

# Strategic Community Plan

2022 - 2032



Town of  
**Port Hedland**



# Town of Port Hedland

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

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.

**Advice**

This document may contain images of Aboriginal and Torres Strait Islander people who have passed away.

**Disclaimer**

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



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# Message from the Mayor



*Our Strategic Community Plan 2022-2032* (The Plan) is a blueprint for the future direction of the Town of Port Hedland and its community. I have the privilege of sharing the updated version, following the statutory requirement to review The Plan after the initial four years. This updated Plan will help guide the Town's key policies and actions as we seek to meet both the current and future aspirations, opportunities and needs of our community.

The renewed document is driven and inspired by feedback, opinions, priorities and ideas derived from extensive community input undertaken between July 2021 and March 2022. Throughout this process we heard a strong desire for the Town to continue building a safe, family-friendly, vibrant and cohesive community.

The Plan details how the shared community vision of building generational prosperity, supporting economic expansion and promoting environmental sustainability can be delivered by leveraging our unique assets and investing in services and facilities that benefit our diverse community. Alongside this, we have

acknowledged current trends and reviewed expected shifts in demographics, social and economic issues and potential local, national and global impacts.

The Plan represents strong community aspirations that guide and shape planning priorities and the Town's commitment to delivering the best results for the Hedland community. The partnership between the Town and the community will be central to The Plan's effectiveness, as Council works with local industry and businesses, place-based organisations, service provider agencies and the wider community.

When setting the directions and budget priorities for Hedland, be assured, we are conscious of the financial, asset and workforce realities and constraints. This will ensure that all planned actions are achievable and aligned with the Town's Vision Statement "*Together, we create a thriving, resilient and inclusive future for our diverse community*".

**Peter Carter**  
**Mayor**

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# Overview and Formulation of our Strategic Community Plan



## Purpose

**Our *Strategic Community Plan 2022-2032* outlines the future direction of the Town of Port Hedland. It focuses on building generational prosperity, economic and environmental sustainability and community through partnership, civic leadership and collective action over a ten-year period. It reflects trends occurring within our community, the local context, outlines our community aspirations and the activities required to achieve our goals by 2032.**

## Integrated Planning and Reporting Framework and Guidelines

All Local Governments are required to plan for the future and be accountable to their community. In Western Australia, planning and reporting is guided by the *Integrated Planning and Reporting Framework and Guidelines*, which were introduced in 2010. The Integrated Planning and Reporting system ensures there is a clear process by which Local Governments can:

- Understand and incorporate their community's vision, outcomes and priorities.
- Adequately allocate resources to achieve their goals and outcomes within the constraints.
- Monitor and report on progress.

To achieve this, the Guidelines require the preparation of a *Strategic Community Plan*. The *Strategic Community Plan* is a high-level ten year plan which is informed by community aspirations and local context. The Plan is required to be reviewed after four years. This document is the updated Plan, following this revision process.

The Plan is supported by the *Long-Term Financial Plan (Corporate Business Plan)*, the *Asset Management Plan* and the *Workforce Plan*. The *Corporate Business Plan* outlines the specific and practical implementation directions to achieve the *Strategic Community Plan*. It will be supported by the Town's financial plans and annual budgets, and with resources from our partners and stakeholders.

The Integrated Planning and Reporting Framework is a cyclical process that integrates an ongoing process of engagement, review and planning to ensure Local Governments have the information they need to deliver the best possible outcomes to their communities. The Integrated Planning and Reporting Cycle is illustrated in the diagram on the next page.

## Integrated Planning and Reporting Cycle



## Strategic community planning approach

Strategic planning involves developing a shared vision of the future, collectively determining the best way for that future to happen. To review and update The Plan, the Town launched an extensive community engagement process from July 2021 to February 2022 to gain feedback and insights, to update the design and development of our town's future direction.

The community engagement stage involved a wide range of activities (formal and informal) in which community members and stakeholders exchanged ideas, opinions, information, knowledge and wisdom. Participants sought common ground and considered options through meaningful, interactive conversations. It involved the following elements:

- Under the banner, 'Hedland Huddle', a range of community conversation sessions were hosted to facilitate engagement with 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'.
- A variety of 'My Big Idea' cards were used to stimulate ideas and opinions on how community members could contribute to making it happen.
- An online and print '2021 Community Perception Survey' was developed to ascertain opinions held by residents, ratepayers and community members.
- Internal engagement with the Town's Elected Members and employees.

