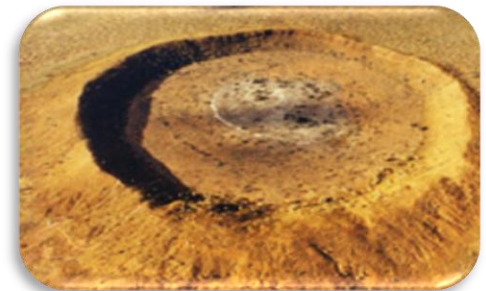


# DRAFT



Shire of Halls Creek  
Strategic Community Plan 2026-2036

## Our Home, Our Future

### *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 Shire of Halls Creek 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 Shire of Halls Creek, 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.

**Draft 1.1- 27 August 2026**

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# Acknowledgement of Country

The Shire of Halls Creek acknowledges the Traditional Owners and Custodians of the land on which the Shire operates and delivers services. The Shire recognises the deep and ongoing connection of Aboriginal peoples to country, culture, community, and law, and acknowledges that these lands have never been ceded.

The Shire pays respect to Elders past, present and emerging, and extends that respect to all Aboriginal and Torres Strait Islander peoples within the community. The Shire is committed to working respectfully and collaboratively with Traditional Owners to support reconciliation, cultural understanding, and sustainable outcomes for current and future generations.

# Message from the Shire President

Welcome to the Shire of Halls Creek Strategic Community Plan 2026–2036.

On behalf of Council, I am proud to present this plan, which reflects the collective voice and aspirations of our community. Through meaningful engagement, our residents, stakeholders, and partners have shared what matters most for the future of the Shire.

This plan is not only for the Halls Creek townsite—it represents the aspirations of all our communities across the Shire, including Mindibungu (Billiluna), Wirrimanu (Balgo), Mulan, Warmun, Kundat Djaru, Yiyili, and Djugerari (Mount Pierre), as well as our town reserves of Mardiwah Loop, Lunja (Red Hill) and Nicholson Block, and surrounding outstations. It acknowledges the diversity, strength, and cultural significance of each community and the importance of ensuring that all voices are reflected in our shared future.

This plan captures those priorities and sets a clear direction for the next decade. It represents our shared commitment to building communities that are safe, prosperous, inclusive, and culturally strong.

Council's core role is to provide leadership, set strategic direction, and invest in the infrastructure and enabling environment required for our communities to thrive. While many important services—such as youth, and social programs—are delivered by other agencies, this plan focuses on how the Shire can build strong foundations, support service delivery, and future-proof our communities.

This includes preparing for significant regional opportunities, including the sealing of the Tanami Road, which will reshape connectivity, economic activity, and growth across the region. Through targeted investment, advocacy, and planning, the Shire will position our communities to maximise these opportunities while managing the associated challenges.

Achieving this vision will require collaboration. This is not a plan for Council alone—it is a partnership between community, government, and stakeholders. Together, we will work to deliver outcomes that improve quality of life and create opportunities across the Shire.

We know where we are heading, and this plan provides the framework to guide our decisions, investments, and actions along the way.

Brenda Garstone

President

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# Overview of our Strategic Community Planning

## Purpose

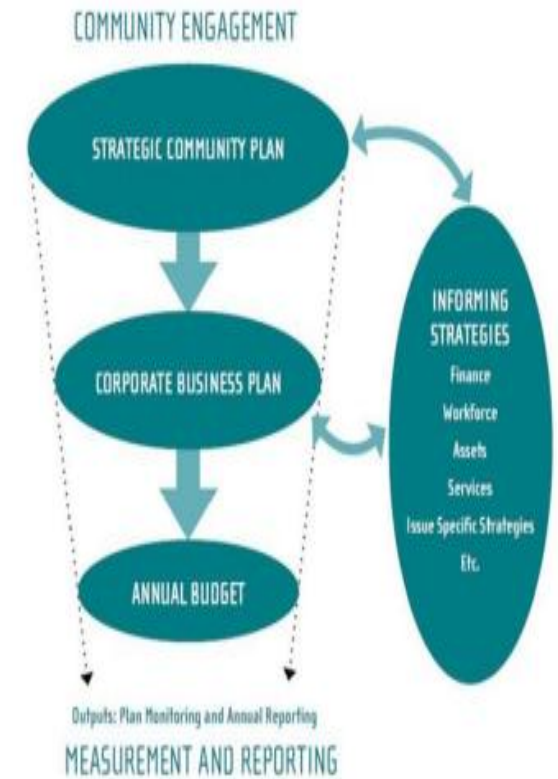
The purpose of the Shire of Halls Creek strategic community plan is to:

- share the community's vision and how it will be achieved;
- unify and energise those who will bring the vision to reality;
- identify game changing investments that underpin the vision; and
- enable the Shire and its stakeholders to monitor progress against the plan.

## 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 Framework (Framework) provides the overarching structure through which the Shire of Halls Creek (Shire) plans, delivers, monitors and reports on services and outcomes for the community. The Framework integrates long-term community aspirations with medium-term corporate priorities, resourcing strategies and annual operational delivery, ensuring alignment between Council decision-making, service delivery and available resources. The adjacent illustration depicts the Western Australia Integrated Planning and Reporting Framework.



The Shire of Halls Creek Framework comprises the following core documents:

- Strategic Community Plan 2026–2036 –providing the long-term vision, values and strategic direction for the Shire.
- Corporate Business Plan 2026–2030 – translating Council priorities into deliverable programs, projects and services within available resources.
- ICT Strategy and Roadmap 2026–2028 – identifying the digital systems, platforms and capability required to support service delivery, governance, internal controls and data-driven decision-making.

The Long-Term Financial Plan, Asset Management Plan and Workforce Plan provide assurance that the Shire has the capacity to deliver its strategic objectives in a financially and operationally sustainable manner.

Together, these documents are the foundation of the Shire’s planning and accountability framework. With the 2015-2025 Strategic Community Plan now at the end of its term, the Shire is transitioning toward a refreshed integrated planning and reporting suite to ensure continued alignment with legislative requirements, contemporary governance expectations, and the evolving needs of the Shire’s communities.

### Integrated planning and reporting cycle

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 opposite.



# Our Shire

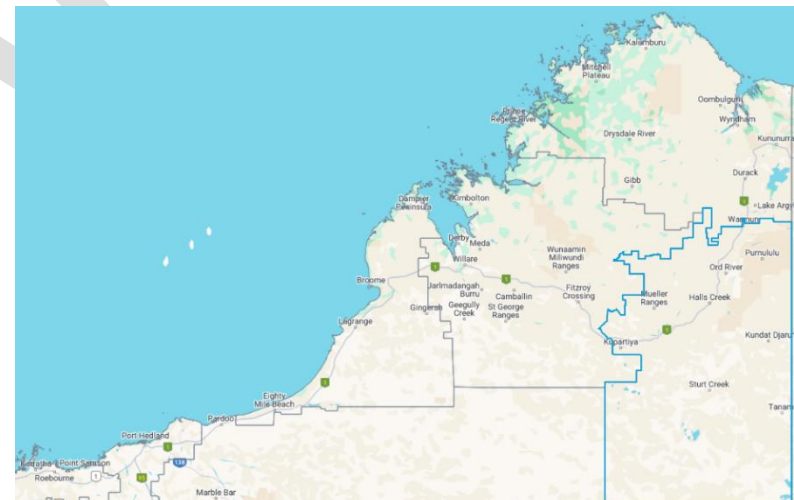
The Shire of Halls Creek is located in the Kimberley region of northern Western Australia. It covers an area of around 143,000 square kilometres and includes the town of Halls Creek as well as several remote communities. The town is situated on the Great Northern Highway, 720 kilometres from Broome and 360 kilometres from Kununurra. It is a vast and sparsely populated area known for its rugged landscapes, rich Aboriginal culture, and strong connection to the cattle and mining industries. The Shire experiences a tropical climate with distinct wet and dry seasons, bringing heavy rains and flooding during the summer months and dry, cooler conditions in winter.<sup>1</sup>

The Shire of Halls Creek hosts several communities. Halls Creek is the largest town, serving as a key service hub for surrounding cattle stations, mining operations, and Aboriginal communities. Located along the Great Northern Highway, it has a population of around 1,500 people and a strong Aboriginal presence, with many residents belonging to the Jaru, Kija, Gooniyandi, and Walmajarri language groups. Halls Creek provides essential services, including healthcare, education, and local government facilities, while also facing challenges related to infrastructure, employment, and community well-being.

Several remote Aboriginal communities are located in proximity to the Tanami Road, including:

- Billiluna (Mindibungu)- located approximately 110 kilometres south of Halls Creek, Billiluna serves as a gateway to the Canning Stock Route and Wolfe Creek Crater (Kandimalal).
- Balgo (Wirrimanu)- situated approximately 200 kilometres west of the WA-NT border.
- Mulan – Located west of Balgo, this community provides access to the inland wetlands of Paruku (Lake Gregory) and Nyarna (Lake Stretch).

Source: REMPLAN, 2025.



<sup>1</sup> Shire of Halls Creek, [Local Planning Strategy](#), May 2016, p 8.

# Our People

The Shire of Halls Creek is home to a significant proportion of the East Kimberley's Aboriginal population, positioning the Shire as a critical regional centre for culture, community, and service delivery. This scale and responsibility require coordinated planning, strong advocacy, and targeted investment to ensure communities are supported now and into the future.

A defining characteristic of the Shire is its significant young population. This presents both an opportunity and a responsibility. Supporting young people to thrive—through access to education, pathways to employment, safe environments, and positive engagement—is critical to the long-term future of our communities.

At the same time, our Elders hold knowledge, culture, and leadership that are fundamental to community strength and continuity. Protecting and respecting Elders, and ensuring they remain supported, safe, and connected, is a priority across all communities.

