/cycling connections - Wilson St bike lane extension linking South and Port Hedland and foreshore access Construct a footbridge between Pretty Pool and Cooke Point Acquire a ToPH Community Bus Improve public transport services and frequencies throughout both residential and industrial estates, especially after hours Encourage online ride-share platforms.
5. Supporting community members living with disabilities and their carers.	<ul style="list-style-type: none"> Maximise Hedland access and connection to National Disability Insurance Scheme (NDIS) Review the ToPH Disability Access and Inclusion Plan (DAIP) and establishment of a Council DAIP reference group Develop more options to support community carers and their respite needs Explore support options for individuals who identify as neurodivergent and community linkages for their families.



How will we get there?

Goal: Hedland becomes a community where all members experience community connection, inclusion, and a sense of pride in our history, diversity, uniqueness, achievements, structures and future.

Priorities:	Key Strategic Responses:
6. Supporting the LGBTQIA+ community.	<ul style="list-style-type: none"> Support community groups such as Port Hedland Lesbian and Gay (PHLAGS+) and their community events. Provide opportunities for awareness and tolerance for differences of sexual preference, gender and identity.
8. Encouraging age-friendly initiatives.	<ul style="list-style-type: none"> Support establishment of a Hedland Men's Shed facility and programs Continue the ToPH 'Senior Adults Living Triumphantly (SALT)' Program Aging in place initiatives and carers of those living with a disability or complex implications of cognitive decline (Memory Loss, Mental health condition etc.) Encourage support programs that enhance Hedland to be a place to age well. Promote local positive aging stories.
Performance Indicators:	
<ul style="list-style-type: none"> Increased number of residents participating in welcome events. Increased proportion of families viewing Hedland as their long-term home. Improved ageing in place support options and the number of residents opting to retire in Hedland. Consolidation of a Hedland Men's Shed and growth in programs. Improved sense of community tolerance of diversity. 	

"Communities have the capacity of providing something for everyone... only because, and only when, they are created for everybody"

→ Jane Jacobs



5.2 Focus Area 3: Leadership, Capacity Building and Partnerships

What are our community aspirations for the future?

The Hedland community strongly expressed the following messages regarding Hedland's future:

- > Ensure improved collaboration, coordination and networking among service providers
- > Assist with practical actions in building the capacity of place-based volunteer groups
- > Improve the promotion of, and access to services and programs and opportunities within the community
- > Increase the number of residents willing to get involved as volunteers
- > Enhance cross promotion of opportunities between service and program providers



How will we get there?

Goal: Hedland is recognised as a community that appreciates, supports and promotes active community participation, volunteerism, local leadership and strong partnerships.

Priorities:	Key Strategic Responses:
1. Promoting and supporting volunteerism, active citizenship and mentorship.	<ul style="list-style-type: none"> > Design and deliver a program aimed at building the capacity of local place-based community groups and enhancing the knowledge and skill set of their leadership > Maximise the effective usage of the willingness of industry and major companies to allocate team volunteering times to community > Communicate resonating stories of local community leaders via media and special events to attract more involvement in volunteering roles.
2. Improving sponsorship & grant funding delivery.	<ul style="list-style-type: none"> > Instigate a funding forum convened by ToPH that bring together all major funders to identify priorities and enhance collaboration > Continuous streamline of the community grant processes of ToPH > Provide practical and mentoring support for place-based groups regarding local and state grant submissions.
3. Coordinating on-going learning and leadership development.	<ul style="list-style-type: none"> > Continuous identifying of emerging young Hedland leaders and the provision of relevant training experiences > Continue support for the Aboriginal community forums and support for network meetings > Create and promote a calendar of training events for local community builders.
4. Creating powerful partnerships.	<ul style="list-style-type: none"> > Invest in the development of powerful partnerships both externally and internally > Strengthen key stakeholder collaboration networks with the focus on collective action: <ul style="list-style-type: none"> • Hedland Aboriginal Support Network • Hedland Community Safety Advisory Forum • Hedland Community Wellbeing Working Group • Hedland Family Domestic Violence Action Group • Hedland Youth Stakeholder Action Group • Pilbara Childcare Collaboration Network. > Support the Hedland Collective and its priority collaborations: <ul style="list-style-type: none"> • Childcare • Investment in Hedland Senior High School • School-based traineeships.





How will we get there?

Goal: Hedland is recognised as a community that appreciates, supports and promotes active community participation, volunteerism, local leadership and strong partnerships.

Priorities:

2. Coordinating systematic asset mapping and connecting of the Hedland community.

Key Strategic Responses:

- > Instigate an asset mapping initiative that continuously discovers, maps and connects and applies the multiple assets of the Hedland community to action
- > Promote the value of effective asset mapping for all local organisations
- > Coordinate the promotion and effective use of ToPH online community events calendar.
- > Create a central 'One Stop Shop' facility to improve coordination, awareness and access to community information, services and opportunities.

Performance Indicators:

- > Increased number of residents participating in welcome events
- > Increased proportion of families viewing Hedland as their long-term home
- > Improved ageing in place support options and the number of residents opting to retire in Hedland
- > Consolidation of a Hedland Men's Shed and growth in programs
- > Improved sense of community tolerance of diversity.



"Communities must have people - Community Builders - who vigorously encourage and support a wide range of activities which benefit the community. These builders aren't self-serving. They're interested in improving and perpetuating their communities. Find a community with community builders and you'll find a community that works"

→ Robert Manley



5.4 Focus Area 4: Recognition and Celebration of Cultural Diversity and Strengths



Our community aspirations for the future?

The Hedland community strongly expressed the following messages regarding Hedland's future:

- > Identify and interpret more sites and stories related to Aboriginal heritage and culture
- > Better utilise the richness of Hedland's multicultural assets and talents
- > Ensure local Aboriginal people have more active participation in community voice and decision-making
- > Provide more cultural tourism experiences for both residents and visitors



How will we get there?

Goal: Hedland is known as a community that respects our indigenous and non-indigenous diversity, heritage, cultures and contributions.

Priorities:

Key Strategic Responses:

1. Building community cultural competency and tolerance.

- > Develop new tools and programs to enhance **cultural competency** in the Hedland community
- > Build better **understanding of local Aboriginal language groups**, their significance and community contributions
- > Create an **'information pack'** incorporating resources and contact details for community groups to respectfully access and take into account cultural practices i.e. Acknowledgement of Country to build cultural understanding and constructive relationships and practices in Hedland to ensure that Hedland places and institutions are welcoming to people of all ages and heritages.