The overall community engagement activities during the period July 2021 – February 2022 involved:

**1,045**  
community members engaged in conversations

**185**  
structured one-on-one and group conversations

**6,470**  
contributed ideas and opinions

**1,055**  
Community Perception Survey responses

## Other informing strategies

Alongside a review of prior Strategic Community Plans, the update of the *Strategic Community Plan 2022-2032* involved extensive desktop research across relevant reports, publications and websites. In particular, all recent Council and community surveys and studies have been reviewed to consider ideas and recommendations that are still relevant. Included in the review were:

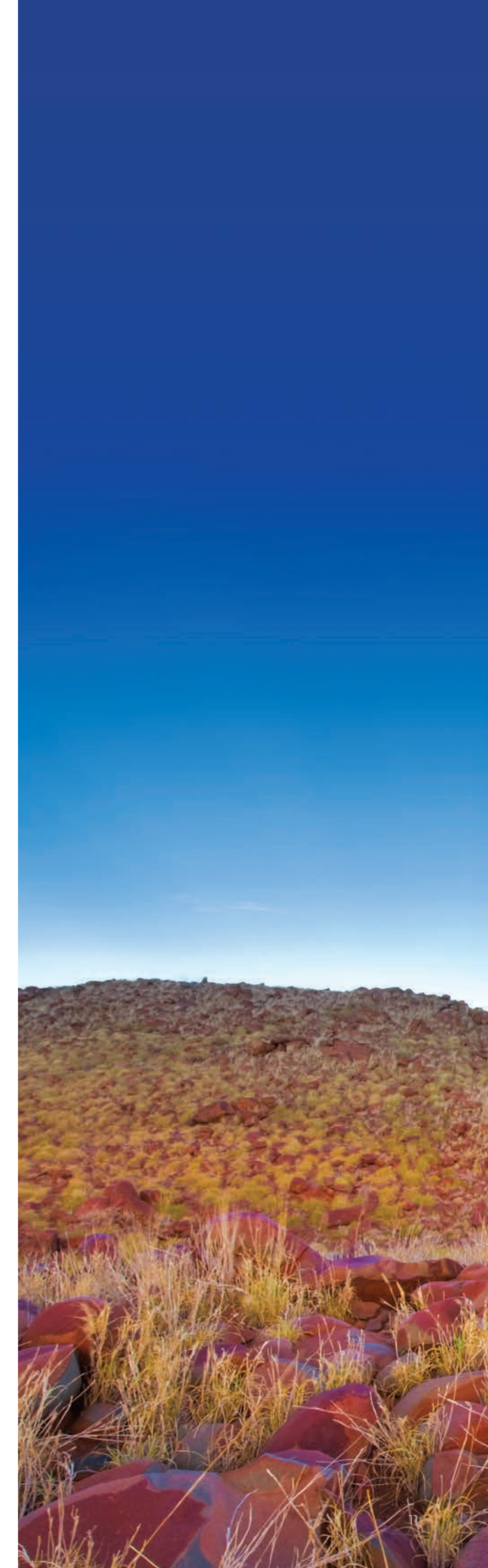
- Community Engagement Strategy (2014)
- Community Development Plan 2022-2027
- Youth Development Plan 2022-2025
- Economic Development and Tourism Strategy (2021)
- Community Safety Plan (2020)
- South Hedland Place Plan (2021)
- Arts and Culture Strategy 2019-2022

- 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
- Accessing Childcare Needs in Hedland Report (2021)
- Local Planning Strategy (2021)

In addition, the following 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 (Department of Communities)

- Aboriginal Health Strategy 2019-2024 (WACHS)
- Pilbara Childcare Collaboration Network (Hedland Collective)
- Hedland Community Wellbeing Action Plan (WACHS)
- 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)
- Pilbara Health Promotion Strategic Plan 2020-2021 (WACHS)
- Pilbara Recovery Plan (Government of Western Australia)
- Port Hedland Alcohol and Other Drug Management Plan
- 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 (Department of Health)
- 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 (Mental Health Commission)
- Western Australian Suicide Prevention Framework 2021 – 2025 (Mental Health Commission)





## Our Heritage

# Our Town of Port Hedland

The Town of Port Hedland (The Town) is a dynamic community in Western Australia's Pilbara region, located approximately 1,800 kilometres north of Perth. Covering 18,467 square kilometres, the Town is home to 15,984 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's town is dominated by its natural deep anchorage harbour. Included in the Town of 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, Hedland also continues to be a vital part of the Pilbara region for arts and culture, ecology, sport, business, tourism and regional services.

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.

The discovery of hinterland iron ore deposits in 1965 with its subsequent mining and export brought significant development. 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. 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.