The Shire recognises that strong communities are built on inclusion, respect, and opportunity. While many frontline services—such as health, education, and youth programs—are delivered by other agencies, the Shire plays an important role in creating environments that support wellbeing. This includes providing safe and accessible infrastructure, public spaces, and facilities that enable community connection and participation.

Working in partnership with government, service providers, and community leaders is essential to addressing local challenges and supporting positive outcomes. This includes responding to issues such as disengagement, limited employment pathways, and access to services in a remote context.

The Shire is committed to supporting communities where young people are empowered, Elders are respected and protected, and all residents have the opportunity to live safely, participate fully, and contribute to the future of the region.

# Our Community

Key data points on the communities of the Shire of Halls Creek are outlined in figure 3.

Figure 1 - Shire of Halls Creek Snapshot



Source: Hatch analysis based on: ABS Census, 2021; RDA Kimberley Profile .id, 2025; DPLH WA Tomorrow Population projections, 2021 – 2036.

The analysis indicates that the Shire of Halls Creek:

- had an estimated population of 4,140 people in 2023.
- is a youthful population with a median age of 29, showing it is younger than the median ages of the Kimberley (33) and Western Australian (38). This suggests a significantly large cohort of the population is in their prime working and education ages.
- has a projected population growth of 10% through to 2036, as per WA Tomorrow population forecasts.
- has 77% of residents identifying as Indigenous, as per the 2021 ABS Census, which is higher than the Kimberley (41%) and significantly higher than Australia (3.2%).
- experiences severe economic disadvantage, with a significantly lower median household and individual annual income (\$21,280) when compared to the Kimberley (\$55,637) and WA (\$59,426) medians. This is reflected in the Shire sitting inside the bottom 10% nationally in terms of socio-economic status.
- has experienced growth in resident workers and businesses in recent years, with an additional 11 businesses entering the local economy since 2020.
- has a vocational education participation rate, and level of youth engagement in work or learning opportunities, below the Kimberley comparison.

The Australian Council of Social Services (ACOSS) sets the poverty line in Australia at 50% of the national median weekly household income. Tables 8 and 9 respectively provide the estimated poverty line for individuals and couple families with children for 2022 across Australia; and estimates for the rate of poverty in the Shire of Halls Creek, based upon the Shire and Kimberley income distribution at the 2021 Census.

**Table 1 - Australian Council of Social Services Estimated Poverty Line for Australia**

| Cohort (Australia-wide)  | 2022 Poverty Line                            |
|--------------------------|----------------------------------------------|
| Individuals              | \$489 per week (approx. \$25,500 per year)   |
| Couple Family Households | \$1,027 per week (approx. \$53,400 per year) |

Source: ACOSS, 2022.

**Table 2 - Estimated Poverty Rates, Shire of Halls Creek and Kimberley Region**

| Area                 | Poverty Rate- Individual | Poverty rate – Couple families |
|----------------------|--------------------------|--------------------------------|
| Shire of Halls Creek | 53% (1,431 residents)    | 43% (582 family households)    |
| Kimberley            | 30% (8,113 residents)    | 33% (5,047 family households)  |

Source: Hatch Analysis, 2025.

The analysis indicates that the Shire has a very high poverty rate both for individuals (53%) and couple families (43%).

Across the Shire of Halls Creek and the Kimberley, a response rate of 85% was achieved to topics related to resident's income and earnings in the 2021 Census. Given this, it is likely that the actual poverty rates across the geographies are higher than the estimates provided in the above tables. Other research indicates that, nationally, poverty rates in very remote Aboriginal communities sit at approximately 57.1%<sup>2</sup>, supporting the likelihood that estimated poverty rates for the Shire are below the actual rate due to undercounting.

## Cost of living/business operation in remote areas

The analysis indicates:

- prices for all groups of goods and services in Halls Creek townsite is 12.5% higher than Perth prices.
- food (20.8%), household equipment and operation (20.1%), and transport (16.1%) are the three groups with the largest price variation compared to Perth. For household equipment and operation and transport, this price gap has grown since 2011.
- Halls Creek townsite has the 4th highest price index in Western Australia and the highest within the Kimberley, indicative of the price challenges faced by the Halls Creek community.

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<sup>2</sup> Dr Francis Markham, [Submission to the Senate Standin Committee on Community Affairs' Inquiry into the extent and nature of poverty in Australia](#), 2023, p 2.

Research at a national level also finds that in very remote areas, which would include the remote Aboriginal communities in the Shire of Halls Creek (Balgo, Billiluna, Mulan, Ringer Soak, Warmun and Yiyili), experience prices that are on average 39% higher for food and drinks, 44.1% for transport and 9.4% for other goods and services when compared to capital cities.<sup>3</sup>

In terms of construction costs, guidance provided by Rawlinsons Construction Handbooks provide regional indices to assist in estimating cost associated with capital works across Australia compared to costs in major cities. Across the Kimberley, Rawlinsons estimate that construction costs are broadly between 55% (Derby) to 60% (Kununurra) higher than in Perth,<sup>4</sup> significantly impacting the feasibility, timing and design considerations of infrastructure investment into the region. These costs would likely be higher again for remote communities in the Shire of Halls Creek.

## Remote Aboriginal Communities

Remote Aboriginal communities face significant disadvantage that limits opportunities for their residents.

**Housing inadequacy and overcrowding-** Due to restricted availability of housing and inappropriate housing design, overcrowding of dwellings is highly prevalent in remote communities, which can exacerbate existing health issues through facilitating greater spread of disease. This places increased stress on existing critical services including health, water supply and sewerage systems, with poor housing quality also linked to higher rates of alcohol abuse and social problems.<sup>5</sup>

**Food security-** Food security means that households have continuous access to a range of food, drinks and other essential groceries that are reasonably priced and meet dietary and cultural needs. Due to the vast nature of outback Australia, remote communities in these areas face significant barriers to accessing food, whereby they are limited both in terms of types of available food and higher food prices. It has been estimated that households in regional and remote areas of Western Australia are 30% more likely to experience food insecurity, compared to those in capital cities.<sup>6</sup>

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<sup>3</sup> Dr Francis Markham, [The Poor Pay More: Why the Remote Area Allowance Needs Urgent Reform](#), AusTaxPolicy, February 2024.

<sup>4</sup> Rawlinsons Construction Handbook, WA Regional Price Indices, 2022.

<sup>5</sup> See, for example, Holly Clifford et al, [Environmental health challenges in remote Aboriginal Australian communities: clean air, clean water and safe housing](#), published in Australian Indigenous Health Bulletin, May 2015.

<sup>6</sup> Timothy Landrigan et al, [Protocol for the Development of a Food Stress Index to Identify Households Most at Risk of Food Insecurity in Western Australia](#), 2018.

Pricing and availability of such items can be impacted by a range of factors and events, such as supply chain interruptions, severe weather and increased fuel costs, with remote suppliers lacking the purchasing power to continually supply goods at fair prices whilst being unable to absorb increased operational costs. Food storage infrastructure also plays a key role in providing communities with fresh, nutritional and accessible foods, and is of critical importance to the resilience of communities during regular adverse weather events.

**Digital exclusion**- Digital exclusion refers to individuals lacking the resources, skills and opportunities to access digital technologies and services, ultimately affecting the level of participation they can have in the digital economy and overall civic engagement. Given the rise in online education, telehealth services and the ability to work remotely, it has become crucial for individuals to have both access to online tools and digital literacy for them to access services that can expand the economic opportunities to them. RMIT research has found that 43% of remote Aboriginal communities across Australia have no mobile service or telecommunication access, demonstrating the rate of digital exclusion that remote areas can experience.<sup>7</sup>

**Limited economic opportunities** – remote Aboriginal communities typically have small populations that do not drive significant job numbers. This means residents must travel significant distances to access job and business opportunities, which can be challenging for social and financial reasons. Consequently, unemployment rates in these communities are typically extremely high (see section 0).

## Potential data inaccuracies - undercount

The Australian Bureau of Statistics (ABS) acknowledges that geographies in rural and remote areas are more likely to be at a higher risk of Census data undercounting the resident population and local workforce. This is due to a range of factors such as:

- people travelling on Census night.
- not enough space on the Census form to include all household members for larger households.
- reluctance to be included in the Census.
- dwellings missed by the Census.
- poor internet connectivity for completing digital Census forms.
- in the case of undercounting the Indigenous population, individuals not identifying themselves as Indigenous.<sup>8</sup>

All of the above factors are likely to have impacted the population data collected at 2021 Census for the Shire of Halls Creek.

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<sup>7</sup> Shu Shu Zheng, [Remote First Nations communities are among the most digitally excluded people in Australia](#), RMIT Australia, September 2023.

<sup>8</sup> Australian Bureau of Statistics, [2021 Census Overcount and Undercount](#), website, last accessed May 2025.

At the 2021 Census, it was estimated that in regional WA a gross population undercount error was estimated to be 13.8%. For the Indigenous population nationally, the gross undercount error is estimated to be 18.8%. Note that ABS estimated regional population data (ERP) accounts for this undercount in each annual release.

It is hoped that the extensive support provided to remote communities during Census 2026 delivers a much higher count.

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# Our Heritage and Culture

The Shire of Halls Creek is home to one of the oldest living cultures in the world. Aboriginal heritage, language, and connection to Country are central to the identity of the Shire and underpin the social, cultural, and environmental fabric of our communities.

Across the Shire, cultural knowledge is expressed through story, art, ceremony, language, and ongoing custodianship of land. This heritage is not only of local significance but of national and international importance. Protecting and respecting this cultural legacy is fundamental to the Shire's role and responsibilities.

