



STRATEGIC COMMUNITY PLAN

2026-2036



ACKNOWLEDGEMENT OF COUNTRY

The Shire of East Pilbara acknowledges the Traditional Owners throughout this vast region and their continuing connection to the land, waters, and community.

We pay our respects to the members of these Aboriginal communities, their cultures, and to their Elders past, present, and emerging.

MESSAGE FROM THE

SHIRE PRESIDENT



The East Pilbara covers a huge area with many different towns, remote communities and places. Each has its own character, but they share a connection to Country and a practical focus on improving life for the people who live and work here.

This Strategic Community Plan draws directly from what communities told us during engagement about what matters most: better housing, reliable health and community services, stronger infrastructure, real economic opportunities, and connected local communities.

Feedback on the draft strongly confirmed that these are the right priorities for the East Pilbara. More than 650 people participated across several rounds of engagement, helping us strengthen the final Plan in several areas, particularly housing supply, industrial land, airport infrastructure and better recognising the needs of our remote communities.

Council's role is to listen to communities, make decisions that stack up over the long term, deliver services and infrastructure, and advocate for the investment the region needs. This Plan connects what communities want with what Council can actually deliver, and where we need to work with others to get results.

The East Pilbara is not one community. It's many places, each with its own strengths and priorities. Council will keep using approaches that fit each location and working closely with residents, Traditional Owners, Aboriginal organisations, businesses, industry and government partners.

I thank everyone who gave their time and input while we developed this Plan. Your feedback has helped set a clear direction for the next decade.

Council's job now is to deliver on that direction and keep advocating strongly for the infrastructure, services and opportunities our communities need.

Anthony Middleton
Shire President

MESSAGE FROM THE

CEO



This Strategic Community Plan sets the direction for the Shire over the next ten years. It will guide how we plan, spend, deliver services and advocate for the East Pilbara.

The East Pilbara faces significant challenges and opportunities. Housing availability, health and community services, economic opportunities, roads, transport and major infrastructure will all matter for the region's future. The Shire has a direct role in improving liveability and providing the local services, facilities and public infrastructure communities use every day.

Many of these outcomes cannot be delivered by local government on its own. Making real progress across a region this size requires solid planning and strong partnerships with State and Federal governments, Traditional Owners, Aboriginal organisations, industry, businesses and community groups.

The Plan's priorities will flow through the Corporate Business Plan, annual budgets and service delivery. This will help direct resources towards agreed priorities and allow us to track progress over time. We're excited to collaborate and deliver the infrastructure, services, and supports our communities have been asking for.

Consultation also reinforced the need to keep listening to practical local issues that affect people's day-to-day experience of living here. While these matters may not belong in a ten-year strategic plan, they are still important and will be passed to the relevant teams for action alongside the bigger strategic work.

I thank Council, Shire staff and everyone who contributed to this Plan.

Steven Harding
Chief Executive Officer

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INTRODUCTION

WHAT IS A STRATEGIC COMMUNITY PLAN?

Our Strategic Community Plan is a reflection of the communities who call the East Pilbara home – bringing their voice, vision, and aspirations to the forefront.

Like all local governments in Western Australia, we use the Integrated Planning & Reporting Framework. Using this framework, we've undertaken consultation with our community to establish:

- **Where are we now?**
- **Where do we want to be?**
- **How do we get there?**

HOW WILL IT BE USED?

Our plan is a roadmap for the Shire's future – it's our ten-year strategy and planning document. It sets out our priorities, the outcomes we're working towards, and why they're critical for our community. It becomes the framework for other documents that get into the finer details, like:

- Our **Corporate Business Plan**: detailing the services, measures, and key actions for the first four years of our Strategic Community Plan.

- Our **Long-Term Financial Plan, Asset Management Plans, and Workforce Plan**: covering revenue and expenses, financial modelling, looking after the Shire's infrastructure and facilities, and the human resources to make the Strategic Community Plan happen.
- Our **Annual Budget**: the yearly review of the Shire's financial position, proposed projects, and how they'll be funded.

Our Strategic Community Plan covers the next ten years, but it's not static. As per current legislation, it will be reviewed every two years, so we can respond to changing circumstances and needs.

WHAT'S IN THIS PLAN?

Our vision: a description of where we want the East Pilbara to be in ten years, in one statement. Every part of it comes from what you told us: the words and ideas that came up most often when we asked what the future should look like.

Our priority areas: the areas you told us matter most – what you want the East Pilbara to be. Each strategic objective helps achieve one of the priority areas, and if we can tick them off, we should have achieved the priorities for our community.

Strategic objectives: the things we think are most important to achieve or work toward over the next ten years. While they set the direction, they are not a list of projects with dates and dollars attached – those come later, in our Corporate Business Plan and Annual Budget.