A series of mining booms over the last 30 years have shaped the town into one of the most significant resource and port hubs in Australia. The population of the Town has grown from 150 in 1946 to 3,000 in 1986. Today, we are a community of 15,984 people and 48 nationalities.

# Our Community

The Hedland community is one of many contrasts. There is great disparity of income and home ownership, and the substantial fly-in, fly-out workforce augments a residential population that has high levels of transience – approximately 20% of the resident population leaves every year, with new people joining the community.

All these elements, along with the ability to come together as one community, is part of the area's appeal and acknowledged 'sense of heart'. The community has shown its resilience through its industry and employment cycles of booms and busts. Always at its core is a committed resident population that is strong, passionate and focuses on building a family-friendly community.

The figures summarised below are drawn primarily from the 2021 Census of the

Australian Bureau of Statistics (ABS) and the latest information provided in 2022 on the website of the Real Estate Institute of WA (REIWA).

The latest resident population estimate for the Town of Port Hedland is 15,984, with a population density of 0.84 persons per square kilometre. The latest estimated forecast (2022) expects an 84% population growth to 27,085 by 2041.

The main residential centres are:



## Port Hedland

area of **67** sq kms, population of over **4,300**  
**975** families and **2,709** private dwellings

## South Hedland

area of **22** sq kms, population of over **11,000**  
**2,479** families and **5,230** private dwellings

## Remote community of Strelley

population of **41** and **11** families

## Remote community of Yandeyarra (Magarinya)

population of **53** and **13** families

The Hedland population has the following overall key characteristics:

- **Gender** - Male: 52.5% (WA State average: 49.3%) and Female: 47.8% (WA State average: 50.7%).
- **Median age** - 32 years (WA State average: 38 years)
- **Most common age cohort** - 30-39 years – 21.8% of population.
- **Number and percentage of key population groupings**
  - Children 0-14 years – 3,880 and 24.7% (WA State average: 19.0%)
  - Youth 15-24 years – 1,664 and 10.6% (WA State average: 11.8%)
  - 25-44 years – 5,894 and 37.7% (WA State average: 28.3%)
  - 45-59 years – 2,977 and 19.0% (WA State average: 19.2%)
  - Seniors 60+ years – 1265 and 8.1% (WA State average: 23.1%)
  - There are 87 persons over 80 years, representing 0.5% of population.
- **Number of families** - 3,514. 49.7% were couple families with children (WA State average: 44.6%). 34.0% were couple families without children and 14.3% were one parent families (Total: 501 families). Average number of people in a household is 2.7 persons.
- **Number and percentage of population identifying as Aboriginal and/or Torres Strait Islander** - 2,918. 18.6% (Pilbara figure - 14%, WA State figure - 3.3%). Median age is 25 years (WA State average: 24 years).
- **Number of private dwellings** - 6,373.
- **Median house prices** - \$627,868 in Port Hedland and \$409,000 in South Hedland.
- **Median monthly mortgage payments** - \$3,035 in Port Hedland and \$2,600 in South Hedland.



- **Number of people attending educational institutions** - 263 persons in pre-primary, 1,565 persons in primary school, 864 persons in secondary school, 381 persons in vocational education and 231 in university or other higher education.
- **High school student attendance rates** - 63% for Aboriginal and Torres Strait Islander students and 77% for non-Aboriginal students.
- **Born in Australia** - 35.5% of people living in Port Hedland were born overseas. The most common countries of birth were New Zealand - 5.2%, Philippines - 2.9%, England - 2.0%, South Africa - 1.3% and India - 1.3%.
- **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 full time, which is 12.8% greater than WA State 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 13<sup>th</sup> highest personal income amongst all Local Government Areas (LGAs), above every capital city. Average weekly household income is \$2,865, compared to a WA State average of \$1,815. 43.1% of households earn more than \$3,000 weekly (gross), while there are still 7.5% of households who earn less than \$650.

- **'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.
- **Religious Beliefs** - Secular beliefs, other spiritual beliefs and no religious beliefs account for 52.5% of the population, with 'no religious belief' being 43.6%. 16.8%, 5.7% and 3.1% of persons identified as Catholic, Anglican and Islamic respectively.

Hedland has a wide range of health, educational, arts, cultural, sporting and recreational facilities and programs. As well as five primary schools, there is a senior high school, School of the Air and an extensive TAFE facility. Community facilities include art galleries, theatre/cinema, parks and playgrounds, indoor recreation complex, youth facilities, swimming complexes and sports ovals. Major developments are underway with a series of recreational precincts including:

- **South Hedland Integrated Sports Hub (SHISH)**
- **Port Hedland Sports and Community Hub (PHISH)**
- **JD Hardie Youth and Community Hub (JDHYCH).**

A new \$187.5 million marina development - the **Spoilbank Marina Project** is due for completion in 2023.