The Shire recognises the importance of working in genuine partnership with Traditional Owners to ensure that cultural heritage is respected, preserved, and appropriately integrated into planning, infrastructure, and place-making. This includes supporting opportunities for cultural expression, strengthening local identity, and ensuring that development occurs in a way that acknowledges and protects significant sites and values.

In addition to Aboriginal heritage, the Shire also acknowledges its shared history, including pastoral, mining, and settlement heritage, which has contributed to the development of Halls Creek and surrounding communities. These layers of history form part of the Shire's evolving story.

Looking ahead, there are opportunities to strengthen how heritage is recognised and activated across the region. This includes supporting cultural tourism, storytelling, and place activation initiatives that celebrate local identity while creating economic and social opportunities for communities.

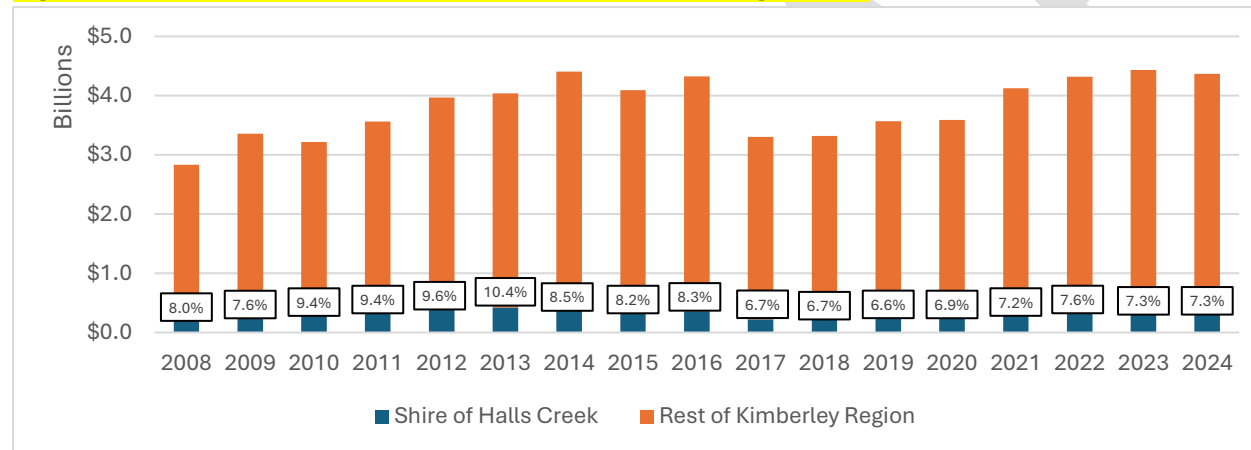
The Shire is committed to ensuring that heritage is not only preserved, but actively respected and embedded into the future of the region.

# Our Economy

Gross Regional Product (GRP) estimates for the Shire of Halls Creek and the Kimberley region are:<sup>9</sup>

- the Shire of Halls Creek regional economy is estimated to have created \$324 million in GRP in 2022/23 (2023 prices).
- the Shire contributed 7.25% of the wider Kimberley region GRP of \$4.43 billion, in 2022/23 (2023 prices). Since 2014, the average contribution has been 7.4% to Kimberley GRP.
- mining is overwhelmingly the largest contributor to economic product in the Shire of Halls Creek, contributing a total of \$140 million in value add per annum.

**Figure 2 - Shire of Halls Creek Contribution to Kimberley Region GRP**



Source: REMPLAN – RDA Kimberley, 2024.

<sup>9</sup> REMPLAN, Kimberley Development Commission (KDA), 2024 Release.

## Labour force and unemployment

Labour force is defined as the sum of the employed and unemployed persons in a given area aged between 15 and 64 years. Note this is different to resident workers, which is defined as the number of employed people who live in a given area.

As outlined in table 3, the Shire of Halls Creek's labour force of 1,325 people is representative of 7.1% of the wider Kimberley workforce, aligning with the Shire's economic contribution to Kimberley GRP. Over the five years to 2024, the Shire of Halls Creek has expanded its resident labour force by 69 individuals, growing at a higher rate (0.4% per year) than the Kimberley (0.1% per year).

**Table 3 - Kimberley Labour Force Growth by LGA, 2019 - 2024.**

| LGA                    | 2019   | 2024   | 5 year change | AAGR   |
|------------------------|--------|--------|---------------|--------|
| Shire of Halls Creek   | 1,256  | 1,325  | + 69          | + 0.4% |
| Wyndham-East Kimberley | 4,100  | 4,244  | + 144         | + 0.1% |
| Broome                 | 9,641  | 10,295 | + 654         | + 0.7% |
| Derby–West Kimberley   | 3,072  | 2,913  | - 159         | - 2.0% |
| Kimberley Total        | 18,069 | 18,777 | + 708         | + 0.1% |

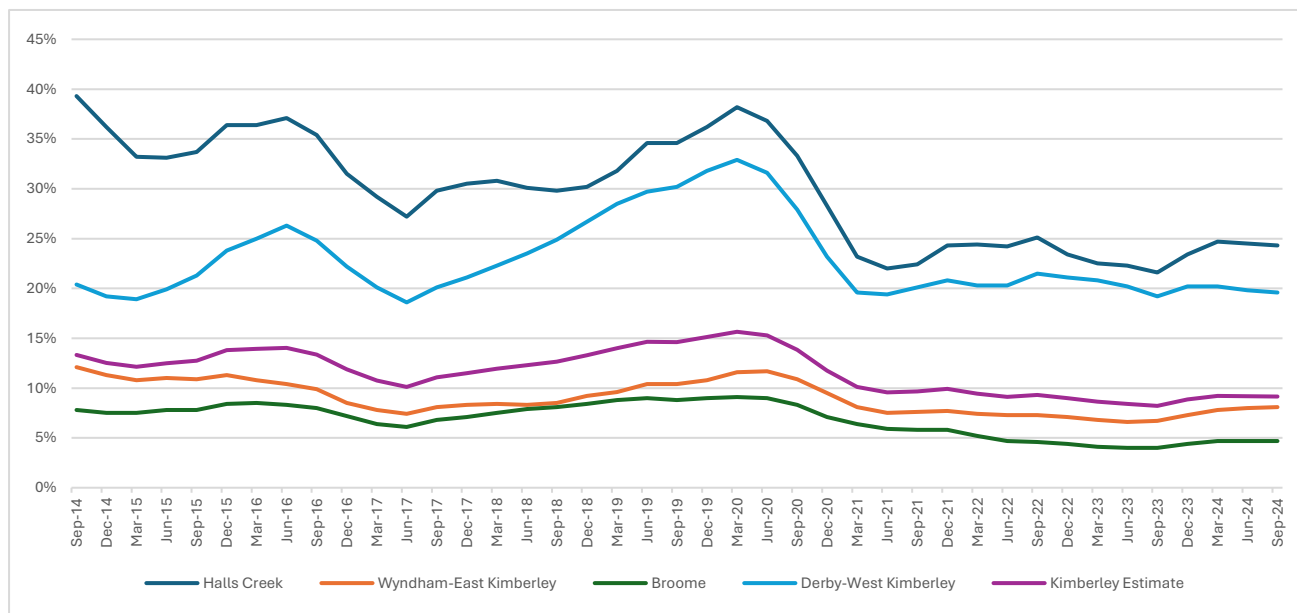
Source: DEWR Small Area Labour Markets (SALM), September 2024 Quarter.

Unemployment in the Shire of Halls Creek has historically been at significantly more elevated levels than the wider Kimberley, sitting at approximately 25% (as of September 2024), in comparison to the Kimberley's 9% unemployment rate. However, the current unemployment rate is at its lowest level over the last 10 years, having been at 40% in 2014 with a significant fall occurring between 2019 and 2021. This is likely due to the Council's deliberate decision to hire more than 60 local people, including providing workforce training where required, during this time period.<sup>10</sup>

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<sup>10</sup> Department of Local Government, Sport, and Cultural Industries, [Shire of Halls Creek tackles unemployment](#), December 2021.

Figure 3 - Kimberley Unemployment Rate Time Series by LGA, 2014 – 2024.



Source: DEWR Small Area Labour Markets (SALM), September 2024 Quarter.

## Employment - industry and occupation

**Table 3** below provides an overview of the economic contribution and employment distribution across key industry sectors in the Shire of Halls Creek. It indicates:

- mining is overwhelmingly the biggest contributor to the Shire of Halls Creek economy, accounting for 56% of total economic output, despite only employing 19% of the local workforce. Given only 17 residents work in the mining sector within the Shire, this is indicative of the reliance that local mining operations have on FIFO/DIDO workforces.
- Education and Training, Health Care and Social Assistance, and Public Administration and Safety are significant employers, with high percentages of local residents working in these sectors to support the daily needs and services required by the local population.
- the construction industry is estimated to contribute \$40 million annually to the regional economy, likely including works completed on the Tanami Road within the Shire boundary in recent years.
- in total, 61% (694) of the local jobs in the Shire of Halls Creek are estimated to be filled by local residents, where their primary place of residence is recorded as within the Shire. Given undercounting concerns, this figure is likely to be higher.