2. Broadening awareness of local Aboriginal cultures and Traditional Owners.

- > Support the **Wangka Maya Pilbara Aboriginal Language Centre** to expand their education and cultural awareness activities
- > Identify and Incorporate **Aboriginal language and stories in public spaces and facilities**
- > Acknowledge publicly the **history of local Aboriginal peoples**
- > Support the development of **new Aboriginal cultural tourism experiences and product**
- > Celebrate **key National Aboriginal events**.

3. Continuously strengthening ToPH Aboriginal and Torres Strait Islander active engagement in Hedland community consultation, decision making and actions.

- > Formulate and activate the **'Aboriginal Partnership Plan'**
- > Strengthen **key partnerships with local aboriginal language groups, organisations, and remote communities**
- > Create more **leadership development experiences for emerging Aboriginal leaders**
- > Strengthen **forums that enable local Aboriginal people to contribute more effectively to community voice and decision making**.





How will we get there?

Goal: Hedland is known as a community that respects our indigenous and non-indigenous diversity, heritage, cultures and contributions.

Priorities:

4. Building on the strengths of Hedland’s multi-cultural assets.

Key Strategic Responses:

- > Strengthen multi-cultural connections
- > Increase access to translation services
- > **Support outreach CaLD initiatives** such as Pilbara Community Service ‘Cooking Up A Storm’ program and other **CaLD community events.**

Performance Indicators:

- > Completion and activation of the ‘Aboriginal Partnership Plan’
- > Access to new Aboriginal tourism experiences and products
- > Demonstration of improved cultural competence within the wider community
- > Demonstration of improved effective engagement of Aboriginal people in community consultation and decision making
- > Instigation of a Multi-Cultural Reference Group
- > More opportunities to learn about connection to Kariyarra country through local heritage interpretation and stories
- > Greater public acknowledgement and interpretation of the heritage of local Aboriginal peoples throughout Hedland and the Pilbara
- > Introduction of a ‘Hedland Information Pack’.



“Every living person has some gift or capacity of value to others. A strong community is a place that recognises these gifts and ensures they are given. A weak community is a place where lots of people can’t or don’t give their gifts”

 Jody Kretzmann



5.5 Focus Area 5: Healthy Environments, Sustainability and Connection to Country



Our community aspirations for the future?

The Hedland community strongly expressed the following messages regarding Hedland's future:

- > Enable more opportunities for young Aboriginal people to connect with their Country
- > Bolster the protection of the environment.
- > Create more employment opportunities related to opportunities on Country



How will we get there?

Goal: Hedland is respected as a community which enhances and protects our beautiful natural environment and diverse and prolific flora and fauna.

Priorities:	Key Strategic Responses:
<p>1. Caring for local flora and fauna.</p>	<ul style="list-style-type: none"> > Support for local initiatives to care for local flora and fauna > Examine the inclusion of native flora community bush gardens at JD Hardie Youth and Community Hub and South Hedland Town Square > Implement the 'Coastal Management Foreshore Strategy' > Implement ToPH Plastic Free policy across programs and events.
<p>2. Encouraging greater community pride in the local environment and active participation in environmental initiatives.</p>	<ul style="list-style-type: none"> > Support for Care for Hedland environmental protection initiatives > Encourage greater participation in 'Containers for Change' initiative > Support kerb-side recycling > Support environmental education programs in local schools > Co-design with community and establish a Community Recycling Centre / Tip Shop at ToPH Landfill. > Design and establish a new ToPH Animal Control / Pound Facility.
<p>3. Developing opportunities for Aboriginal people to connect more to their Country.</p>	<ul style="list-style-type: none"> > Support local initiatives that enable young Aboriginal people to connect with their Country > Expand JD Hardie Youth and Community Hub – Youth Programs to include regular excursions and enriching experiences to natural sites around Hedland and Pilbara > Explore the creation of more ranger-based employment initiatives within the Hedland community > Explore the creation of practice-based on-country employment options especially related to health and aging in place initiatives.





How will we get there?

Goal: Hedland is known as a community that respects our indigenous and non-indigenous diversity, heritage, cultures and contributions.

Priorities:

4. Supporting greening initiatives.

Key Strategic Responses:

- > Implement a **five-year street tree planting programme** involving the planting of 1,200 trees adjacent to high-volume roads.
- > Support the **West End Greening program**.
- > Organise **community planting days** and vegetate the verge of streetscapes in key high visual community locations.

Performance Indicators:

- > Greater opportunities for young Aboriginal people to connect with their Country
- > Creation of new employment opportunities related to Country
- > Greater demonstration of community appreciation of Hedland's unique national environment, flora and fauna.



"Take care of the land, and it will take care of you. Take what you need from the land, but need what you take"

→ Aboriginal saying

6. Implementation, Monitoring and Review



An **Annual Implementation Plan** will be developed by the Community Development Team as an internal working document, outlining specific actions, budget, delivery partners, success measures and timelines for each of the 28 *'Priority Areas'* and the corresponding 121 *'Key Strategic Responses'*. Most *'Key Strategic Responses'* will be delivered within existing budgets. Any additional funding required will be identified in the Annual Implementation Plan and will be the focus of collaborative partnerships with other agencies and the result of external funding.

At the end of each year of implementation, the Community Development Plan will be reviewed by the Community Development Team utilising the **'Results Based Accountability Framework'** which utilises a set of qualitative and quantitative indicators to respond to the following three questions:

- > **How much did we do?**
- > **How well did we do it?**
- > **Is anyone better off?**

In 2026, a comprehensive **Review** will be undertaken with the assistance of an external evaluator. This Review will be a critical resource in the formulation of the 2028-33 Community Development Plan.

7.

Role of ToPH in Community Development



7. Role of ToPH in Community Development



The ToPH is strongly committed to proactive community building and providing the leadership, coordination, advocacy and guide service provision to ensure the Hedland community continues to evolve as a vibrant, caring, connected and inclusive community. Through its current Community Services Directorate, it provides a wide range of services to underpin these roles.