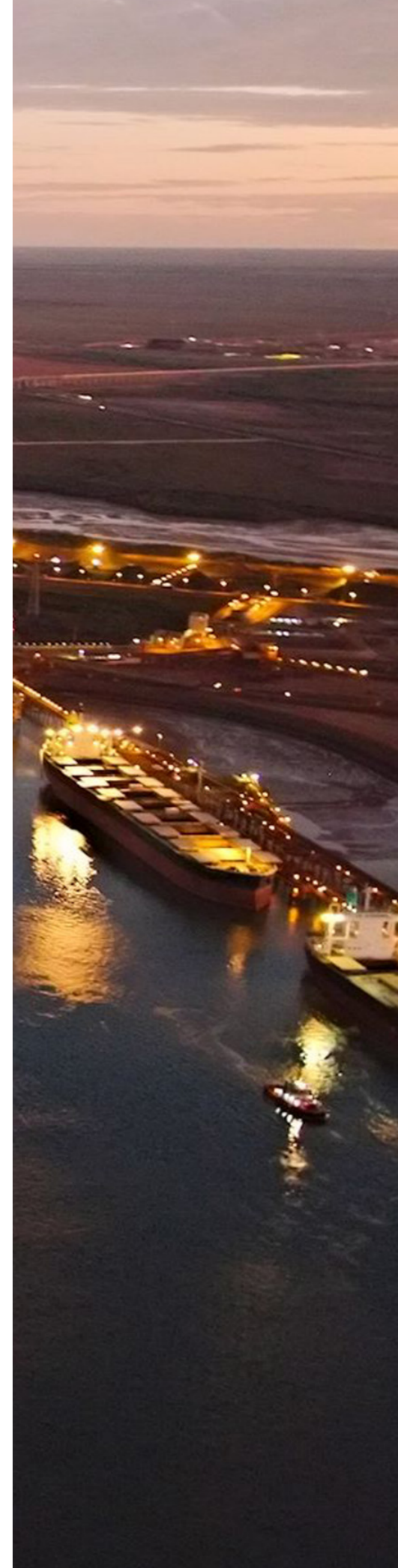
# Our Economy

Port Hedland is an important economic engine to the Australian nation. Its gross regional product is estimated at \$7.58 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 its 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 sector 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. Health and social care services are the largest employment group in the services sector.

Within the Town, there are 775 local businesses, generating over 11,000 local jobs. Employed residents number 7,060. By 2028-29, it is projected that there will be more than 5,000 additional port supply chain jobs and over 10,000 additional associated jobs created.

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 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 2020, exported wealth contributed \$7.5 billion in State royalties, equivalent to 80 per cent of all State royalties and roughly a quarter of all WA's revenue. Exports through the Port Hedland Port are expected to increase by another 160 million tonnes by 2025 when considering existing major projects.





# Our Built and Natural Environment

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 the 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 Domestic Product (GDP) 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 reopened.

There is considerable development funding going into renewable hydrogen, renewable energy and other sustainability initiatives in the Pilbara. Over the lifespan of the *Strategic*

*Community Plan 2022-2032*, it is anticipated that significant Pilbara regional economic development will occur in the livestock and agricultural industries, with logistics, downstream processing, transport and value-addition spin-offs benefitting the Hedland economy.

The Port Hedland International Airport provides an important gateway to the Pilbara and is a key economic asset that continues to evolve to meet the future transport and economic needs of the Pilbara region. The *Airport Master Plan* is focused on delivering infrastructure upgrades, increased passenger and freight traffic and more revenue opportunities. The airport's continual expansion will play a crucial role in diversifying the local economy and providing more diverse local employment opportunities.

Finally, an investment pipeline of \$55 billion in major projects are considering location in Port Hedland, presenting substantial opportunity. 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. The snapshot includes 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 forecast of 53,300 jobs. Port Hedland has an aspirational goal of 5,090 more jobs by 2041.

The Hedland area has a semi-arid climate with a tropical savannah influence with an average of 219 days of sunshine a year. The 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.

The coast has many diverse habitats including mudflats, mangroves, sandy islands, coastal dunes and beaches that support an abundance of marine life, including turtles, sharks, whales, dolphins, crocodiles and octopuses. The Port Hedland beach habitat provides a unique and essential breeding ground for the flatback turtle, which only nests on Australian beaches and has the shortest migratory range of all sea turtles. The coastal area is also internationally recognised as an essential stop along the East-Asian Australasian Flyway for at least 18 shorebird migratory species which convene along the coast before migrating to the breeding grounds in the Arctic tundra.