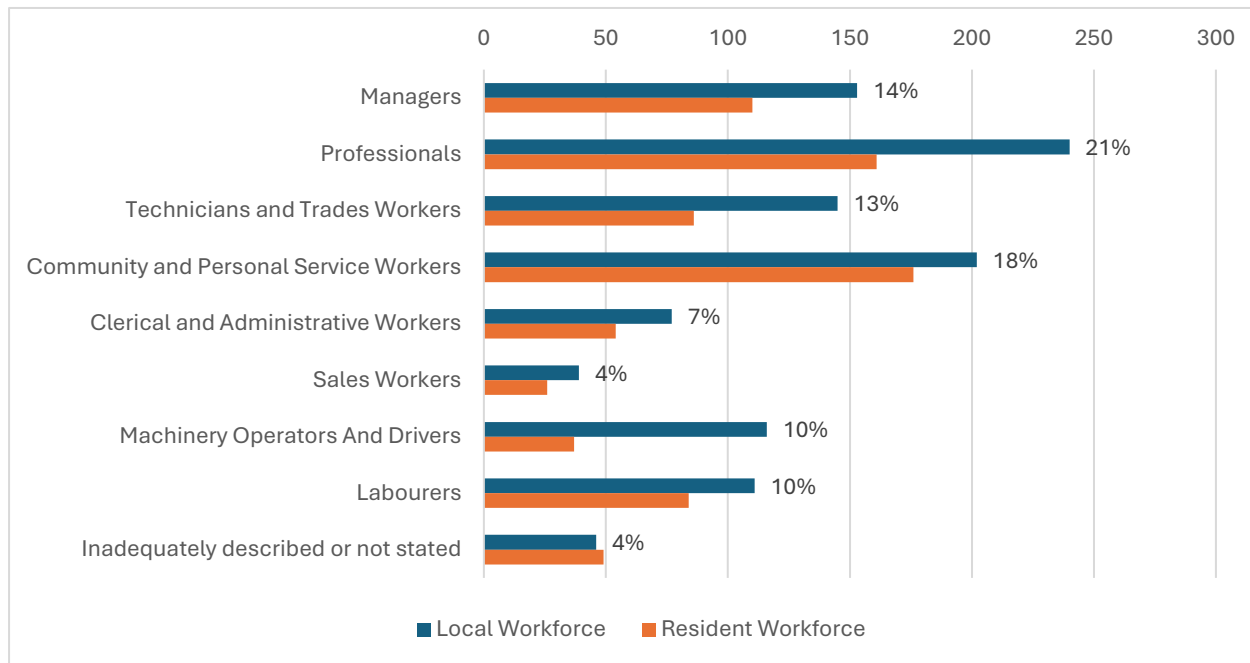
**Table 4 - Shire of Halls Creek Key Industry Sectors Output and Employment, 2024**

| Sector                            | Annual Output (% of total) | Local Employment (% of total) | Residents working in SoHC (% of local employment by industry) |
|-----------------------------------|----------------------------|-------------------------------|---------------------------------------------------------------|
| Mining                            | \$388M (56%)               | 221 (19%)                     | 17 (8%)                                                       |
| Construction                      | \$40M (6%)                 | 57 (5%)                       | 22 (39%)                                                      |
| Education and Training            | \$39M (6%)                 | 221 (19%)                     | 182 (82%)                                                     |
| Health Care and Social Assistance | \$38M (6%)                 | 194 (17%)                     | 131 (68%)                                                     |

|                                   |               |              |                  |
|-----------------------------------|---------------|--------------|------------------|
| Public Administration and Safety  | \$37M (5%)    | 102 (9%)     | 76 (75%)         |
| Agriculture, Forestry and Fishing | \$35M (5%)    | 59 (5%)      | 29 (49%)         |
| Accommodation and Food Services   | \$14M (2%)    | 70 (6%)      | 41 (59%)         |
| <b>All Industries</b>             | <b>\$687M</b> | <b>1,138</b> | <b>694 (61%)</b> |

Source: Halls Creek- ABS Census 2021; REMPLAN- Kimberley SA3 2024 R1 Model. Last accessed April 2025.

**Figure 4 - Shire of Halls Creek local and Resident Employment by Occupation, 2021**



Source: Halls Creek - ABS Census 2021.

The analysis indicates:

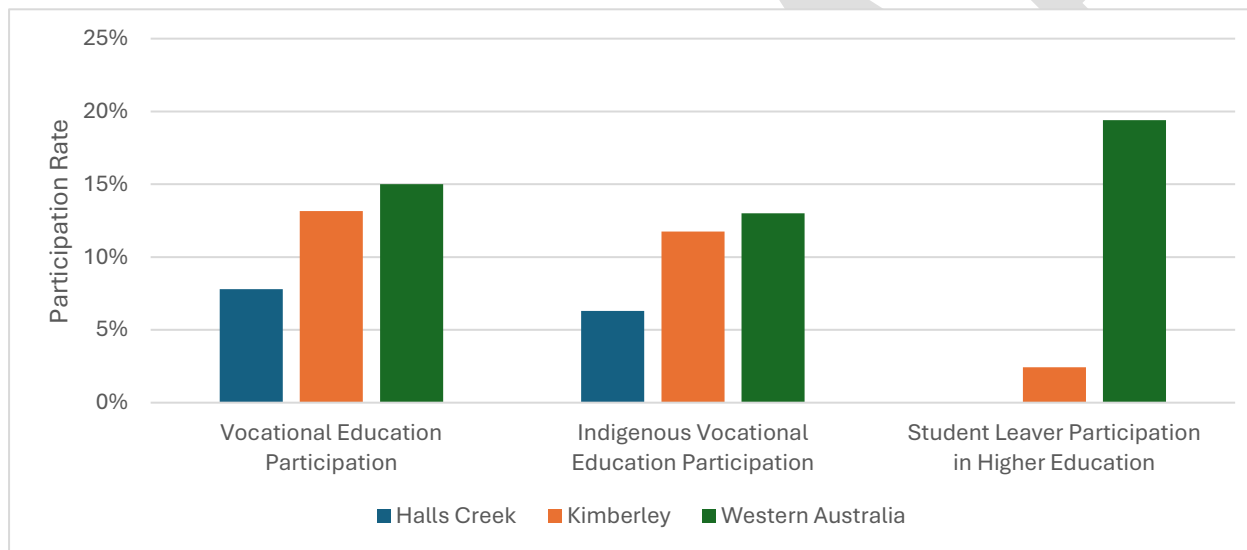
- professional occupations represent 21% of total local employment, which includes education, doctors and nurses, and business-related professionals.
- community and personal services workers (18%) is another prominent occupation type, which includes carers and aides, protective services workers, and health and welfare workers across the Shire.
- across all occupations, the local workforce is larger than the number of resident workers. This indicates that some services and/or labours are sourced externally. This is particularly the case for machinery and operators, technicians and trade workers, and professional occupations.

## Workforce pathways

Analysis of current education and training participation for those aged 15 years and over in the Shire of Halls Creek indicates that:

- the Shire has a low uptake of vocational education at 7.8% of total residents when compared to wider Kimberley (13.2%) and Western Australia (15%).
- the Shire's Indigenous population has a vocational education rate of 6.3%, compared to 11.7% in the Kimberley and 13% across Western Australia.
- currently, no Shire residents are participating in higher (university) education.
- This may reflect issues in accessing workforce pathways, due to factors such as geographical remoteness, poor transport connectivity, poor digital connectivity, or lack of prerequisite qualifications.

**Figure 5 - Shire of Halls Creek Participation in Educational Pathways, 2024**



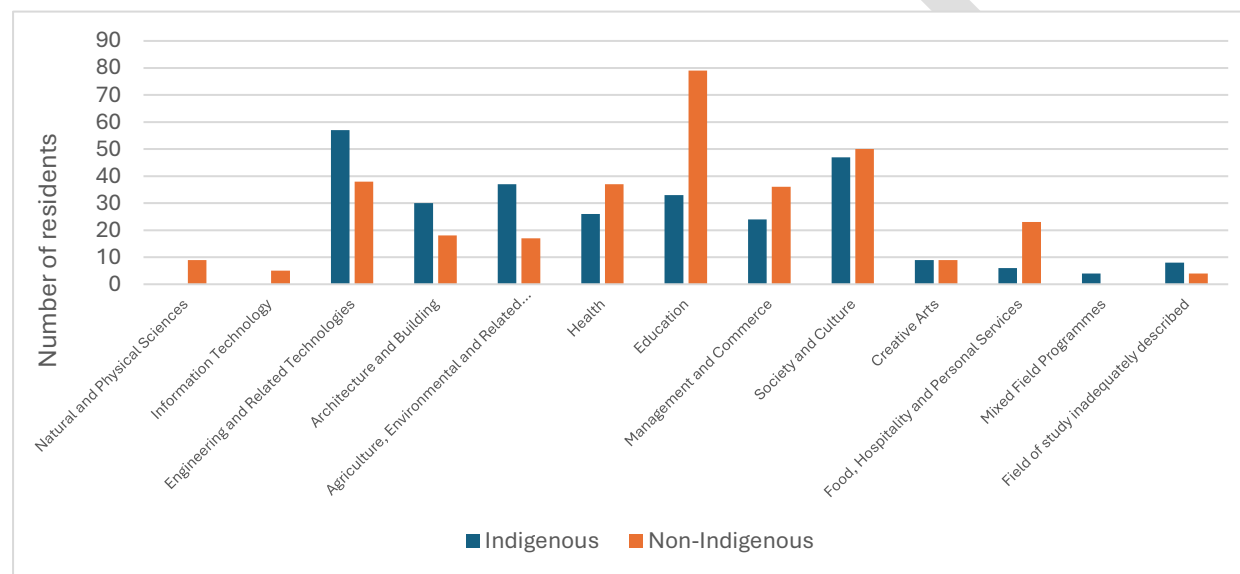
Source: Phidu, Torrens University Australia- Social Atlases of Australia, 2024.

Figure 8 represents the field of qualification held by Shire of Halls Creek residents by Indigeneity.

This analysis indicates:

- non-Indigenous residents predominantly hold qualifications in fields such as education, health, society and culture, and engineering technologies.
- Indigenous residents hold qualifications in engineering technologies, architecture and building, agriculture and environment, and society and culture.
- these qualifications are likely reflective of the local workforce pathways and employment opportunities in the Shire, in industries such as construction, mining and tourism.