7.1 Community Engagement Team

The role of the Community Engagement Team is to develop and implement meaningful and effective community engagement programs and projects that support the Town's projects, service delivery and strengthen the relationship within our community.

Role to Team members is –

- > To build relationships, networks, leadership, community spirit, positivity and capacity within the Hedland community
- > To enable Hedland community members and groups to design, develop, and implement initiatives that build community, activate community spaces and facilitate positive change

- > To build strategic partnerships between the ToPH, community members, local organisations and local industry/businesses to enhance liveability and opportunities within the Hedland community
- > To advocate for access and social inclusion across all services
- > To facilitate and support community building programs, projects, events and initiatives regardless of age, gender, ethnicity or ability
- > To administer local community grant funding targeting community development outcomes that respond to local needs
- > To collaborate with all ToPH business units to deliver integrated community development outcomes consistent with the Town's *Community Strategic Plan 2018-2028*.

7.2 Grant Funding

The ToPH adopted a new grants program in October 2018 to encourage greater diversity of applications. The program is currently divided across four grants streams (Annual, Arts & Culture, Sports & Recreation and Community Activation) and has supported over 160 grant applications with over \$350,000 funding contributions across the last 3 years (2018-2021). This includes contributions to local community activations, programs events, boost various learning and development initiatives across Hedland or opportunities to attend key national or international events. The streams are sub-divided into twelve, specific grant categories which are targeted based on the interests of both incorporated and non-incorporated community groups, clubs or supporting individual artist's, rising athletes, community members or residents individual support needs. The program aims to support those cultivating friendly neighbourhoods and continuously promote and cultivate the role of an active community plays in physical, social and mental wellbeing of daily life.

- > Better reflect the diversity in the types of community groups across Hedland
- > Reach organisations which may not have applied for local community funding in previous years
- > Foster the establishment of new not-for-profit organisations and growing organisations to design, implement community-focused projects
- > Activate spaces across Hedland to *continuously cultivate* a shared sense of community
- > Increase the amount of money and expand on areas of key focus such as mental health and wellbeing initiatives to be distributed to organisations compared to previous years.

7.3 Youth Services Team

A key activity of the Youth Services Team is to operate the JD Hardie Youth and Community Hub (JDHYCH). This one stop shop for youth services provides a space for young people and their family networks to socialise, engage in structured activities, learn new skills and discover opportunities to create their own future.

The JDHYCH is the premier venue for youth services in the Hedland community. Throughout the school term and school holidays, staff at the JD facilitate a cross section of activities and programs for young people to enjoy.

7.4 Sports and Facilities

Role of team members is –

- > To build relationships, networks and capacity within the Hedland sport and recreation community, State Sporting Associations and other relevant stakeholders
- > Provision of support, advice and guidance to new and existing sport and recreation clubs and associations
- > Facilitate training/workshops/development opportunities for community sport and recreation volunteers to foster sustainable, inclusive clubs
- > Provide opportunity for the promotion of community sport
- > Act as a conduit for communication between sport and recreation clubs and relevant Town departments – "one stop shop"
- > Process Port Haven bookings
- > Collaborate with relevant ToPH business units and stakeholders to support the development of fit for purpose sporting facilities and precincts

"Vision is the painting of a picture that brings passion in people."

Bill Hybels

7.5 Management of Key Recreational Infrastructure

The ToPH manages a variety of modern recreational facilities catering to the region's diverse sporting, fitness and leisure needs.

Due to the remote and sometimes isolated nature of Port Hedland and surrounding catchment areas, the Town understands the importance that access to health and wellness facilities has on the physical and mental wellbeing of our community members, but also in improving the liveability of Port Hedland itself.

Key facilities include:

- Wanangkura Stadium: a multipurpose recreation centre which facilitates a variety of recreation and leisure service offerings
- Gratwick Aquatic Centre & Health Club: a combined gym and aquatic centre
- South Hedland Aquatic Centre: an outdoor aquatic and recreation centre
- The Leisure Team works closely with the community to promote health, recreation, fitness and sporting activities and programs, removing barriers to entry for health and wellness services through a variety of affordable community focused programs and initiatives.



7.6 Arts, Culture and Events Coordination

The Arts, Culture and Events Team are responsible for the strategic direction of the Town's arts, culture and events portfolio. The Team works towards activities that meet the outcomes of the Town's Arts and Cultural Strategy through development and programming, as well as the review and implementation of strategies within the portfolio. The Team manages three main areas: Arts and Culture Programming/Events, Public Art and the Matt Dann Theatre and Cinema.

Role of Team members is-

- To provide the local community with vibrant art, cultural and events experiences
- Facilitate opportunities for the local community to participate and develop skills within the arts and culture sector
- Establish and maintain contact with relevant stakeholders
- Program and run the Matt Dann Theatre and Cinema
- Champion local artists in Hedland
- Provide a year-round calendar of free community events for locals to attend

7.7 Libraries

The ToPH Libraries continue their delivery of high-quality services to the community, engaging a cross section of local residents and visitors of all backgrounds and ages with a range of unique initiatives both in Port and South Hedland.

Hundreds of complimentary programs such as Early Year Rhyme Time, Story Time, Lego Club activities and organic book club groups are held throughout the year. Older Wiser Library Sessions (OWLS) are held each week, together with a number of one-off events including involvement in Indigenous Literacy Day and Book Week. School holiday craft activities are also held throughout the year, together with an array of "meet the author" sessions.

A project to add historical photos to the library catalogue was initiated in 2020 to make the Local History collection more accessible to the community. The ToPH *Library Strategy 2021-2025* is focused on providing services, programming and resources that meet the current and future needs of our community.

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- Port Hedland Seafarers Centre
<https://www.phseafarers.org>
- Port Hedland Volunteer Fire and Rescue Service
<https://www.facebook.com/PHVFRS>
- RDA Pilbara
<http://www.rdapilbara.org.au>
- Relationships Australia
<http://relationships.org.au>
- RLSSWA
<https://royallifesavingwa.com.au>
- Spinifex Hill Studio
<https://www.spinifexhillstudio.com.au>
- Thriving Futures
<https://thrivingfutures.org.au>
- Town of Port Hedland
<https://www.portheadland.wa.gov.au>
- WA Country Health Service
<https://www.wacountry.health.wa.gov.au>
- WA Department of Communities
<https://www.wa.gov.au/organisation/department-of-communities>
- WA Department of Communities - Child Protection and Family Support
<https://www.dcp.wa.gov.au/Pages/Home.aspx>
- WA Department of Education
<https://www.education.wa.edu.au>
- WA Department of Local Government, Sport and Cultural Industries
<https://www.dlgsc.wa.gov.au>
- WA Department of Planning, Lands and Heritage
<https://www.wa.gov.au/organisation/department-of-planning-lands-and-heritage>
- WMHSAC
www.wmhsac.com
- WMPALC
<https://www.wangkamaya.org.au/home>
- YIC
<http://www.yic.com.au>



Glossary of Terms

Access and inclusion: refers to equitable access to services, facilities, buildings and information in a way that facilitates increased independence, opportunities and inclusion within the community for all community members.