East of the coastal fringe exists a radically different environment, characterised

by dry, broad sandy plains sustaining a range of drought tolerant vegetation and a plethora of bird life, from birds of prey, like the eagle, to bush birds, such as the finch or willie wagtail. Port Hedland is also a gateway to a number of internationally renowned national parks, including Karijini and Millstream Chichester National Park, both of which are sites of significant environmental and cultural importance.

During the peak of the export trade, Port Hedland benefited from significant investments in new and upgraded facilities and extensive new development. The community also benefited greatly from the Royalty for Regions funding program.

The Town of 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.



# Our Local Government Resource Profile

The following table provides historical data for key financial and non-financial indicators. The forward outlook is subject to a number of scenarios, some of which have been presented.

Town of Port Hedland Resource Profile				
Financial Profile	2012/13 Actuals	2016/17 Actuals	2020/21 Actuals	Possible Forward Outlook Influences
Number of electors	5,687	7,666	8,595	Population changes are aligned to increases or decreases in the workforce numbers of existing operations and the development of new industries in Port Hedland.
Employees	206	151	251	Employee staff numbers are dependent on the level of service standards and the number of programs required to meet or exceed community expectations.
Rates	\$18.8M	\$24.0M	\$54.1M	Increases or decreases in municipal rates depend on the level of service standards and the number of programs provided to the community.
Financial Assistance Grants (operating)	\$6.1M	\$4.2M	\$2.3M	State and Federal Government spending and population numbers bear a significant influence on grant funding received
Other Grants (non-operating)	\$57.6M+	\$4.3M	\$1.4M	Partnerships and external funding from key stakeholders will affect these grants.
Capital Expenditure	\$23.8M	\$10.9M	\$43.5M	Asset renewal, replacement and acquisition of new assets influence capital expenditure, along with the changing needs of the community.
Operational Expenditure	\$69.3M	\$52.6M	\$58.0M	Operational expenditure will reflect community expectations of service levels and program requirements.
Value of Net Assets	\$300.7M	\$593.3M	\$538.4M	The stock and value of assets will vary depending on the renewal or replacement of existing assets as well as the addition of new community assets.

\*Includes grant funding from Royalties for Regions.



# Strategic Community Plan



# Our Strategic Community Plan Vision, Mission, Guiding Principles, Goals and Roles



## Our Vision

A vision statement outlines what a community aspires to become, without its current barriers, and is tied to what it values as a community.

The statement below is the intended outcome of our *Strategic Community Plan 2022-2032*:

**“Together, we create a thriving, resilient and inclusive future for our diverse community”**

## Our Mission

A mission statement is a concise statement about why an organisation exists and its overall intention. It supports the vision and helps communicate organisational goals and directions to employees, stakeholders and the wider community.

The statement below is the intended purpose of the Town of Port Hedland:

**“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

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.

The following five community *‘Guiding Principles’* provide the context for our Strategic Community Plan’s identified priorities, namely:

- 1 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.
- 2 Teamwork, Unity and Collaboration**  
We commit to a high-level of community, stakeholder and staff engagement, cooperation, partnership and networking.
- 3 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.
- 4 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.
- 5 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 Goals

Goals are broad statements of intent that direct our efforts towards accomplishing our vision, in line with our guiding principles.

Our *Strategic Community Plan 2022-2032* has four goals:

- 1 We honour our people and our cultural heritage** - ensuring wellbeing, diversity, creativity and strong civic dialogue and engagement
- 2 We build prosperity for all**, enabling sustained and diversified economic and employment growth
- 3 We treasure and protect our natural environment** and provide sustainable and resilient infrastructure and built form
- 4 We are united in our actions to connect, listen, support and advocate** thereby leveraging the potential of our people, places and resources.

## Our Roles

Our *Strategic Community Plan 2022-2032* is intended as a guiding document for Council in terms of its civic leadership related to the Hedland community, economy and environment. The Town recognises that it is a significant stakeholder with substantial capacity to positively contribute and influence Hedland's future. The Town has identified six possible roles that it can play, namely:

- 1 Advocate**  
the Town acts as the leadership voice for the Hedland community, promoting community aspirations and needs to appropriate government agencies and industry/business stakeholders
- 2 Facilitator**  
the Town 'opens doors' to enable community priorities to happen
- 3 Provider**  
the Town delivers a range of services and facilities to meet community interests and needs
- 4 Funder**  
the Town funds strategic initiatives, including local groups to further the aspirations of the community
- 5 Partner**  
the Town forms strategic alliances and collaborative partnerships to further Hedland community aspirations, needs and priorities.
- 6 Regulator**  
the Town has legal responsibilities to ensure high community standards in relation to building, health and security issues.