**Figure 6 - Shire of Halls Creek Resident Field of Educational Qualification, 2021**



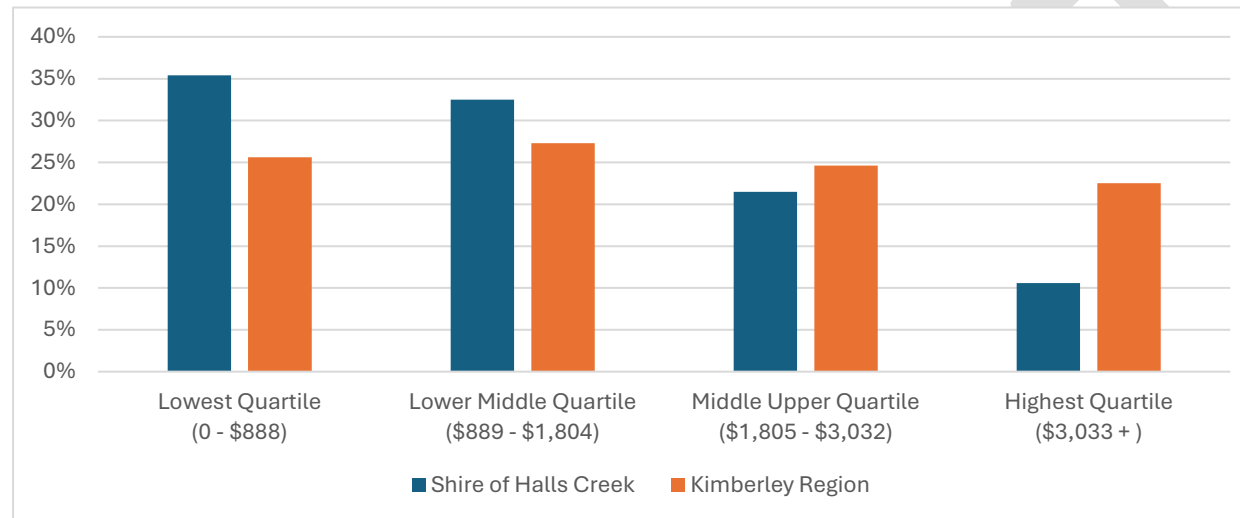
Source: Halls Creek - ABS Census 2021.

## Income distribution

The household income distribution of the Shire of Halls Creek is significantly weighted towards lower incomes, with 68% of local households earning less than the Western Australian median household income of approximately \$1,800 per week. In particular, 35% of Halls Creek

households are within the bottom Western Australian income quartile (25%) of earning less than \$888 per week. These estimates are likely impacted by significant undercounting issues, given that 908 households out of a total of 1,639 private dwelling answered topics relating to incomes at the 2021 Census.

**Figure 7 - Shire of Halls Creek and Kimberley Household Weekly Income Distribution by WA Quartile**



Source: Profile.id – Kimberley, 2025.

## Income support payments

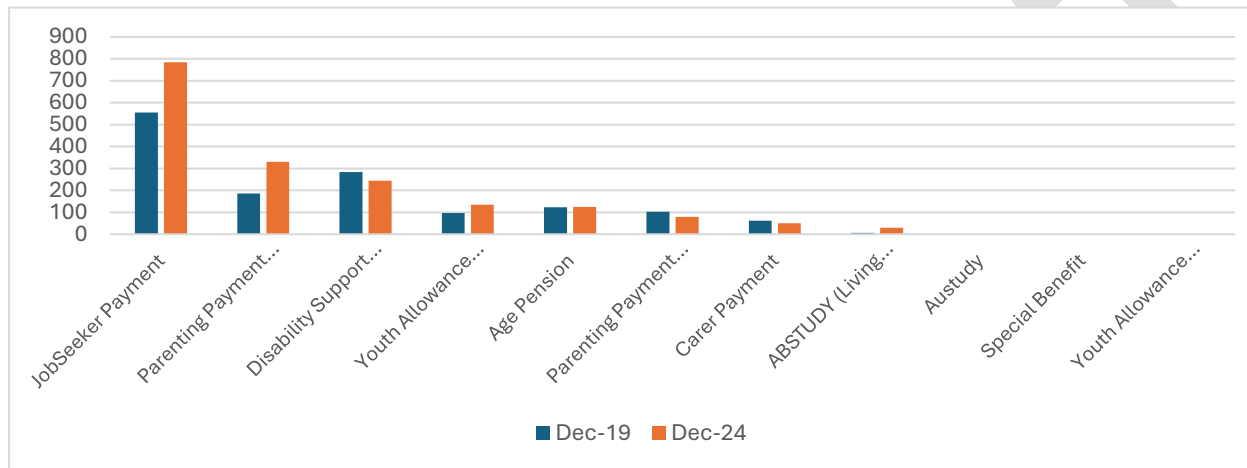
As per Department of Social Services (DSS) data regarding income support payments to residents in the Shire of Halls Creek:

- as of 2023, 41.1% of all residents were receiving an income support payment in some form. In comparison, the national average was 23.5%.
- as of March 2025, 37.8% of working age residents (930 individuals) were receiving unemployment benefits, which includes JobSeeker and Youth Allowance (Other) payments.<sup>11</sup> In comparison, the Western Australian rate is 6.1%.
- no payments are being made to Shire residents for Austudy, Special Benefits, or Youth Allowance (student and apprenticeships), indicating few people are receiving supports for study or learning.

<sup>11</sup> RDA Kimberley Community Profile, JobSeeker and Youth Allowance Recipients, Profile .id, 2025.

As per figure 10, in the five years to 2024 there was significant growth in the number of JobSeeker recipients (41% growth), Parenting Payment (Single) (77% growth), and Youth Allowance (Other) (39%). It is unclear what has caused this strong increase, particularly at a time when unemployment has been decreasing (see section 0).

**Figure 8 - Income Support Payments - Shire of Halls Creek**



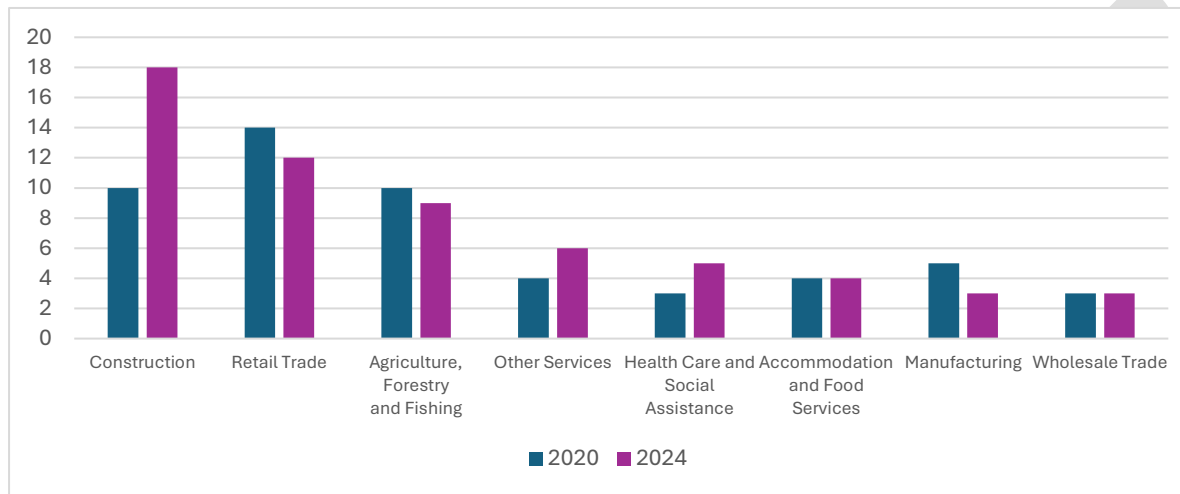
Source: Department of Social Services (DSS), Dec 2019, Dec 2024.

## Business activity

Figure 11 displays the composition of businesses by industry type operating within the Shire of Halls Creek in 2024, including a comparison to 2020 levels. The analysis indicates:

- in total, 76 businesses are active in the Shire of Halls Creek, representing an additional 11 businesses established in the Shire since 2020 representing growth of 17%. In comparison, across the Kimberley there has been an 8% growth in total businesses.
- an additional eight construction businesses are operating in the Shire compared to 2020, making up 24% of all businesses. This is potentially related to businesses supporting sealing of the Tanami Road (see section 5).
- retail trade (12) and agricultural (9) businesses are also prominent within the Shire, noting they have declined marginally since 2020.

**Figure 9 Shire of Halls Creek Businesses by Industry, 2020 and 2024.**



Source: Halls Creek- ABS Business Entries and Exits by Industry, 2020 – 2024.

## Current tourism

Tourism visitor numbers and total number of tourism-focused businesses are provided in Tables 5 and 6 below. While this data is the most current available, please note it is considered outdated given it precedes the impact of COVID-19 restrictions on local tourism-related activities.

The data indicates that, in 2019:

- the Shire of Halls Creek's most prevalent visitor type was domestic overnight visitors, representing 56,000 of an annual total of 64,000 visitors to the Shire.
- the Shire represented 15% of the Kimberley total visitation, but only 6% of visitor nights. This may indicate that a proportion of visitors are visiting attractions and facilities on day trips rather than staying overnight in local accommodation.<sup>12</sup>

<sup>12</sup> Consultation with Shire representatives provided insights into the likelihood that many visitors do stay overnight within the Shire in non-designated camping areas such as free camping at truck stops. This implies that recorded visitation numbers are likely undercounting the "true" level of visitation in the Shire.