Themes: the topics that came up most in your feedback. Each strategic objective is tagged with the themes it works on, so you can follow one theme right through the plan and see everything we are doing about it.

Supporting plans: other Shire plans that already cover a topic in more detail. If an objective lists one, that's where to look next for further details.

WORDS WE USE

- **Advocacy:** speaking up for the East Pilbara to the Australian Government and the WA State Government. This looks like meeting members of the Parliament of Western Australia in Perth and the Parliament of Australia in Canberra, presenting to them and their staff about our challenges and strengths, as well as inviting them to visit the East Pilbara and see our communities first-hand.
- **Census:** a survey of everyone in Australia, undertaken every five years. It asks who we are, how we live and where we work. All three layers of government use the results to plan and fund services and infrastructure, so an accurate count matters.
- **Community:** the people who live in a place and make it what it is. When we talk about community, we mean everyone.
- **Country:** for Aboriginal people, Country means more than the ground. It's the land, water, sky, plants, animals, stories, cultural histories and people, all connected.
- **Crown land:** land owned by the WA State Government on behalf of everyone. Most land in the East Pilbara is Crown land. Some of it has been given a purpose – a pastoral lease, a mining lease, a national park, a townsite. Some hasn't been given a purpose – that is Unallocated Crown Land.
- **FIFO:** fly-in, fly-out. Workers who fly in for their roster, stay in camps or in town while they are on shift, then fly home again.
- **Green space:** parks, lawns, gardens, reserves, and nature areas for people to use and enjoy.
- **Infrastructure:** the physical systems a community needs to function, including roads, pipes, drains, power, telecommunications and airports.
- **Liveability:** what makes it easy and enjoyable to live somewhere. Reliable services, jobs and economic options, a strong community, and having real choices in everyday life.
- **Sealed and unsealed roads:** sealed roads are surfaced with bitumen. Unsealed roads are gravel or dirt.
- **Wastewater:** sewage or used water that goes down household drains and toilets, and gets treated before it is released or reused.



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LOCAL GOVERNMENT'S ROLE

Although this plan has been put together by the Shire of East Pilbara, it's an inclusive representation of our communities' needs and goals. While these sometimes lie outside of local government's control, we don't shy away from advocating for and pushing for change so our communities can thrive.

ROLES WE TAKE ON

Provide

We provide a range of services, programs, facilities, and infrastructure to meet community needs and aspirations – these are things the Shire is directly responsible for building, maintaining, and running, like rubbish and recycling, libraries, sport parks, pools, local roads, Newman & Marble Bar airports, and so much more.

Regulate

We make sure legislation and laws delegated to local government are upheld. This includes public health measures like food safety, alcohol regulation, ranger duties like animal control, and building approvals and consents.

Collaborate

We work with others to make things happen – whether that's through offering community grants or sponsorships, or partnering with community organisations and government agencies.

Advocate

We're a voice for the community and influence political decisions to make sure local needs are met – especially when they're issues that need action from both the Australian Government and WA State Government.

WHERE WE FIT IN

There are three layers of government in Australia – local, state, and federal. Each layer is responsible for different things, and all three layers need to work together to ensure we have liveable, thriving communities.

Local government – that’s us, the Shire of East Pilbara. Local government is the level of government closest to the community. It covers shires, towns and cities. It has an elected council of local people who make decisions about local services and infrastructure.

- **Council** means your councillors, led by the Shire President. They make the decisions in local government.
- **The Shire** means the organisation: the staff, led by the Chief Executive Officer, who carry out those decisions and deliver the services.

- **The Shire of East Pilbara** – “the Shire” can also refer to the local government area itself, all 372,571 km² of it. In this plan, we’ll use the East Pilbara or the Shire of East Pilbara to refer to the local government area, such as “across the East Pilbara” to avoid confusion.

State government – the Western Australian (WA) State Government, led by the Premier. At a local level, it looks after things like hospitals, schools, police, public housing, main roads, and who gets to use Crown land.