# Our Strategic Community Plan Themes

## 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.

# Theme 1: Our Community



Outcomes		Progress measures	Our Strategic Response		Roles of the Town
1.1	<b>A hardy, healthy and safe people</b>	<b>Improved levels of health, safety and wellbeing in the community</b>	1.1.1	Stakeholders are engaged to develop a whole-of-town approach to increase access to quality health and wellbeing services.	Advocate Facilitator Partner Funder
			1.1.2	Community needs and gaps in health provision are identified and delivered.	Advocate Facilitator
			1.1.3	Youth services and facilities are implemented with regular input from youth and providers.	Advocate Facilitator Provider Partner Funder
			1.1.4	Partnerships with stakeholders to deliver sport and recreation are enhanced.	Advocate Facilitator Partner Funder
			1.1.5	Agencies and the community are fully engaged reducing anti-social behaviours and improve community safety.	Advocate Facilitator Partner Funder
			1.1.6	Town-wide health, safety, recreation and sporting activities and services are promoted.	Advocate Facilitator Partner Funder Provider
1.2	<b>An inclusive and involved community</b>	<b>Broader community engagement and representative participation in decision-making processes</b>	1.2.1	Newcomers to Port Hedland are provided with inductions, information and opportunities to engage and get involved.	Facilitator Partner Provider
			1.2.2	A residential workforce is promoted to industry as the preferred option.	Advocate
			1.2.3	Forums and activities to give a voice to youth, people with a disability, ageing, Aboriginal and Torres Strait Islander, and Culturally and Linguistically Diverse (CaLD) people are recognised and supported.	Advocate Facilitator Partner Funder Provider
			1.2.4	Regular opportunities for the broad community to have input into the Town of Port Hedland plans and programs are provided for transparency, accountability and two-way interaction.	Facilitator Provider

Outcomes		Progress measures	Our Strategic Response		Roles of the Town
			1.2.5	Opportunities to get involved and results of engagement are regularly promoted.	Facilitator Partner Funder Provider
1.3	<b>A unique, vibrant and diverse community lifestyle</b>	<b>A unique, vibrant and diverse community lifestyle</b>	1.3.1	The community, industry, arts and cultural organisations are engaged in identifying, planning and coordinating events and activities.	Advocate Facilitator Partner Funder Provider
			1.3.2	Events and activities to celebrate the Town's cultural heritage, arts and Pilbara lifestyle are consistently programmed and delivered.	Advocate Facilitator Partner Funder Provider
			1.3.3	Partnerships with industry and government to support events and activities are enhanced.	Advocate Facilitator Partner Funder Provider
			1.3.4	The Town's program of events and activities is promoted locally, regionally and nationally.	Facilitator Funder Provider
1.4	<b>Well-utilised and valued community facilities and services</b>	<b>Well utilised and valued community facilities and services.</b>  <b>Increased community satisfaction, ownership and pride in facilities, events and services.</b>	1.4.1	The present and future facilities and requirements of the town are planned for and developed in-line with relevant facility standards and community needs.	Facilitator Partner Funder Provider Regulator
			1.4.2	Facilities and community infrastructure are revitalised across the town.	Facilitator Partner Funder Provider
			1.4.3	Facilities and community infrastructure are well maintained, managed and fit-for-purpose to provide a range of lifestyle opportunities.	Facilitator Partner Funder Provider
			1.4.4	Community services and facilities are well promoted	Facilitator Provider