**Table 5 - Shire of Halls Creek Visitors and Visitor Nights, 2019**

|                | International | Domestic (overnight) | Total   | Kimberley Share (2021/22) |
|----------------|---------------|----------------------|---------|---------------------------|
| Visitors       | 8,000         | 56,000               | 64,000  | 15%                       |
| Visitor Nights | 26,000        | 150,000              | 176,000 | 6%                        |

Source: Tourism Research Australia (TRA) – Local Government Profiles, Halls Creek, 2019.

In total, 18 tourism businesses were operating in the Shire of Halls Creek in 2019, with a fairly even distribution in terms of size based upon number of employees within each business. This indicates a relatively small number of tourism businesses, with significant potential for growth in this sector.

**Table 6 - Shire of Halls Creek Tourism Businesses, 2019**

| Business Size  | Count |
|----------------|-------|
| Non-employing  | 7     |
| 1-4 employees  | 4     |
| 5-19 employees | 5     |
| 20+ employees  | 4     |
| Total          | 18    |

Source: Tourism Research Australia (TRA) – Local Government Profiles, Halls Creek, 2019.

## Our natural environment

The Shire of Halls Creek is defined by its vast and unique natural environment. From rugged landscapes and river systems to culturally significant sites and remote ecosystems, the natural environment plays a critical role in shaping the identity, liveability, and sustainability of the region.

The Shire operates within a challenging environmental context, characterised by remoteness, extreme climate conditions, seasonal variability, and logistical constraints. These factors influence how infrastructure is designed, how services are delivered, and how communities interact with the environment.

Protecting and managing the natural environment is essential to ensuring the long-term sustainability of the Shire. This includes responsible land use planning, effective waste management, and consideration of environmental impacts in infrastructure and service delivery. It also requires balancing development and growth with the need to preserve natural and cultural values.

The Shire recognises that environmental stewardship is a shared responsibility. Working collaboratively with Traditional Owners, government agencies, and the community is critical to achieving outcomes that respect Country while supporting sustainable development.

Looking ahead, there are opportunities to better integrate sustainability into planning and decision-making. This includes designing infrastructure that is resilient to climate conditions, improving environmental management practices, and identifying initiatives that support long-term environmental outcomes.

The Shire is committed to ensuring that the natural environment is protected, respected, and sustainably managed for future generations.

## 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.

| Financial profile           | 21/22 actuals | 22/23 actuals | 23/24 actuals | 24/25 actuals | 25/26 actuals | Possible forward outlook influences |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|-------------------------------------|
| Number of electors          |               |               |               |               |               |                                     |
| Employees                   |               |               |               |               |               |                                     |
| Rates                       |               |               |               |               |               |                                     |
| Financial assistance grants |               |               |               |               |               |                                     |
| Other grants                |               |               |               |               |               |                                     |
| Capital expenditure         |               |               |               |               |               |                                     |
| Operational expenditure     |               |               |               |               |               |                                     |
| Value of net assets         |               |               |               |               |               |                                     |
|                             |               |               |               |               |               |                                     |

# Approach to strategic community planning

## Community Consultation

Ensuring the Strategic Community Plan reflected community voices was a major commitment by the Shire. There were several engagement periods as well as a community survey over the course of developing this plan to ensure that as many people as possible had the opportunity to contribute.

**12+ workshops and forums** held across Halls Creek town and remote communities.

**250+ residents engaged** through face-to-face sessions, surveys, and drop-ins.

**25 people** contributed via the community survey.

**Representatives from 6 remote communities participated** to capture local aspirations and challenges.

**40+ young people** were involved through school workshops and youth programs

**20+ stakeholder organisations** (Aboriginal corporations, service providers, businesses, government agencies) participated in roundtables

The first engagement was held in March 2025. It consisted of drop-in sessions over three days at the Civic Hall and a young people's session at the pool.

The second engagement was held in June 2025. The results from the March engagement were presented, and the community was invited to test, respond and add to those results.

The third engagement was held in August 2025. This consisted of a major report back on findings for the community to review and test.

This engagement was held in conjunction with the findings of the work being undertaken on the Halls Creek Placemaking Plan, providing a significant opportunity for the community to consider overall strategic priorities, and a focus on physically developing the Halls Creek township, together.

The themes, goals, outcomes, strategies and initiatives identified in this strategic community plan are a result of those consultations.

# Our Strategic Community Plan

## 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 2026-2036:

**Our home, Our future**—*A thriving, inclusive, and sustainable community where people feel safe, connected, and are proud to call home.*

## 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 Shire of Halls Creek:

*To improve the quality of life for our community now and for future generations*

## Values

As one of the biggest employers in the Shire of Halls Creek, our goal is to be a great place to work where everyone matters and there are opportunities to grow. We have a strong commitment to well-being, health and safety, diversity and inclusion.

Everything Council does is underpinned by our values, which define the culture of the organisation and the behaviours that shape our interaction with the community and each other. Our values are shared below and they are embedded in everyone's roles.

| Values                                      | Description                                                                            |
|---------------------------------------------|----------------------------------------------------------------------------------------|
| <b>We lead together and show resilience</b> | Everyone has a role in leadership, and together we adapt, learn, and stay strong.      |
| <b>We show respect</b>                      | For each other, our community, cultures, and the country we live and work on.          |
| <b>We take responsibility</b>               | We own our actions and decisions; and learn from them.                                 |
| <b>We are open and honest</b>               | We build trust through communication, transparency, fairness, and integrity.           |
| <b>We care for people and place</b>         | We support each other's wellbeing and value our community and environment.             |
| <b>We are committed to the future</b>       | We make decisions today that create opportunities and strength for generations to come |

## 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 Guiding Principles provide the context for our Strategic Community Plan's identified priorities.

| Guiding Principles                               | Description                                                                                                                                                                                                          |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Good Governance</b>                           | 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. |
| <b>Collaboration, Cooperation and Connection</b> | We commit to a high-level of community, stakeholder and staff engagement, cooperation, partnership and networking.                                                                                                   |
| <b>Community Development</b>                     | We respect the contributions of all community groups and ages fostering the mindset and actions that encourage greater community member involvement, volunteerism and ownership.                                     |

|                   |                                                                                                                                                                                        |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Leadership</b> | 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. |
| <b>Planning</b>   | Through careful planning, we will encourage an enterprising spirit and initiative to translate community aspirations into shared outcomes                                              |

# Themes at a Glance

To ensure the Shire of Halls Creek can realise its vision over the next ten years, our strategic community plan focuses on four themes.

Against each theme there is a realistic long term goal. The goal is the statement of intent that directs our efforts toward accomplishing our vision, in line with our guiding principles. Our Strategic Community Plan 2026-2036 has four goals.

| Theme                           | Goal                                                                                                                                      |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Safe and healthy</i>         | We safeguard the health, safety and well-being of all community members.                                                                  |
| <i>Prosperous and equitable</i> | We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy |
| <i>Beautiful and respected</i>  | We embrace and protect the natural environment through sustainable practices and focused efforts to reduce our carbon footprint.          |
| <i>United</i>                   | We are proud of our culture and heritage and are committed to working together to create a sustainable future for all.                    |

## Outcomes, Strategies and Initiatives

Against each goal, the Shire has identified a number of **outcomes** that we expect to achieve, **strategies** to explain how we will achieve specific goals and **initiatives** that we will focus on to achieve the goals and mobilise resources to execute them

## Shire role

Our Strategic Community Plan 2026-2036 is intended as a guiding document for Council in terms of its civic leadership related to the Shire of Halls Creek community, economy and environment. The Shire recognises that it is a significant stakeholder with substantial capacity to positively contribute and influence the district's future. The Shire has identified six possible roles that it can play as below.

| Role               | Description                                                                                                                                                                        |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Advocate</b>    | The Shire acts as the leadership voice for the district community, promoting community aspirations and needs to appropriate government agencies and industry/business stakeholders |
| <b>Facilitator</b> | The Shire enables community priorities to happen.                                                                                                                                  |
| <b>Provider</b>    | The Shire delivers a range of services and facilities to meet community interests and needs                                                                                        |
| <b>Funder</b>      | The Shire works with stakeholders to deliver strategic initiatives, including local groups to further the aspirations of the community.                                            |
| <b>Partner</b>     | The Shire forms strategic alliances and collaborative partnerships to further district community aspirations, needs and priorities.                                                |
| <b>Regulator</b>   | The Shire has legal responsibilities to ensure high community standards in relation to building, planning and environmental health and issues.                                     |

Against each outcome , strategy and initiative, the Shire has identified the role that it will play in delivery of this strategic community plan.

# Theme 1: Safe and Healthy

A safe and healthy community is fundamental to the wellbeing, stability, and long-term success of the Shire of Halls Creek.

Across the Shire, communities face complex and interconnected challenges that impact safety, health, and overall quality of life. These include environmental conditions, remoteness, housing pressures, and limited access to essential services. Addressing these challenges requires coordinated effort and sustained investment.

The Shire recognises that many frontline services—such as health, policing, and social services—are delivered by State and Commonwealth agencies. However, local government plays a critical role in creating environments that support safety and wellbeing. This includes the provision and maintenance of community infrastructure, public spaces, lighting, waste services, recreation facilities, and regulatory functions that contribute to safe and liveable communities.

Community safety is closely linked to the design and condition of the built environment. Well-planned infrastructure, maintained public spaces, and accessible facilities support positive community use and reduce risks. Similarly, investment in recreational spaces and community facilities provides safe places for people—particularly young people—to gather, engage, and participate in healthy activities.

Health outcomes are also influenced by broader social and environmental factors, including housing, access to clean water, waste management, and food security. In remote communities, these factors can be amplified, placing additional pressure on infrastructure and essential services.

The Shire is committed to working in partnership with Traditional Owners, government agencies, service providers, and the community to support improved safety and health outcomes. This includes advocating for coordinated service delivery, supporting infrastructure that promotes wellbeing, and ensuring that planning and investment decisions consider the long-term health and safety of all communities.