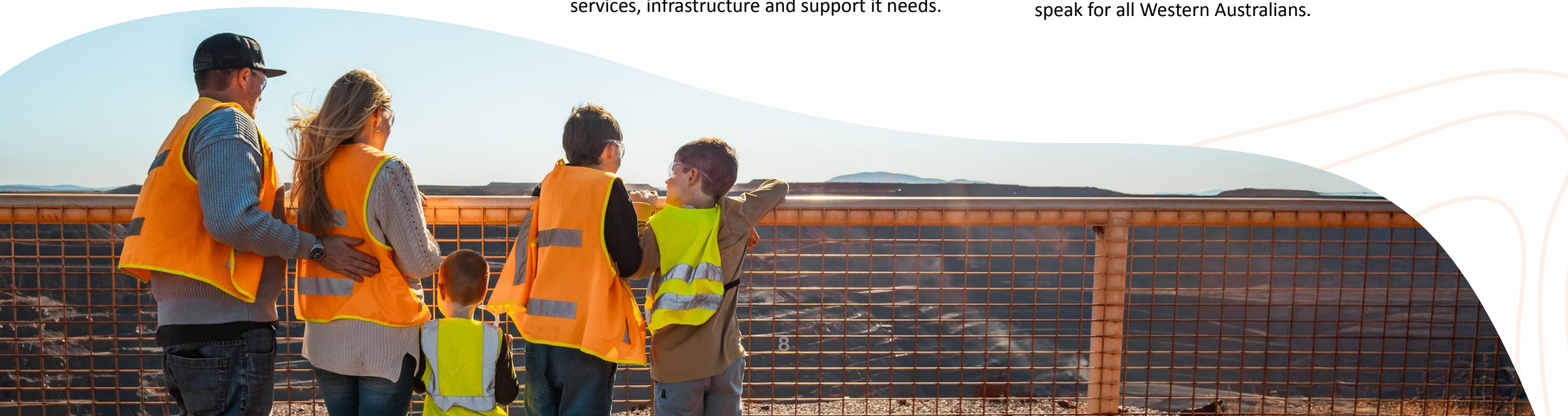
Federal government – the Australian Government is the national government for all of Australia, led by the Prime Minister. At a local level, it looks after things like Medicare, Centrelink, and funding for major projects.

When all three layers of government understand and agree about the issues and the solutions – through information sharing, collaboration, and partnership – the community gets the services, infrastructure and support it needs.

The state and federal government have a huge remit, and have to consider many competing needs and priorities. That’s why so much of this plan is about advocacy – our job is to make sure the other layers of government above us know what the East Pilbara needs and how we can work together to achieve it.

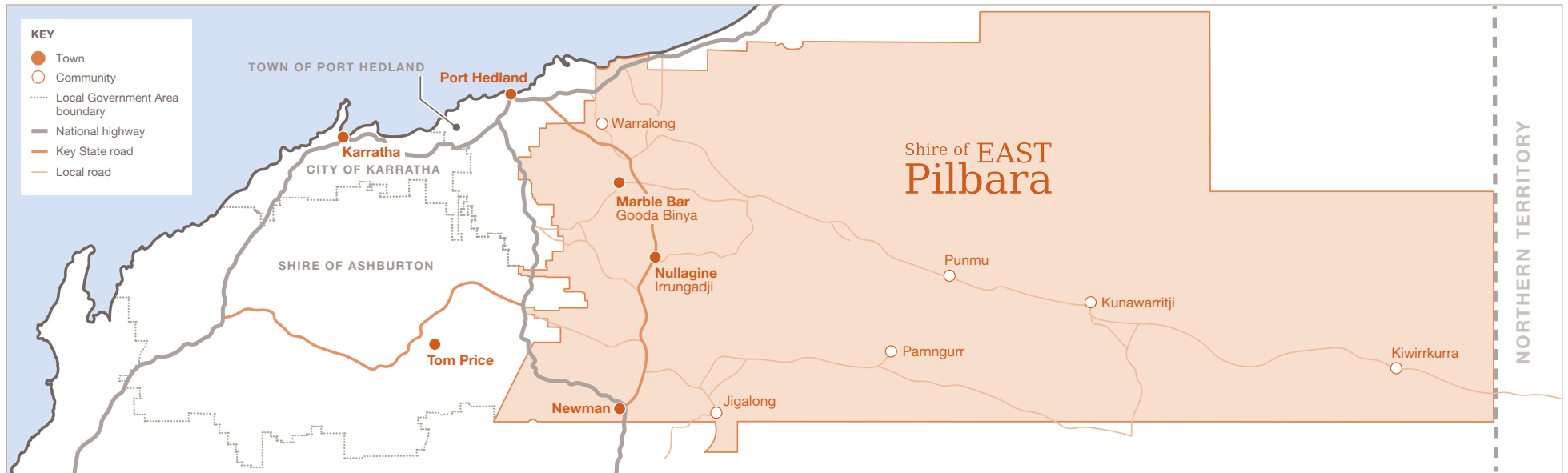
WHO ELSE REPRESENTS THE EAST PILBARA?

In the Parliament of Western Australia in Perth, the East Pilbara is represented by two local members – one for the Pilbara electorate which includes the western half of the East Pilbara including Newman, Nullagine and Marble Bar, and one for the Kimberley electorate covering remote communities in the eastern half of the East Pilbara. In the Parliament of Australia in Canberra, the East Pilbara sits within the electoral division of Durack – the largest in the country. Beyond these local members, the rest of our state and federal representatives are elected to speak for all Western Australians.