# Theme 2: Our Economy



Outcomes		Progress measures	Our Strategic Response		Roles of the Town
2.1	<b>Effective advocacy and partnerships</b>	<p>Greater investment in infrastructure development including port, airport, logistics and support services.</p> <p>Improved collaboration and partnerships between all economic stakeholders.</p> <p>Enhanced networking and cross-promotion between local business and industry operators and stakeholders.</p> <p>Increased investment in key industrial value chains, including port, logistics and support services.</p>	2.1.1	Lobby State and Federal Governments and private sector for improved infrastructure investment.	Advocate
			2.1.2	Lobby State Government and industry for policy change.	Advocate
			2.1.3	Strengthen the levels of collaboration, partnership and active networking between industry and business operators and stakeholders.	Advocate Facilitator Partner
			2.1.4	Regularly engage local businesses, government agencies and other relevant stakeholders to: <ul style="list-style-type: none"> <li>Identify strategic employment and economic development opportunities and priorities</li> <li>Assess and address market failures affecting the cost of living</li> <li>Assess and address cost of doing business challenges.</li> </ul>	Facilitator Partner
			2.1.5	Encourage and support the development of industry specific value chains.	Advocate Facilitator Partner
2.2	<b>Enhanced local training and workforce opportunities</b>	<p>Growth in local and regional education and training opportunities.</p> <p>Increased and diversified local employment opportunities.</p> <p>Increased diversity of local part-time and casual opportunities especially for young people.</p>	2.2.1	Engage and coordinate local training providers, business, industry, services, agencies, social sector and infrastructure providers in the development of training and employment opportunities.	Advocate Facilitator
			2.2.2	Maintain strong partnerships with the private sector and government to fund projects and pursue job creation.	Advocate Facilitator Partner
			2.2.3	Encourage innovation and new business creation to enhance the diversity of employment opportunities.	Advocate Facilitator
			2.2.4	Promote and support broader education and training options.	Advocate Facilitator

Outcomes		Progress measures	Our Strategic Response		Roles of the Town
			2.2.5	Continue to expand Council participation in initiatives that expand local training and employment opportunities, especially for young people and Indigenous residents.	Advocate Facilitator Partner Funder Provider
2.3	<b>An enabling, attractive business environment</b>	<p>Enhanced local business retention and expansion.</p> <p>Enhanced new business creation and diversification.</p> <p>Increased local business due to improved local procurement policies and strategies.</p> <p>Greater local, regional, state, national and international awareness of the huge economic contribution of local industry and business.</p>	2.3.1	Provide regular learning opportunities to enhance local business management skills and knowledge to enhance business performance.	Advocate Facilitator Partner
			2.3.2	Minimise red tape for business through regular review and reform of relevant policies and by-laws.	Advocate Facilitator Provider Regulator
			2.3.3	Prioritise, encourage and promote local procurement.	Facilitator Partner Provider Regulator
			2.3.4	Ensure business approval processes are transparent, and pathways streamlined.	Facilitator Provider Regulator
			2.3.5	Identify opportunities for new social enterprises, innovators, and small and medium-sized businesses and implement strategies to attract and support them.	Advocate Facilitator Partner Provider

# Theme 2: Our Economy (continued)

Outcomes		Progress measures	Our Strategic Response		Roles of the Town
2.4	Marketing and Promotion	<p>Greater local, regional, state, national and international awareness of Hedland business investment opportunities.</p> <p>Greater local, regional, state, national and international awareness and utilisation of Hedland tourism possibilities.</p> <p>Enhanced awareness and appreciation of Hedland community lifestyle.</p>	2.4.1	Market and promote Hedland for business investment opportunities.	Advocate Facilitator Partner Funder Provider
			2.4.2	Market and promote Hedland for tourism.	Advocate Facilitator Partner Funder Provider
			2.4.3	Grow and promote existing and new local events that champion local culture and community.	Advocate Facilitator Partner Funder Provider
			2.4.4	Market and promote the local lifestyle of the Hedland community.	Advocate Facilitator
			2.4.5	Promote major economic achievements and contributions of the Hedland economy at local, regional, state, national and international levels.	Advocate Facilitator Partner Funder



Outcomes		Progress measures	Our Strategic Response		Roles of the Town
2.5	Improved infrastructure development	<p>Enhanced infrastructure investment and development.</p> <p>Greater availability of housing stock and serviced land.</p> <p>Improved public transport access.</p> <p>Completion of key community infrastructure projects including:</p> <ul style="list-style-type: none"> <li>• JD Hardie Youth and Community Hub</li> <li>• South Hedland Integrated Sports Hub</li> <li>• Port Hedland Integrated Sports and Community Hub</li> <li>• Spoilbank Marina</li> <li>• Arts and Cultural Precinct.</li> </ul>	2.5.1	Pursue investment in key infrastructure development such as the port, airport, service industry and logistics.	Advocate Facilitator
			2.5.2	Ensure future supply of housing and serviced land for development.	Advocate Facilitator Partner Funder Provider
			2.5.3	Invest and develop key community and recreation infrastructure.	Facilitator Partner Funder Provider
			2.5.4	Improve public transport services and frequencies throughout both residential and industrial estates, especially after hours.	Advocate Facilitator
			2.5.5	Support tourism infrastructure development.	Advocate Facilitator Partner Funder Provider
			2.5.6	Support regional growth initiatives.	Advocate Facilitator Partner Funder Provider