Asset-mapping: a systematic process of discovering, cataloguing and connecting key resources, benefits, activities and services within the community, such as individuals' skill and passion sets, organisational resources, physical space, institutions, clubs, and elements of the local economy. Asset mapping helps to identify community assets, capacities and strengths.

Co-design: refers to a participatory approach to designing strategies and solutions, in which community members are treated as equal collaborators in the design process.

Collaboration: represents a purposeful relationship in which parties chose strategically to cooperate in order to achieve shared outcomes.

Collective Impact: a disciplined approach to multi-sector collaboration and systems change aimed at addressing complex issues. The Collective Impact framework involves five core conditions namely: development of a common agenda; utilising shared measurement to understand progress; building on mutually reinforcing activities; ensuring continuous communications and creating a 'backbone' organisation to move the collaboration forward.

Community: a broad term used to define groups of people and their sense of attachment; whether they are stakeholders, interest groups, citizen groups, etc. A community may be community of place, a community of interest, or a community of affiliation or identity. Most people belong to multiple communities.

Community Capacity: refers to the ability of a community to develop, mobilise and use resources and skills to achieve its goals and manage change.

Community Development: represents that capacity of people to work collectively in addressing common interests, opportunities and challenges in building a positive future. It involves a number of processes that bring people together to influence change, generate solutions or achieve outcomes that improve the quality of life for those within the community.

Community Engagement: a process which empowers and facilitates community members and groups to provide input to community decision making.

Community Planning: the process through which a community develops a shared vision of the future, then determines the best way to make this vision occur.

Crime Prevention Through Environmental Design (CPTED): a set of design principles used to discourage crime and promote security through natural surveillance of buildings, town centres and public spaces.

Hedland Huddle: a ToPH program of community engagement events that involved hosting and facilitation of a range of community conversation sessions engaging community residents, businesses and organisations.

Key Stakeholder(s): a person, a group or organisations that have an interest or can be affected by an action, issue or decision.

Local Economic Development: that sustained and united effort by the whole community to utilise their social, human, physical and financial resources to enhance their local economic and employment opportunities and their quality of life.

Place-based Community Group/Organisation: a not for profit organisation, club or group consisting of people within a locality that share common interests. It is an entity that carries on activities for a public purpose. It includes sporting clubs, faith communities, social clubs, arts and cultural groups and service organisations.

Placemaking: strengthening the connection between residents and the places they share, placemaking refers to a collaborative process by which community members shape their public domain in order to maximise shared value, appeal and create quality public spaces that contribute to people's health, happiness, and wellbeing. Community-based participation is central to placemaking.

Project/Program: a planned initiative aimed at achieving a desired outcome within a defined scope and resource allocation.

Relationships: represent those intentional and purposeful interactions between people.

Resilient Community: a community which takes intentional action to strengthen the personal and collective capacity of its residents and institutions to positively influence future social and economic change.

Service Provider: an institution organised for the specific purpose(s) of supporting individuals and groups experiencing life challenges.

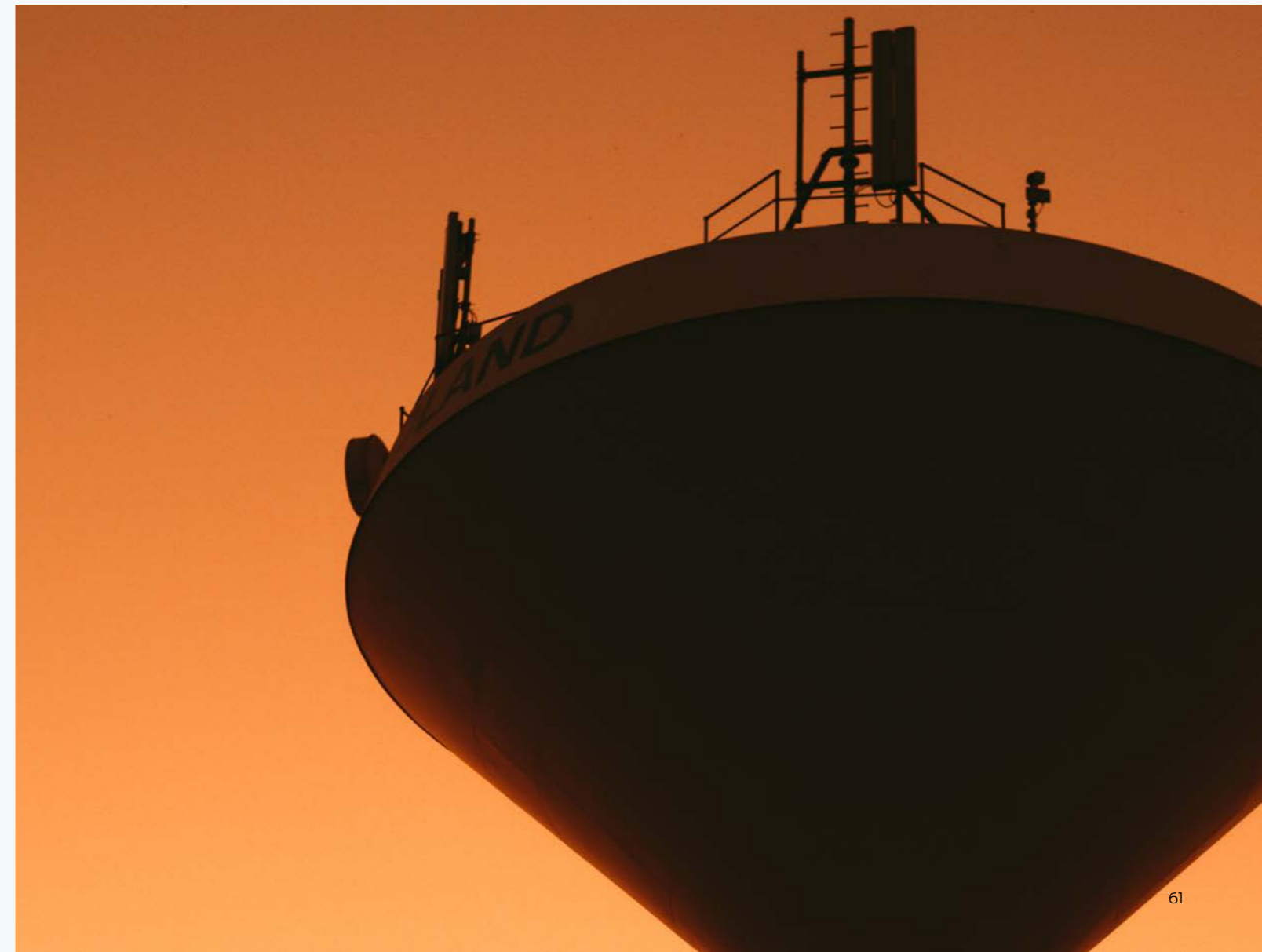
Social Capital: those features of social organisation like networks, the quality and intensity of civic involvement, the level of trust and norms that exist between individuals and/or groups within a community, and which facilitate and strengthen cooperation and coordination for mutual benefit.