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THE EAST PILBARA



The Shire of East Pilbara is the largest local government area in Australia – at 372,571km² it is larger than Victoria, Tasmania and the ACT combined. Driving across the East Pilbara takes around two days from east to west, and about five hours from north to south.

The East Pilbara is home to an estimated 10,500 permanent residents as of Census 2021, with a further estimated 35,000 FIFO workers primarily supporting resources operations. Aboriginal and Torres Strait Islander people make up an estimated 17.9% of residents.

Census 2021 estimates 19,000 jobs exclusively in the East Pilbara, with additional FIFO workers working across other local government areas as well as the East Pilbara. Census 2026 will provide updated population, demographic and workforce

statistics. Newman Airport is a critical transport hub for the FIFO workforce, with an average of 105 aircraft movements per week and over 500,000 passenger movements a year as of 2025/26.

The East Pilbara sits at the heart of Australia's most valuable export region, generating an economic output of \$48.8 billion and a Gross Regional Product (GRP) of \$35.2 billion – close to 39% of the entire Pilbara Region.

TRADITIONAL OWNERS

Aboriginal people in the East Pilbara have cared for and been connected to Country for more than 50,000 years. The name 'Pilbara' came from the word bilybara, which means 'dry' in the Nyamal and Banjima languages. 21% of the population in the East Pilbara speak a language other than English at home, with Aboriginal languages the most dominant (10%). Of them, Martu Wangka is the most widespread language with an estimated 800-1,000 speakers.

Native Title determinations in the East Pilbara local government area include:

- **Nyiyaparli**
- **Martu & Ngurrara**
- **Lappi Lappi and Ngulupi**
- **Ngurrara**
- **Ngurra Kayanta**
- **Ngururpa**
- **Kulyakartu**
- **Nyangumarta**
- **Ngarla**
- **Nyamal**
- **Palyku**
- **Kiwirrkurra**
- **Banjima**
- **Yinhawangka**
- **Ngarlawangga**
- **Karajarri**



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TOWNS AND COMMUNITIES

There are three towns in the Shire of East Pilbara: Newman, Marble Bar, and Nullagine. In 1972, the Shire of Marble Bar and the Shire of Nullagine amalgamated to form the Shire of East Pilbara we now know, and responsibility for Newman was handed over to the Shire in 1981.

NEWMAN

Newman is on Nyiyaparli Country. It's the newest but largest town in the East Pilbara, built in 1968 by the Mount Newman Mining Company to support their iron ore mining at Mount Whaleback. Newman is home to over 66% of the Shire's resident population, with the Newman statistical area having an estimated population of 7,101 in 2025, as well as a significant FIFO workforce population within the town and in nearby camps. Newman has been a multicultural town from the start – with 34 different nationalities calling the town home in 1969, through to 2026 with 45% of people in East Pilbara born outside of Australia.

MARBLE BAR

Marble Bar is on Nyamal Country. The town was established in 1893 after gold was discovered in 1890, making it older than Port Hedland, Newman and Karratha. It holds the title of “Hottest Town in Australia” – after a world record-setting heatwave in 1923-24 of 160 days at more than 37.8°C. Temperatures in December and January regularly exceed 45°C, with a record high of 49.3°C. In 2025, the Marble Bar statistical area (including pastoral stations) has an estimated population of 932.

NULLAGINE

Nullagine is on Palyku Country. The town was established in 1899, after gold was discovered in 1885. By 1914, at the peak of the gold rush, the population had swelled to 3,000 people. In 2025, the Nullagine statistical area (including pastoral stations) has an estimated population of 1,278.

ABORIGINAL COMMUNITIES

There are eight Aboriginal communities across the East Pilbara: Jigalong, Punmu, Kunawarritji, Parnngurr, Irrungadji, Warralong, Gooda Binya, and Kiwirrkurra.

Town planning for Aboriginal communities is set and approved by the Western Australian Planning Commission, with endorsement from the resident community, Traditional Owners, and the Shire. This is because WA State Government agencies and authorities are the predominant proponent of housing and infrastructure for Aboriginal communities, rather than the Shire. Many of the roads in the Shire's unsealed road network provide access to remote communities and access to Country.

MINING CAMPS AND VILLAGES

The majority of employment opportunities in the East Pilbara are in mining, but many mine workers don't live in the East Pilbara full-time. There are 29 Transient Workforce Accommodation (TWA) camps and villages in the East Pilbara that house mining workers, as well as settlements such as Telfer, servicing the Telfer Mine. A high concentration of TWAs are located within the southwest part of the East Pilbara to service iron ore operations, including TWAs located within or nearby Newman.

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STRENGTHS AND CHALLENGES



STRENGTHS

Engine room of the Australian economy: the Shire of East Pilbara and the Pilbara region as a whole are well recognised for the wealth we create and how it enables jobs, livelihoods, and for our country to thrive.