# Theme 3: Our Built and Natural Environment



Outcomes		Progress measures	Our Strategic Response		Roles of the Town
3.1	<b>A healthy natural environment</b>	<b>Increased protection and conservation of natural environments, habitats and biodiversity.</b>	3.1.1	Inform and engage Traditional Owners, key stakeholders, and the community in the protection and enhancement of the natural environment.	Advocate Facilitator Regulator
			3.1.2	Grow community understanding of local biodiversity and its protection.	Advocate Facilitator Regulator
			3.1.3	Develop greater opportunities for young people to design and implement environmental projects.	Advocate Facilitator Partner Funder Provider
			3.1.4	Ensure natural resource assets are well-managed and enhanced.	Advocate Facilitator Partner Funder Provider
3.2	<b>A safe and fit-for-purpose built environment</b>	<b>Improved perceptions of safety, cleanliness and functionality of the built environment.</b>	3.2.1	Identify, plan and develop the present and future needs for serviced land and infrastructure provision.	Advocate Facilitator Partner Funder Provider
			3.2.2	Prepare, educate, respond and recover in partnership with key agencies from emergencies such as cyclones.	Advocate Facilitator Partner Funder Provider Regulator
			3.2.3	Provide and promote sustainable energy, waste and water management practices.	Advocate Facilitator Partner Funder Provider Regulator
		3.2.4	Enhance the protection and valuing of amenities and urban space through community engagement.	Advocate Facilitator Partner Provider	
		<b>Increased provision of sustainable and resilient built form.</b>			

Outcomes		Progress measures	Our Strategic Response		Roles of the Town
3.3	<b>An accessible, attractive and sustainable urban environment</b>	<b>Greater community member participation in urban renewal initiatives.</b>	3.3.1	Urban and spatial planning is implemented to enhance human interaction with nature and industry.	Advocate Facilitator Partner
			3.3.2	The community has access to attractive natural habitats, built form, parks and amenities.	Facilitator Partner Funder Provider
			3.3.3	The <i>South Hedland Place Plan</i> is implemented including the transformation of Wise Terrace.	Facilitator Partner Funder Provider
		3.3.4	Town Teams are created and supported in both Port and South Hedland that actively engage residents in place making and urban renewal.	Facilitator Partner Funder	
		3.3.5	The greening and vegetation of streetscape verges are systematically implemented.	Advocate Facilitator Partner Funder Provider	
		3.3.6	A <i>Cultural Wayfinding and Public Art Implementation Plan</i> is developed and implemented.	Advocate Facilitator Partner Funder Provider	
		<b>Increased satisfaction with attractiveness of urban landscape.</b>			
		<b>Increased cultural narratives being expressed in public art and wayfinding signage.</b>			



# Theme 4: Our Leadership



Outcomes		Progress measures	Our Strategic Response		Roles of the Town
4.1	A global, national, state and local presence and voice	<b>Greater brand recognition and reputation.</b> Increasing visitation.  <b>Enhanced internal and external positive perceptions.</b>	4.1.1	Town of Port Hedland is represented and is an active contributor in international, national, state and regional forums and policy development.	Advocate
			4.1.2	Hedland is positively marketed and promoted locally, state-wide, nationally and internationally to tourists, investors and new residents.	Advocate Facilitator Partner Funder Provider
			4.1.3	A positive town narrative and a unique brand is developed and promoted.	Advocate Facilitator Partner Funder Provider
4.2	Transparent and accountable governance and financial sustainability	<b>Increased community awareness and positive perception of the Town of Port Hedland's transparency and accountability.</b>  <b>Achievement of industry benchmarks for financial and governance performance.</b>	4.2.1	Sound long-term financial planning is implemented.	Facilitator Provider
			4.2.2	Transparent and regular financial reporting and communication to the community is undertaken.	Facilitator Provider
			4.2.3	Transparent and regular governance reporting and communication to the community is undertaken.	Facilitator Provider
			4.2.4	Constructive forums are facilitated for discussion and the representation of the diversity of community views and needs that impact on the town's developments, programs and policies.	Facilitator
4.3	Effective delivery of services and infrastructure to meet community needs	<b>Improving customer satisfaction as expressed through <i>Community Perception Surveys</i> with services and quality of service delivery.</b>  <b>Increased utilisation of the town's assets and amenities.</b>	4.3.1	High-quality and responsive customer service is provided.	Facilitator
			4.3.2	Community members, businesses and tourists are engaged to provide feedback about local facilities and services.	Facilitator
			4.3.3	Innovative marketing to attract amenity usage is implemented.	Facilitator Partner
			4.3.4	Efficiency strategies across the town's infrastructure and amenity assets are implemented.	Facilitator Regulator



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Town of  
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