Social Enterprise: businesses that operate in the marketplace, but have defined primary social, cultural or environmental purposes consistent with a public or community benefit.

Wayfinding: refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space. It can include physical elements such as urban design, architecture, landmarks, lighting, footpaths, landscaping and signage.

"Community has the power to change everything. No amount of innovation, individual brilliance, or money can transform our broken society as effectively and sustainably as building community."

→ John Kania



Acronyms and Abbreviations

A-B-C: Act-Belong-Commit Campaign
ABS: Australian Bureau of Statistics
AFLS: Aboriginal Family Law Services
ANW: Australia's North West Tourism organisation
AOD: Alcohol and Other Drugs
BBRF: Building Better Regions Fund
BOI: Bank of I.D.E.A.S.
CME: Chamber of Minerals and Energy
CPTED: Crime Prevention Through Environmental Design
CSP: Community Safety Plan
DAIP: Disability Access and Inclusion Plan
DATS: Drug and Alcohol Treatment Service.
DFES: WA Department of Fire and Emergency Services
DPC: WA Department of the Premier and Cabinet
DoC: Department of Communities
DoE: WA Department of Education
DoH: WA Department of Health
DLG: District Leadership Group
DLGSC: WA Department of Local Government, Sport and Cultural Industries
DPLH: WA Department of Planning, Lands and Heritage
EPIC: Empowering People in Communities
HASL: Hedland Aboriginal Strong Leaders
HASN: Hedland Aboriginal Support Network
HCR: Hedland Community Radio
HCSAG: Hedland Community Safety Action Group
HCSAF: Hedland Community Safety Advisory Forum
HCWBWG: Hedland Community Wellbeing Working Group
HEYN: Hedland Early Years Network
HFVAG: Hedland Family Violence Action Group
HMI: Hedland Maritime Initiative
HSHS: Hedland Senior High School
HWWC: Hedland Well Women's Centre
HYSAG: Hedland Youth Stakeholder Action Group

IAP2: International Association for Public Participation
IBN: Yinhawangka, Banyjima and Niyaparli Peoples
KNAC: Karlka Niyaparli Aboriginal Corporation
LDAG: Local Drug Action Group
JDHYCH: JD Hardie Youth and Community Hub
KAC: Kariyarra Aboriginal Corporation
LGBTQIA+: Lesbian, Gay, Bisexual, Transgender, Intersex
MHC: Mental Health Commission
NDIS: National Disability Insurance Scheme
NIAA: National Indigenous Australian's Agency
PAV: Pilbara Aboriginal Voice
PCADS: Pilbara Community Alcohol and Drug Service
PCLS: Pilbara Community Legal Services
PCYC: Police and Citizen's Youth Centre
PDC: Pilbara Development Commission
PERO: Pilbara Education Regional Office
PHAODMP: Port Hedland Alcohol and Other Drug Management Plan
PHCCI: Port Hedland Chamber of Commerce and Industry
PHIC: Port Hedland Industries Council
PHLAGS+: Port Hedland Lesbian and Gay
PHVBS: Port Hedland Voluntary Buy-Back Scheme
PHVFRS: Port Hedland Volunteer Fire and Rescue Service
PMHS: Pilbara Mental Health Service
PMMRAC: Pilbara Meta Maya Regional Aboriginal Corporation
PPA: Pilbara Port Authority
RDA Pilbara: Regional Development Australia Pilbara
RFDS: Royal Flying Doctor Service
REIWA: Real Estate Institute of WA
RLSWA: Royal Life Saving Society WA Inc.
SAFE: Saving Animals from Euthanasia
SALT: Senior Adults Living Triumphantly



SEIFA: Socio-Economic Indexes for Areas
SES: State Emergency Service
SMF: Stephen Michael Foundation
ToPH: Town of Port Hedland
TAFE: Technical and Further Education
WA: Western Australia
WACHS: WA Country Health Service
WACOSS: WA Council of Social Services
WALGA: Western Australian Local Government Association
WMPALC: Wangka Maya Pilbara Aboriginal Language Centre
WAPHA: WA Primary Health Alliance
WAPOL: WA Police
WMHSAC: Wirraka Maya Health Service Aboriginal Corporation
WPMCS: West Pilbara Mobile Children's Service

YACWA: Youth Affairs Council WA
YIC: Youth Involvement Council
YMAC: Yamatji Marlpa Aboriginal Corporation
YMCA: Young Men's Christian Association

Appendix 1

Hedland Asset Map

Community Development Plan 2022



Appendix 2

TOPH Core Community Engagement Principles

The TOPH commits to the International Association for Public Participation (IAP2) Core Values including:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will be considered in making the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