Our global importance: the East Pilbara is not just a mining hub – it is the indispensable source of materials required by the modern world. The need for those materials isn't going away any time soon, and we have the resources to provide.

The investment we need can be realised: the wealth generated in the East Pilbara has helped deliver years of budget surpluses in Western Australia. The money to invest in the East Pilbara is there. The case is strong for a fair share of state and federal funding to be directed to the communities who help generate that wealth.

Knowledge and culture: the Traditional Owners of the East Pilbara hold an enduring connection to Country, deep cultural knowledge, language, leadership, family networks and practical experience in caring for Country and supporting community wellbeing.

Close, connected communities: the East Pilbara draws people from all over, far from family and support they'd normally lean on, who find strong networks of support here. They live alongside families whose roots run deep – in our towns, on stations, and for Aboriginal families on Country going back tens of thousands of years. It makes for communities that genuinely look after each other, something community feedback showed again and again.



CHALLENGES

High cost of living: the median weekly income is 26% higher than the state average, but the cost of living in the East Pilbara is also 20% higher than Perth. People with higher-paying jobs may be in a better position to absorb the higher cost of living, but we need to ensure the East Pilbara is liveable for everyone who calls it home.

Impact of climate change: risks include more heat extremes, more flash flooding, and less frequent but higher-intensity and higher-impact cyclones, resulting in damage to buildings exacerbating existing housing issues and damage to critical transport links, and particularly to remote Aboriginal communities with risks of further isolation.

Unavailable land for development: Newman, Nullagine, and Marble Bar are surrounded by and peppered with Unallocated Crown Land that limits any further development or extension of land for industrial, commercial, or residential purposes without State intervention.

Limited data to tell our story: FIFO workers are not adequately counted in the Census and can be difficult to access accurate figures for – with a population undercount of up to half the real population working in the Pilbara at any one time. Without measuring our true population, we can't ensure that services, infrastructure, and resources meet the real demand – making maintenance, adequate service levels, and investment challenging.

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WHAT YOU TOLD US

Thank you to everyone who engaged with the development of this plan so far – whether it was through the MARKYT® Community Scorecard, our survey, or the pop-up events and workshops held between December 2025 and July 2026. Your frank feedback, as well as sharing your hopes and aspirations, has helped shaped our plan.

We also drew on the consultation from four other plans which each had their own community input and consultation process – the Reconciliation Action Plan, the Public Health Plan, the Youth Plan, and the Social Inclusion Plan.



YOU VALUE

The key themes we heard from you covered:



Liveability

Housing, healthcare, transport, and local business



Plenty to do

Access to great facilities, parks, and playgrounds, as well as events, and especially for children and young people



A place to be proud of

More shade, clean and tidy towns, and feeling safe



WHAT WE'RE DOING WELL or have improved on since 2023

Waste management **89% positive**

Libraries **88% positive**

Sport and recreation services **83% positive**

Festivals, markets, and community events **75% positive**

Arts, culture, and creative activities **75% positive**

IMPROVEMENTS YOU WANT TO SEE IN OUR TOWNS AND COMMUNITIES

Theme area	Community feedback
 Health services	• Healthcare overall as a priority • Access to health services – particularly GPs, dental, mental health and addiction, maternity and birth, and affordability • Scarcity of primary care available especially with wait times to see GPs – most common feedback during June 2026 consultation when no GP was available for over 2 weeks. • Aged care was a particular theme in Nullagine and Marble Bar comments • Inconsistent medical practitioners meaning a lack of continuity of care, as well as the wider public workforce (not just in healthcare)
 Housing	• Housing overall as a priority • Access to electricity and air-conditioning • Quality of housing and appearance/streetscape • Overcrowding • Condition of housing in remote communities • More housing
 Parks, playgrounds & reserves	• More shade and trees in parks, playgrounds, and reserves • Upgrade parks and playgrounds • More maintenance
 Safety & crime prevention	• Unlicensed vehicles and bikes • Management of stray dogs • Clean and tidy town – broken glass, fences, dumped rubbish • Concern about burglaries/thefts • Greater involvement by elders on reversing youth crime

IMPROVEMENTS YOU WANT TO SEE IN OUR TOWNS AND COMMUNITIES *continued*

Theme area	Community feedback
 Economy & business	• More local shops with a wider variety of permanent and temporary retail and hospitality offerings • Protecting Newman's retail and hospitality footprint – concern about the loss of retail space in the town centre • Cost of leases for shops and empty buildings • Streetscape/upkeep of shops • More industrial land • More jobs – especially entry level, jobseekers, trades • Concern about empty shops • Diversified economy, sustainable industries
 Transport	• Concern about roads, climate change, and cyclones • Concern about roads to Aboriginal communities • Public transport and distances to travel
 Facilities & infrastructure	• Newman Airport development / upgrade – terminal overcrowding • Newman Club site redevelopment – demolish damaged building, use site for community facility and activities • Clean up and improvement of cemeteries (trees, toilets) • Looking after infrastructure • Wear and tear from heat • Airconditioning and water-based activities • More access to services