By focusing on safe environments, strong infrastructure, and collaborative approaches, the Shire aims to support communities where people feel safe, are able to live healthy lives, and are supported to participate fully in community life.

| Goal<br>We safeguard the health and well-being of all community members. |                                                                                                                                                                                                                   |                                                                                                                                                                                                                                   |                                                             |
|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Outcomes                                                                 | Strategy (how)                                                                                                                                                                                                    | Initiative                                                                                                                                                                                                                        | Shire role                                                  |
| 1.1 All community members have a place to call home                      | 1.1.1 We will work with government, stakeholders and Shire communities to ensure access to secure housing and employment support services are available to enable increased community and workforce participation | A Shire of Halls Creek ten Year Social, Transitional and Affordable Housing Strategy is in place to provide clear direction on housing development across the Shire                                                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                                                                   | Social Housing and Key Worker Accommodation                                                                                                                                                                                       | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 1.2 Residents are strong and resilient                                   | 1.2.1 We will work with key stakeholders to ensure that services and facilities are in place with regular input from users                                                                                        | An ageing in place strategy establishes the parameters for seniors in our Shire to thrive physically, mentally and spiritually, live in safe, age friendly communities, stay connected and engaged and have views that are heard. | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                                                                   | Youth Recognition and Leadership Program                                                                                                                                                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                                                                   | Advocate for investment in Aboriginal-led, culturally safe prevention and diversion initiatives that strengthen protective factors and reduce justice system involvement.                                                         | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                                                                   | A Community Directory provides quality information to individuals, families and communities that guides them to the organisations and support systems to meet their needs and aspirations.                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                                                                   | The development of a coordinated approach to diversion and early intervention outcomes across the community is supported.                                                                                                         | Advocate; Partner,                                          |

| Goal<br>We safeguard the health and well-being of all community members.                                                      |                                                                                                                                                                                                   |                                                                                                                                                                                                                             |                                                             |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Outcomes                                                                                                                      | Strategy (how)                                                                                                                                                                                    | Initiative                                                                                                                                                                                                                  | Shire role                                                  |
|                                                                                                                               |                                                                                                                                                                                                   | A Community Safety and Crime Prevention Strategy is established to enhance streets and spaces, increase education and awareness of community safety and crime prevention and build a connected and more resilient community | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                               |                                                                                                                                                                                                   | The Road Safety Plan is a call to action for Shire residents to collaborate and drive change in their communities                                                                                                           | Partner                                                     |
| 1.3 Children and young people are safe, respected and protected from harm across all Shire facilities, programs and services. | We will work with key stakeholders to ensure children and families experience improved early years outcomes through coordinated and place-based service responses.                                | The Early Years Place based partnership agreement is supported                                                                                                                                                              | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                               |                                                                                                                                                                                                   | Advocate for establishment of a Culturally Safe AOD respite and withdrawal program                                                                                                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                               | We will work with stakeholders to embed a strong child safe culture across all Shire facilities, services and operations through governance, training, accountability and continuous improvement. | Implement National Principles for Child Safe Organisations.                                                                                                                                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| Goal<br>We safeguard the health and well-being of all community members.                                                               |                                                                                                                                                                      |                                                                                                                                                                 |                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Outcomes                                                                                                                               | Strategy (how)                                                                                                                                                       | Initiative                                                                                                                                                      | Shire role                                                  |
| 1.4 Young people have a meaningful voice in community planning, decision-making and the future development of the Shire of Halls Creek |                                                                                                                                                                      | A Youth Engagement and Support Framework sets how and why the Shire values and prioritise engagement with children, young people, families and support services | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                        |                                                                                                                                                                      | A Youth Advisory Council is supported                                                                                                                           | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 1.5 Our community has access to leisure facilities and activities that improve connection and enhance well being                       | xxx We will work with stakeholders and the community to ensure Shire wide recreation and sporting infrastructure, activities and services are available and promoted | A Sport and Recreation Strategy provides the roadmap for the future provision of sport, play, recreation and open space facilities across the Shire.            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                        |                                                                                                                                                                      | Support community-led school holiday opportunities for young people.                                                                                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                        |                                                                                                                                                                      | Establishment of Halls Creek Skate Park                                                                                                                         | Provider                                                    |
|                                                                                                                                        |                                                                                                                                                                      | Establishment of enhanced aquatic centre including construction of splash pad                                                                                   | Partner, Provider, Regulator                                |
|                                                                                                                                        |                                                                                                                                                                      | A Community Services Hub ensures individuals and families have access to the services they need (No wrong door)                                                 | Advocate; Partner, Provider                                 |

| Goal<br>We safeguard the health and well-being of all community members.          |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                  |                                                             |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Outcomes                                                                          | Strategy (how)                                                                                                                                                                                                                                   | Initiative                                                                                                                                                                                                                                                                                       | Shire role                                                  |
|                                                                                   |                                                                                                                                                                                                                                                  | Administration of Kids Sport funding                                                                                                                                                                                                                                                             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 1.6 A safe and healthy community with individual and family wellbeing at its core | 1.2.1 We will work with stakeholders to develop a whole of Shire approach to increase access to quality health and well-being services that meet the needs, aspirations and gaps in health provisions and support the sector to enhance delivery | A Public Health Plan identifies strategies to enhance community health and well-being, ensuring that local needs are met through systematic planning and collaboration.                                                                                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                   |                                                                                                                                                                                                                                                  | A waste management framework establishes the approach to achieving consistency with the State's Waste Strategy and protecting public health and the environment                                                                                                                                  | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                   |                                                                                                                                                                                                                                                  | A Waste Management Plan provides clear guidance for waste management that are essential for new developments and redevelopments. These guidelines aim to ensure that waste management needs are met efficiently and sustainably while minimising the impact on the environment and public health | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                   |                                                                                                                                                                                                                                                  | An Environmental Health Strategy is in place that identifies a range of initiatives aimed at improving the health and well-being of the community through the management of environmental health hazards.                                                                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                   |                                                                                                                                                                                                                                                  | A Mosquito Management Plan is in place to address the challenges posed by mosquitoes in the Shire of Halls Creek                                                                                                                                                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| Goal<br>We safeguard the health and well-being of all community members. |                                                                                                                                                                      |                                                                                                                                                                                                                                                                |                                                             |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Outcomes                                                                 | Strategy (how)                                                                                                                                                       | Initiative                                                                                                                                                                                                                                                     | Shire role                                                  |
|                                                                          |                                                                                                                                                                      | Dog and Cat Desexing Program identifies the range of activities to be implemented that are aimed at reducing overpopulation and improving health and longevity of pets                                                                                         | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                      | A Food Premises, Caravan Park and Camping Ground licences Strategy to ensure health and safety requirements are embedded in business operations                                                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                      | A Dog and Cat Impound Strategy clearly identifies the range of strategies to address the management of stray, roaming and unrestrained dogs and cats across the Shire.                                                                                         | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                      | Cemetery Management Strategy                                                                                                                                                                                                                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 1.7 A unique, vibrant and diverse community lifestyle is enjoyed by all  | 1.3.2 We will continue to work with stakeholders to support the establishment of community inclusion programs that contribute to ongoing engagement across the Shire | An Art and Culture Strategy is in place to strengthen creative industries, support artists, enhance cultural participation and focus investment in arts infrastructure, programs, and initiatives that foster creativity, economic growth, and social cohesion | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                      | Shire of Halls Creek Signature Event Feasibility Assessment to identify the opportunities and advantages of hosting a unique event in the district that value adds to Kimberley wide events.                                                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                          |                                                                                                                                                                      | An ACCO strategy is established to ensure that Aboriginal children, families and communities are empowered to choose their own futures from secure and sustained foundations provided by ACCOs in the places they live and work.                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

|  |  |                                                                                                      |                                                             |
|--|--|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|  |  | Partner in the delivery of forums and events including EKCCI, NAIDOC                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|  |  | Halls Creek Library Strategy identifies services to support the community to connect, learn and grow | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

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## Theme 2: Prosperous and equitable

The Shire of Halls Creek faces significant socio-economic challenges that impact community wellbeing, service demand, and long-term development. Poverty levels are substantially higher than regional averages, with an estimated 53% of individuals and 43% of couple families living below the poverty line, compared to 30% and 33% respectively across the broader Kimberley. These figures are likely conservative, with undercounting in very remote areas suggesting actual rates may be higher.

The cost of living further compounds these challenges. Prices in Halls Creek are approximately 12.5% higher than in Perth, with essential goods such as food, transport, and household items experiencing the greatest increases. In remote Aboriginal communities—including Mindibungu (Billiluna), Wirrimanu (Balgo), Mulan, Warmun, Kundat Djaru, and Yiyili—cost pressures are even more pronounced, particularly for food and transport.

Delivering infrastructure and services in the region is also significantly more expensive, with construction costs across the Kimberley estimated to be 55–60% higher than in Perth, and higher again in remote communities. At the same time, structural barriers—including housing shortages and overcrowding, food insecurity, digital exclusion, and limited access to employment and training—continue to limit economic participation and place sustained pressure on communities and services.

Despite these challenges, the Shire is entering a period of significant opportunity. Increased connectivity, particularly through the sealing of the Tanami Road, will drive investment, improve access, and support economic growth across the region. With strategic planning and targeted investment, Halls Creek is well positioned to strengthen its role as a key economic and service hub within the East Kimberley.

The Shire's role is to lead, advocate, and invest in enabling infrastructure that supports sustainable growth and reduces disadvantage. This includes creating the conditions for local business development, employment pathways, and improved access to markets and services.