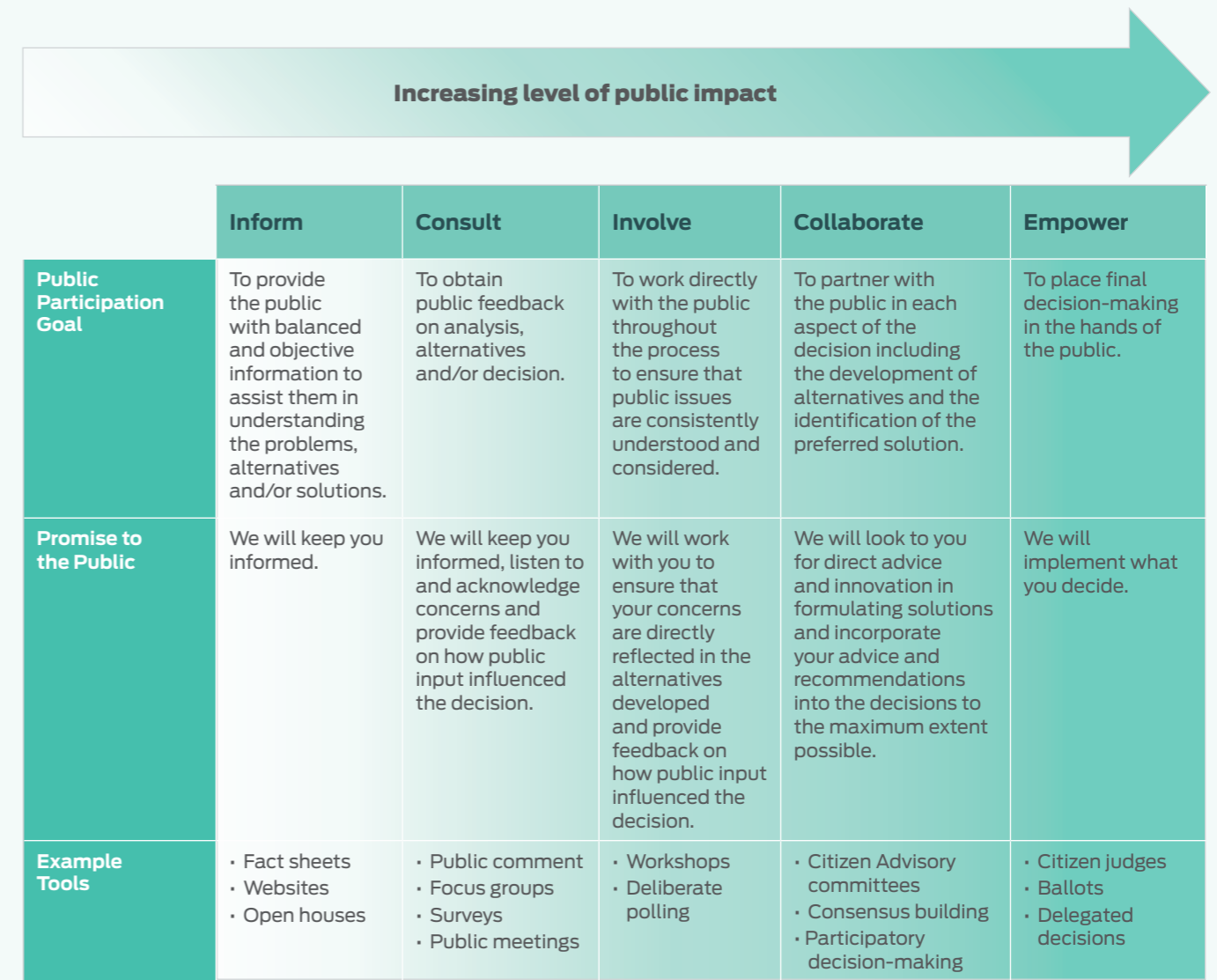
Community engagement within Hedland occurs for a variety of levels for public influence. The TOPH has adopted the 'Public Participation Spectrum' developed by IAP2 which identifies the possible methods of engagement relative to the level of impact that the community would have on decision-making. The types of engagement include: inform, consult, involve, collaborate and empower.

Figure 2 (at right) illustrates five levels of engagement, their purpose or promise and some examples offered by this model. The Town of Port Hedland commits to different levels of engagement, depending on the project or the issue, and its impact on the local community.

The TOPH aims to identify genuine opportunities for the opinions, expertise and concerns of the community to play a part in Town activities and projects. For this to occur, TOPH seeks to ensure that the engagement methods used are appropriate to the stated purpose or goal and reflect the aforementioned Core Values.

The TOPH also commits to diversity and inclusiveness:

1. TOPH acknowledges the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of the Town of Port Hedland lands. It recognises their strength and resilience and pays respects to their Elders past and present. TOPH commit to engaging with the Aboriginal and Torres Strait Islander community and their key organisations.
2. TOPH commits to provide equity in opportunities for people with diverse range of needs, contributions and opinions to participate fully in engagement activities.



The Public Participation Spectrum (Figure 2)

Appendix 3

Summary of Engagement Activities and Conversations

23

Total number of events / workshops

108

Total number of meetings

Events/Workshops

- > Hedland's Got Talent Final
- > NAIDOC Open Day, Slam Special and Concert
- > Town Team Movement Presentation and Sundowner
- > Youth Big Idea BBQ
- > Spinifex Spree
- > Hedland Senior High School Sports Carnival
- > Have A Try Night-Aquatics Centre
- > Town Bloc Party
- > JD Kid's Club Morning Tea
- > Councillor Briefing Workshop x2
- > Youth Hedland Huddle
- > Local Disability/NDIS Information Night
- > ToPH Aboriginal Staff
- > ToPH Community Development Team x3
- > Place Plan Co-Design Staff Workshop
- > Hedland Taekwondo and Dance
- > Youth Team Workshop
- > EPIC Young Men's Group

Meetings/Conversations

- > Meetings/Conversations:
- > 514 ACU Australian Army Cadets
- > Activate South Hedland
- > Apprenticeship Australia
- > PJ for Foster Care Day – Community Breakfast
- > Hedland Home School Community Workshop
- > Courthouse Art Gallery youth engagement activity
- > Yandeyarra Community School Visit