IMPROVEMENTS YOU WANT TO SEE IN OUR TOWNS AND COMMUNITIES continued

Theme area	Community feedback
 Children, youth, & families	• Make junior sport more accessible – cheaper to hire things • Youth Centre in Newman, dedicated youth centre in Nullagine • Facilities for 5-10 year olds and 14+ • More sports opportunities • TAFE classes offered outside Newman and wider range of subjects • More youth engagement
 Affordability	• Cost of electricity – residential use and commercial use • Cost of living • Cost of fuel • Affordability as a general priority • Airfare and travel costs – concern around changes in subsidised regional flights
Other themes	• Isolation and remoteness • Continue to build strong relationships with First Nations and continue to listen to remote communities

COMMUNITY FEEDBACK FROM OTHER STRATEGIES

We're not reinventing the wheel – this plan reflects not only our most recent consultation, but also draws on feedback from other significant plans in the last 12 months.

Social Inclusion Plan

Our Social Inclusion Plan themes are also in alignment with the current consultation – further emphasising how enduring these issues are and how wide-reaching as well.

- **Advocacy** was a major priority – roads, housing, and access to appropriate service providers.
 - **Road conditions** were a significant concern for remote communities. Poor road quality limits everyday living, restricts mobility, and reduces access to essential health and support services.
 - **Housing** – both its condition and availability – was identified as a widespread issue. There is limited low-cost, government, and community housing, with many experiencing overcrowding, insufficient funding, and inadequate maintenance standards.
 - **Transport** alternatives to private vehicle use are lacking, limiting movement within the township of Newman in particular.
 - **Access to support services** remains limited. There are gaps in specialist services, low awareness of programs such as the NDIS, and insufficient assessment services to properly identify community members living with disability.

- **Shire infrastructure** was repeatedly raised as needing improvement – including limited disability access to Shire-owned public buildings, a lack of features for disabled people, insufficient or unusable kerb cuts in Newman, inadequate lighting, and playgrounds that do not offer sensory or inclusive equipment.
- **Programs and activities**, with services for older community members being notably limited.

Youth Plan

Consultation for our Youth Action Plan highlighted many of the same concerns that have come to the forefront in our current consultation – support with conflict at home and in the community, better lighting at night, ways to reduce heat exposure, more shade and access to drinking water, better access to health and support services, more art programming.

Public Health Plan

In the Public Health Plan and the consultation that informed it, there was also overlap with the issues raised. Community members highlighted alcohol and drugs, mental health and access to health services as key areas of concern, closely followed by social isolation.

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VISION AND PRIORITIES



OUR VISION

Vast spaces, connected communities – liveable and thriving in the heart of the Pilbara.

OUR PRIORITY AREAS

Our priorities have been directly informed by the comments and themes from our community consultation. You told us what's important, and we've listened.

1. **Liveability** is at the heart of our advocacy and planning



- Quality housing and affordability
- Healthcare services are accessible, affordable, and you can get the support you need when you need it
- Transport routes you can rely on and options for travel
- Thriving local businesses

2. There's **plenty to do** and be a part of



- Access to great facilities, parks, and playgrounds
- Children and young people feel at home here

3. We're a **place to be proud of**



- Civic pride, vibrant democracy and local decision-making
- Clean and tidy towns, with more shade, trees and green spaces
- Feeling safe

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OUR PLAN



1. LIVEABILITY

Strategic objectives	Themes	Supporting plans
1.01 Advocate for the Shire of East Pilbara to be included in the WA State Government's long-term investment framework in regional WA.	•  Economy & business •  Housing •  Transport •  Health services	
1.02 Continue strong advocacy with the WA State Government to increase the availability of developable land for residential, commercial, and industrial purposes, and undertake strategic land use planning to address the future development needs and aspirations.	•  Housing •  Transport •  Economy & business	•  Public Health Plan •  Social Inclusion Plan •  Local Planning Scheme & Local Planning Strategy
1.03 Advocate for ongoing investment and development of residential builds, including employer-owned, private, and social housing.	•  Housing •  Economy & business	•  Public Health Plan •  Social Inclusion Plan •  Local Planning Scheme & Local Planning Strategy
1.04 Improve the quality, liveability, and identity of local areas by enhancing public spaces, community facilities, and the natural environment in a way that reflects local character and meets community needs.	•  Parks, playgrounds, and reserves •  Housing •  Safety & crime prevention •  Children, youth & families •  Sport & recreation	•  Public Health Plan •  Social Inclusion Plan
1.05 Complete the Newman Wastewater Treatment Plant upgrade to ensure this essential infrastructure is safe, reliable, and up to modern standards – supplying treated water to our parks and green spaces, and providing an essential service our homes and businesses depend upon every day.	•  Housing •  Economy & business •  Waste management	•  Public Health Plan