- > Strelley Community School Visit
- > Ashburton Youth Engagement
- > BHP Community Office
- > Bloodwood Tree Association x2
- > C3 Church x2
- > Career and Skills Centre
- > Child Australia
- > Child & Parent Centre YMCA
- > Clontarf
- > Courthouse Gallery
- > Creating Communities
- > Dept of Communities
- > EPIC
- > Fathering Project
- > (F)empowered Communications
- > Headspace
- > Hedland BMX
- > Hedland Collective x2
- > Hedland Community Radio x2
- > HCSAF x2
- > HCWBWG x2
- > Hedland Junior Football Club
- > Hedland Maritime Initiative
- > Hedland Men's Shed
- > Hedland Senior High School
- > Hedland Toy Library
- > Hedland Well Women's Centre
- > Hedland young entrepreneurs.
- > Honourable Ken Wyatt AM MP. Minister for Indigenous Australians
- > Hope Community Services
- > HYSAG x3
- > IBN
- > Inclusion Solutions

- > Julyardi Aboriginal Corporation x2
- > Karlka Nyiyaparli Aboriginal Corporation
- > Kariyarra Aboriginal Corporation
- > Lotterywest
- > Kevin Michel MLA, Member for Pilbara
- > Leeuwin Ocean Adventures Foundation x2
- > Mission Australia
- > NIAA
- > North Regional TAFE – Pundulmurra Team x2
- > OIC South Hedland Police
- > PHLAGS
- > Phoenix Security
- > Pilbara Aboriginal Voice
- > Pilbara Community Legal Services
- > Pilbara Development Commission x2
- > Pilbara Mental Health Service
- > Pilbara Port Authority x2
- > Pilbara Universities Centre
- > Police Community Engagement Team
- > Polly Farmer Foundation
- > Population Health – WACHS
- > Port Hedland Aboriginal Fellowship
- > Port Hedland Chamber of Commerce
- > Port Hedland Historical Society x2
- > Port Hedland Industries Council
- > Port Hedland Mission to Seamen
- > Port Hedland School of the Air
- > Port Hedland Speedway Club
- > RDA Pilbara
- > Royal Life Saving WA x2
- > Shooting Stars
- > St Cecilia's Catholic Church

- > St Matthews's Anglican Church
- > South Hedland Mosque
- > The Duke of Edinburgh's International Award Scheme
- > The Junction Co x2
- > Spinifex Hill Studio
- > Telethon Kids Institute
- > ToPH Planning Services
- > ToPH Youth Development Team x2
- > Town Team Movement
- > The International Duke of Edinburgh Award Scheme
- > WACOSS
- > Wangka Maya Pilbara Aboriginal Language Centre x2
- > WAPHA x2
- > Web Business Hub
- > West Coast Eagles
- > Wirraka Maya Aboriginal Medical Services x2
- > Hon. Ken Wyatt AM MP, Minister for Indigenous Australians
- > Volunteering WA
- > Yaandina Turner River Rehabilitation Facility
- > Young Professionals
- > Yorgum Healing Service and Women's Group
- > Youth Involvement Council x 4

Appendix 4 Examples of Community Engagement Outcomes



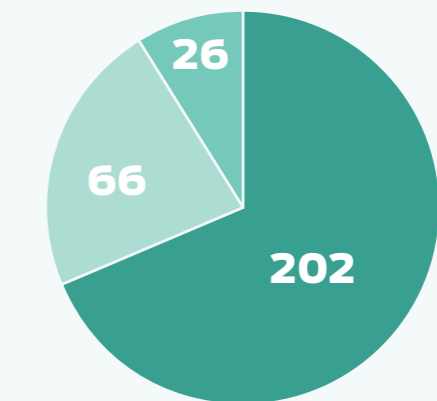
Spinifex Spree Consultations

Total number of people consulted: 835	Total number of ideas & opinions generated: 6120
Adult (Over 25): 553	Adult (Over 25): 3936
Youth (Under 25): 282	Youth (Under 25): 1875
Aboriginal and Torres Strait Islander: 85	Aboriginal and Torres Strait Islander: 309

Want INTRODUCED	Second High School: 553 Ten-Pin Bowling: 103 Cooke Point Rec Club Hub – Centre/Café/Bar: 59
Want LESS	Crime: 190 Drugs: 103 Bullying: 56
Want MORE	Better Places to Eat Out: 136 Day Care Support: 99 Family Friendly Orientated Events: 92

Total number of conversations (including dotmocracy and big idea cards): 486
Total number of BIG Idea Cards - Youth: 47
Total number of BIG Idea Cards - Adult: 145

294 people engaged in Dotmocracy activity



- ▣ Youth (under 25)
- ▣ Aboriginal
- ▣ Adults

BIG Idea Card examples:

- > **My big Idea Is...** Establish a surf lifesaving WA based water safety program for kids, youth and adults. **I could contribute to making it happen by...** seeing 126 people register their interest at spinifex spree and have established contacts at SLSWA, ToPH and Fremantle Surf club to act as mentors.
- > **My big Idea Is...** A huge state of the art theatre precinct to put PH on the centre of WA's culture map. **I could contribute to making it happen by...** being integrally involved as Hatch Director and build strong, meaningful relationships with all keen community members with embedding of programs to further artistic youth.
- > **My big Idea Is...** promote more rural health opportunities to keep e.g. GPs, pharmacists, RFDs etc.. **I could contribute to making it happen by...** volunteer my time, help promote amongst the health community.

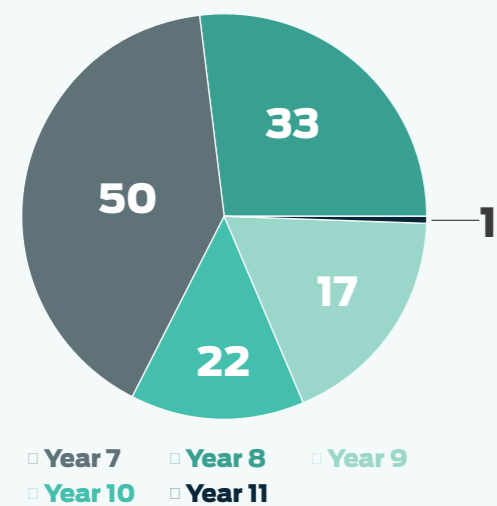


Sports Carnival Consultations

Top 3 Card ideas voted most popular per category:

Want INTRODUCED	Second High School: 103 Ten-Pin Bowling: 82 Youth Leadership Development Experiences: 27
Want LESS	Bullying: 76 Drugs: 76 Crime: 71
Want MORE	Better Places to Eat Out: 89 Interesting Retail Shops: 65 Family Friendly Playgrounds: 44

123 students engaged in Dotmocracy activity



Total number of conversations (including dotmocracy and big idea cards): 202

Total number of BIG Idea Cards - Youth: 79

Council Briefing Workshop

Approx 10 people in workshop

Top 3 Card ideas voted most popular per category:

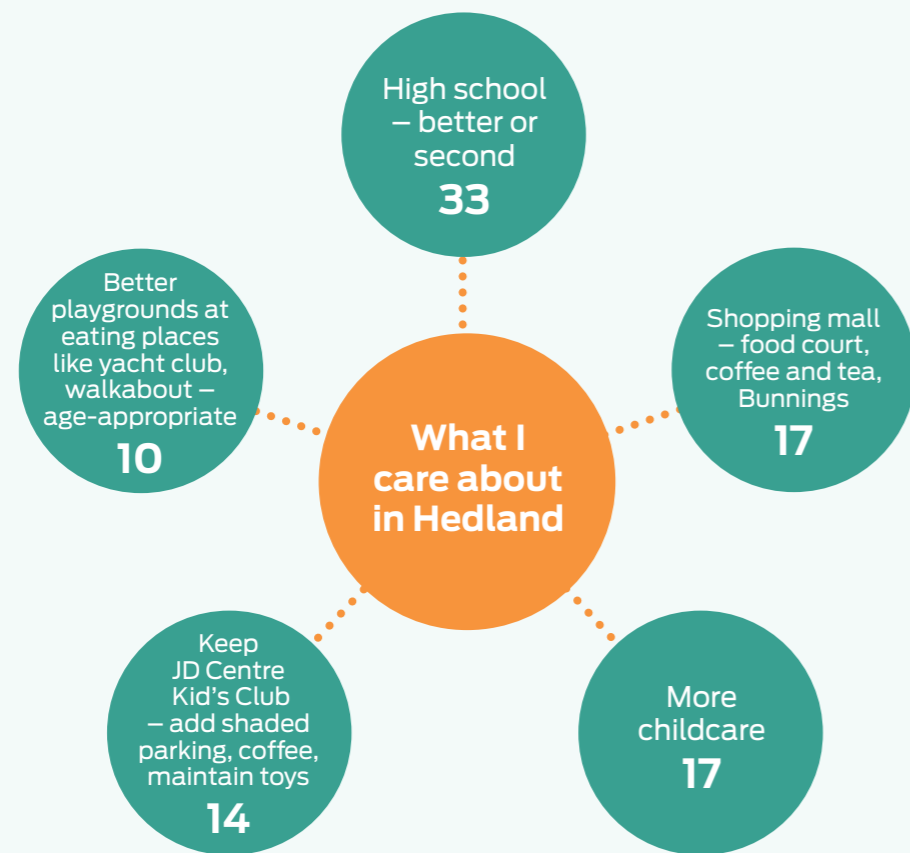
KEEP	Beach Front: 4 Heritage (Coastline and Ocean): 2 Keep Our Reef: 2 Diversity of Faith and Culture: 2
CHANGE	Greener: 3 Overcome Port vs South division: 1
INTRODUCE	An iconic big event that attracts tourism: 7 Culture / food festivals: 6 Reinvestment back into town considering the national contribution: 5 Yoga studio / school: 5
GAME CHANGER	New education precinct: 8 The Dubai of Australia: 6 Entertainment/recreation precinct for all ages: 4
Total number of Ideas: 81	



Kids Club Morning Tea

Participants were asked “What do you care about in Hedland?” as part of a brainstorm activity.

28 ideas were collected from parents over morning tea – top 5 ideas that were most popular:



Total number of ideas: 28

Have a Try Night Consultation

Participants were asked “What do you care about in Hedland?” as part of a brainstorm activity.

20 ideas were collected from parents and youth during the ‘Have a Try’ night event. These were the top 5:



Total number of ideas: 20



Bloc Party

Participants were asked **“What do you care about in Hedland?”** as part of a brainstorm activity.

20 ideas were collected from parents and youth during the event. The select few were ideas that haven’t been seen in previous workshops.



Total number of ideas: 20

Hedland’s Got Talent

Participants were asked three questions:

- 1. What do you love about living in Hedland?**
- 2. My one idea to make Hedland a better place to live is...**
- 3. Regarding our South Hedland Shopping Centre, what would make it better is...**

Over **64 ideas** were collected. These were the most common themes:

LOVE	<ul style="list-style-type: none"> > Community > Environment – weather, sunsets, fishing areas > Work and lifestyle
BIG IDEA	<ul style="list-style-type: none"> > More events and activities – for families and young people > More services for youth > Better places to eat
SAFETY	<ul style="list-style-type: none"> > Better lighting > More seats and shading > Less anti-social behaviour

Total number of ideas: 64



Youth Hedland Workshop Huddle

Group included 14 youth from ages 12 – 24 years old.

Top idea cards voted most popular per category:

KEEP	<ul style="list-style-type: none"> > Rich Aboriginal traditions/culture/ understanding : 6 > Multicultural community: 3 > Small town feeling - connectedness: 2 > Women's AFL team: 2 > Helping one another in community: 2
CHANGE	<ul style="list-style-type: none"> > Increase support for mental health: 5 > Address youth crime with more activities: 4 > Clean streets - no glass: 4
INTRODUCE	<ul style="list-style-type: none"> > 24/7 youth hostel/campsite (emergency safe house): 9 > More youth/case workers / mentorship/leadership: 8 > Dungeons & Dragons group: 6

BIG Idea Card examples:

- > **My big Idea Is...** produce a supportive environment for learning of all ages - primary to university - this includes facilities, mentorships, inclusive practices, and cultural support. **I could contribute to making it happen by...** Talking to students at the high school, engaging Aboriginal people in developing strategies, talking to educators at my prac school, talking to parents in social outings and work, using my own experience and knowledge.
- > **My big Idea Is...** free mental health support through schools/employers. **I could contribute to making it happen by...** donating/fundraising money to put towards licensed therapists/psychologists.
- > **My big Idea Is...** Build on women's football. **I could contribute to making it happen by...** advertising, fundraising

Total number of ideas: 90