1. LIVEABILITY continued

Strategic objectives	Themes	Supporting plans
1.06 Advocate for the Australian Government and the WA State Government to invest in healthcare services that are currently unmet or under-resourced, including maternity, primary health, dental, aged care and mental health services.	•  Health services •  Children, youth & families	•  Public Health Plan
1.07 Advocate and support public workforce attraction and retention to enable continuity of public services and care in the East Pilbara.	•  Health services •  Economy & business •  Children, youth & families •  Safety & crime prevention	
1.08 Provide and maintain a safe and accessible road network across the East Pilbara – from Shire roads, cycle paths and footpaths in our towns to the remote roads that are lifelines for the communities they serve.	•  Transport	•  Public Health Plan •  Social Inclusion Plan •  Roads 2040
1.09 Advocate for the WA State Government to seal the final section of Marble Bar Road, unlocking a fully sealed connection between the Shire's three towns and strengthening tourism, economic development, and transport network resilience.	•  Transport •  Economy & business	•  Roads 2040
1.10 Complete the Newman Airport Redevelopment, including the terminal upgrade and taxiway expansion, to meet increasing demand and ensure security of the primary transport gateway for residents, tourists and our FIFO workforce.	•  Transport •  Economy & business	
1.11 Advocate to the Australian Government and the WA State Government for improved housing and infrastructure in remote Aboriginal communities in the East Pilbara, and increased federal and state funding towards Shire local roads that provide access to Country.	•  Transport •  Housing •  Children, youth & families	•  Youth Plan •  Reconciliation Action Plan •  Roads 2040

1. LIVEABILITY continued

Strategic objectives	Themes	Supporting plans
1.12 Advocate for improved transport services and infrastructure across the East Pilbara and actively explore opportunities to address existing gaps in access.	 Transport	 Social Inclusion Plan
1.13 Promote and advocate for Newman to be recognised and developed as the regional mining support hub for the Pilbara, positioning the town as a central point for freight, supply chain operations, workforce movement, and regional connectivity.	 Economy & business  Transport	
1.14 Continue to advocate for infrastructure, business and investment opportunities to drive local job creation, sustainable economic growth and a more diversified economy.	 Economy & business	 Social Inclusion Plan  Reconciliation Action Plan
1.15 Advocate and support the development, attraction and retention of a skilled workforce in the East Pilbara.	 Economy & business  Children, youth & families	 Youth Plan  Reconciliation Action Plan
1.16 Support a vibrant, diverse Newman town centre by working with building owners, business and industry to maintain the town's overall retail and hospitality footprint over time, and to attract the new shops, services and food options – including flexible and pop-up offerings.	 Economy & business	
1.17 Support East Pilbara-based businesses, giving local suppliers a stronger opportunity to compete while work is still awarded based on best value for money for the community.	 Economy & business	
1.18 Facilitate collaboration and partnerships with industry and government in key issues for the Shire (such as transport, housing, economic development and tourism, social wellbeing and public spaces).	 Economy & business  Housing  Transport  Safety & crime prevention	

1. LIVEABILITY continued

Strategic objectives	Themes	Supporting plans
1.19 Continue to advocate for improved Census data collection to accurately reflect the FIFO workforce population and the Aboriginal and Torres Strait Islander population – reflecting actual population demand for services and infrastructure.	• All areas	
1.20 Maintain and expand the Shire's water reuse network, using treated water to irrigate our ovals, sport fields, parks and green spaces so our towns stay green and liveable.	•  Waste management •  Parks, playgrounds, and reserves •  Sport & recreation •  Housing	
1.21 Optimise the generation, storage and use of renewable energy in Shire buildings and facilities, as well as smart design to lower energy consumption.	•  Economy & business •  Housing	
1.22 Strengthen the East Pilbara's resilience to cyclones, flooding and natural disasters – providing effective emergency management and disaster recovery, building strong relationships with government partners before disaster strikes, and advocating for investment in resilient, fit-for-purpose evacuation facilities and lifeline roads.	•  Safety & crime prevention •  Housing •  Transport •  Economy & business	•  Public Health Plan •  Local Recovery Plan

2. PLENTY TO DO

Strategic objectives	Themes	Supporting plans
2.01 Pursue the future development of a purpose-built recreation and emergency evacuation facility for Newman, with the former Newman Club site as a preferred location.	•  Sport & recreation •  Safety & crime prevention •  Children, youth & families	•  Public Health Plan •  Local Recovery Plan
2.02 Advocate for increased WA State Government investment in facilities, services, and programs that expand opportunities for participation in sport, recreation, and fitness across the Shire.	•  Children, youth & families •  Parks, playgrounds, and reserves •  Sport & recreation •  Festivals and markets	•  Public Health Plan
2.03 Provide sustainable, well-maintained, and accessible community facilities that meet the current and future needs of residents across the Shire.	•  Children, youth & families •  Libraries •  Festivals and markets	•  Public Health Plan •  Youth Plan
2.04 Ensure that maintenance and upgrades to community facilities, recreational spaces and playgrounds are inclusive and designed to accommodate people of different ages, abilities, and backgrounds.	•  Children, youth & families •  Parks, playgrounds, and reserves	
2.05 Advocate for, develop, and strengthen children's, family, and young people's services through a collaborative, community-driven approach that brings together government agencies, schools, service providers, community organisations, industry partners, and local stakeholders.	•  Children, youth & families •  Safety & crime prevention •  Libraries •  Sport & recreation •  Community connection	•  Youth Plan
2.06 Support arts and culture, along with a diverse range of events and activities, that bring people together through shared experiences and celebration.	•  Children, youth & families •  Libraries •  Arts and culture •  Festivals and markets	•  Public Health Plan
2.07 Provide programs, workshops, performances, and art installations that reflect the unique identity and diversity of the Shire, encouraging creative expression, cultural exchange, and community participation.	•  Children, youth & families •  Libraries •  Arts and culture •  Festivals and markets	
2.08 Support and strengthen local sporting clubs and community organisations to become resilient, and capable of long-term growth.	•  Children, youth & families •  Sport & recreation	

3. PLACE WE'RE PROUD OF

Strategic objectives	Themes	Supporting plans
3.01 Continuously improve the standard and progressively green the towns through enhanced landscaping, tree planting, streetscape improvements, and the protection of natural environments.	 Parks, playgrounds, and reserves	
3.02 Continue the focus on increasing shade, reducing heat impacts, and greening-up areas in Newman, Marble Bar, and Nullagine.	 Parks, playgrounds, and reserves	
3.03 Continue delivering masterplans for recreation, sporting facilities, and public open spaces, while activating community spaces to provide recreational, sporting, and social opportunities for children and young people in the East Pilbara.	 Parks, playgrounds, and reserves  Sport & recreation  Festivals and markets  Community connection	 Public Health Plan  Youth Plan  Social Inclusion Plan
3.04 Advocate and partner to address issues impacting community safety, and improving information sharing and coordination.	 Safety & crime prevention	 Public Health Plan  Youth Plan
3.05 Continue to invest in the CCTV network across the Shire and incorporate Crime Prevention Through Environmental Design principles.	 Safety & crime prevention	 Public Health Plan  Crime Prevention Plan
3.06 Advocate for and actively promote inclusion, cultural understanding, and social harmony across the Shire's diverse population by supporting and delivering small and large scale events that bring people together.	 Community connection  Arts and culture	 Public Health Plan
3.07 Involve, engage, and inform communities through a range of accessible and inclusive communication and participation platforms that ensure all residents across the East Pilbara have meaningful opportunities to stay connected.	 Community connection	 Social Inclusion Plan

3. PLACE WE'RE PROUD OF continued

Strategic objectives	Themes	Supporting plans
3.08 Implement and deliver the Shire's Reconciliation Action Plan to strengthen relationships with Aboriginal and Torres Strait Islander peoples and embed meaningful actions across all Shire departments.	 Community connection	 Reconciliation Action Plan
3.09 Build cultural awareness, understanding and respect by increasing opportunities for staff, elected members and the broader community to learn about local Aboriginal histories, languages, traditions and cultures.	 Community connection  Arts and culture	 Reconciliation Action Plan
3.10 Empower young people to have a genuine voice in matters that affect them, strengthening their sense of belonging, responsibility, and connection to the Shire while building the next generation of community leaders.	 Children, youth & families	 Youth Plan
3.11 Strengthen a vibrant local democracy where residents, Traditional Owners, community groups and businesses have real opportunities to shape the decisions that affect them.	All areas	 Corporate Business Plan  Long Term Financial Plan  Annual Budgets
3.12 Manage the Shire's finances, assets, and services responsibly and transparently, so the community can trust that money is spent well, services stay reliable, and best value for money is delivered fairly across the East Pilbara.	All areas	 Corporate Business Plan  Long Term Financial Plan  Annual Budgets

REFERENCES

The Shire of East Pilbara acknowledges the Australian Bureau of Statistics (Census 2021), REMPLAN and Informed Decisions (.id) as key sources of demographic, economic and social data for this plan. Climate change information references the State of the Climate 2024 report from the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the Bureau of Meteorology. Native Title information has been sourced from the National Native Title Tribunal, and the Native Title Registrar.

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