Achieving long-term prosperity is closely linked to education and workforce outcomes; however, these cannot be realised in isolation. Improved health and wellbeing are fundamental to enabling individuals—particularly young people—to participate in education, training, and employment.

In a remote context, progress requires a coordinated, whole-of-government approach. The Shire cannot deliver these outcomes alone and will continue to work in partnership with State and Commonwealth agencies, service providers, and community organisations to address underlying barriers and support meaningful, long-term change.

| <b>Goal</b><br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                             |                                                                                       |                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Outcomes</b>                                                                                                                                           | <b>Strategy (how)</b>                                                                                                                       | <b>Initiative</b>                                                                     | <b>Shire role</b>                                           |
| <b>2.1 Effective advocacy and partnerships</b>                                                                                                            | 2.1.1 We will lobby State and Federal governments for increased investment to upgrade and expand community infrastructure across the Shire. | Sustainable Water Solution Assessment                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                             | Establishment of Halls Creek Business Park                                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                             | Advocate for the upgrade of Wolfe Creek Crater Road                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                             | Advocate for upgrade of Bungle Bungles Spring Creek Road                              |                                                             |
|                                                                                                                                                           |                                                                                                                                             | Advocate for upgrade of Gordon Downs to Tanami Road                                   |                                                             |
|                                                                                                                                                           |                                                                                                                                             | Advocate for upgrade of Great Northern Highway realignment in Halls Creek town centre |                                                             |

| Goal<br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                |                                                                           |                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------|-------------------------------------------------------------|
| Outcomes                                                                                                                                           | Strategy (how) | Initiative                                                                | Shire role                                                  |
|                                                                                                                                                    |                | Halls Creek Strategic Lands Activation Plan                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Tanami Economic Activation Program                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Review of community layout plans                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Advocate for and support Standing Orders and Community By laws Review     | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Advocate for and support Community Governance and Decision Making Program | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Advocate for and support Community Aerodrome and airstrip upgrades        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| <b>Goal</b><br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                                                                                                                                          |                                                                                                                                                                                  |                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Outcomes</b>                                                                                                                                           | <b>Strategy (how)</b>                                                                                                                                                                                                                                    | <b>Initiative</b>                                                                                                                                                                | <b>Shire role</b>                                           |
| <b>2.2 An integrated network of communities connected to a vibrant town</b>                                                                               | 2.1.2 We will continue to work with key stakeholders to attract public and private investment into critical enabling economic and social infrastructure across the Shire.                                                                                | A Shire Transport and Logistics Strategy guides development of transport services and infrastructure to support economic development and create jobs in the Shire                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                                                                                                                          | Ten Year Strategic Road Construction and Maintenance Program                                                                                                                     | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                                                                                                                          | Annual Road Management Program                                                                                                                                                   | Partner/Contractor                                          |
|                                                                                                                                                           |                                                                                                                                                                                                                                                          | The Digital Connectivity Strategy is established to identify and progress opportunities to improve digital connectivity and capability for residents of the Shire of Halls Creek | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           | 2.1.3 We will work with key stakeholders to strengthen the levels of collaboration, partnership and active networking between industry, business operators and stakeholders and establish programs for strategic employment and economic diversification | Shire of Halls Creek Social Wellbeing Framework is implemented to improve quality of life for residents by addressing in connected factors that influence wellbeing              | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| Goal<br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                     |                                                                                                                                                                                                                |                                                             |
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| Outcomes                                                                                                                                           | Strategy (how)                                                                                                                      | Initiative                                                                                                                                                                                                     | Shire role                                                  |
|                                                                                                                                                    |                                                                                                                                     | The Industry Diversification Strategy identifies industry sectors where the Shire of Halls Creek has competitive and comparative advantage to add value to the economy of the Kimberley and northern Australia | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                                                                                                                                     | A Shire of Halls Creek Eclipse 2028 Readiness Program is in place to ensure the advantage is maximised from the July 2028 event                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 2.3 New and expanded businesses and industries are established                                                                                     | 2.3.1 We will support the Chamber of Commerce in encouraging the establishment of new businesses and supporting existing businesses | A service level agreement is in place with EKCCI                                                                                                                                                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                                                                                                                                     | An Engagement Strategy provides guidance on how the Shire engages with community, stakeholders, the private, public, ACCO and not for profit sectors to develop and maintain good working relationships        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| Goal<br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                |                                                                                                                                                                                                                                                                                                                                                                                                  |                                                             |
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| Outcomes                                                                                                                                           | Strategy (how) | Initiative                                                                                                                                                                                                                                                                                                                                                                                       | Shire role                                                  |
|                                                                                                                                                    |                | An Aboriginal Business Engagement Strategy focuses on increasing attraction, recruitment, development and retention of Aboriginal employees and enhancing engagement of local Aboriginal businesses on contracts. It emphasises the importance of cultural awareness training, partnerships with local Aboriginal organisations, and the development of apprenticeship and recruitment programs. |                                                             |
|                                                                                                                                                    |                | Streamlined business approval processes are in place                                                                                                                                                                                                                                                                                                                                             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Business Events, memberships, sponsorship and partnership program are established                                                                                                                                                                                                                                                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Prioritisation, encouragement and promotion of local procurement is at the forefront of the preferred supplier strategy                                                                                                                                                                                                                                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                | Border Protection Implementation Strategy                                                                                                                                                                                                                                                                                                                                                        |                                                             |

| Goal<br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                   |                                                             |
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| Outcomes                                                                                                                                           | Strategy (how)                                                                                                                                                                                                                                                                                                                  | Initiative                                                                                                                        | Shire role                                                  |
|                                                                                                                                                    | 2.3.7 We will work closely with all levels of government, private entities, ACCOs and PBCs to ensure tourism investment is consistent with community expectations, that planning, development and implementation is responsive and timely; and identified strategic priorities will result in new attractions being established | Old Halls Creek Eco Park feasibility Assessment is conducted                                                                      | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                 | A tourism destination management plan is implemented to attract new visitors with longer stays                                    |                                                             |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                 | Forums and workshops to build Camping with Custodians planning knowledge and understanding are supported                          |                                                             |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                 | The Duncan Road Enhanced Infrastructure Plan is in place to guide careful planning and development at agreed tourist destinations |                                                             |
|                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                 | Wolfe Creek Development Plan in in place with traditional owners                                                                  |                                                             |

| <b>Goal</b><br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                 |                                                             |
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| Outcomes                                                                                                                                                  | Strategy (how)                                                                                                                                                                                                                                                                   | Initiative                                                                                                                                                                                                                      | Shire role                                                  |
|                                                                                                                                                           |                                                                                                                                                                                                                                                                                  | Tjurabalan Infrastructure Master Plan confirms agreement between traditional owners, prescribed body corporates, communities and government with regard infrastructure planning and development adjacent the sealed Tanami Road |                                                             |
|                                                                                                                                                           |                                                                                                                                                                                                                                                                                  | A Signage Strategy is established that enables well designed and positioned, innovative, and responsive signage that contributes to the visual appeal of the Shire without adversely affecting amenity and safety               |                                                             |
| 2.4 Enhanced education, training and workforce development pathways and opportunities                                                                     | We will work closely with stakeholders to ensure children are provided with access to quality education, childcare and training infrastructure and services that provide the foundations for positive and ongoing participation in education, training, employment and community | Assess the demand for additional early learning centres in the Shire                                                                                                                                                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                                                                                                                                                  | Advocate for school based traineeships, post school and existing worker traineeships                                                                                                                                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| <b>Goal</b><br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                         |                                                             |
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| Outcomes                                                                                                                                                  | Strategy (how)                                                                                                                                                                                                                                                                                                                                                                                                                           | Initiative                                                                                                                                              | Shire role                                                  |
|                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                          | Participate in forums to support employers and young people to understand opportunities associated with committing to traineeships and apprenticeships. |                                                             |
|                                                                                                                                                           | 2.4.3 We will work with training providers, business, industry, ACCOs and not-for -profit sectors in the establishment of training and employment opportunities with appropriate levels of strategic wrap around support services and outreach programs to ensure Shire residents of all working ages have the skills, abilities and confidence to participate in education, training and employment in current and emerging occupations | Shire of Halls Creek Economic Investment Strategy                                                                                                       | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                          | Shire of Halls Creek Skills and Workforce Development Action Plan 2026-2036                                                                             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                          | Advocate for increased access to and participation in face to face training through public and private training providers                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| <b>Goal</b><br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                                                                                                                                                               |                                                                     |                                                             |
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| Outcomes                                                                                                                                                  | Strategy (how)                                                                                                                                                | Initiative                                                          | Shire role                                                  |
|                                                                                                                                                           |                                                                                                                                                               | Support the establishment of active and accessible Provider Network |                                                             |
| <b>2.5 Improved infrastructure investment</b>                                                                                                             | 2.6.1 We will pursue investment in key infrastructure development identified in the Halls Creek Placemaking Plan and through remote community strategic plans | Land and Housing Pipeline                                           | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                               | New Waste Management Facilities                                     | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                               | Speedway and Motocross Facility Feasibility Assessment              | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                               | BOM Facility Upgrade                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                               | Halls Creek Truck Breakdown Areas Assessment                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                                                                                                                                                               | Stage 1 Pioneer Park Upgrade is delivered within agreed timeframe   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| <b>Goal</b><br>We focus on building a progressive community where everyone is enabled to participate in employment within a strong and resilient economy. |                |                                                                             |                                                             |
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| Outcomes                                                                                                                                                  | Strategy (how) | Initiative                                                                  | Shire role                                                  |
|                                                                                                                                                           |                | Stage 1 of the Halls Creek Main Street Upgrade is completed                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                | Stage 2 of the Halls Creek Main Street Upgrade is designed and constructed. | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                                                                                           |                | A Halls Creek Golf Course Redevelopment Plan is assessed.                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

## Theme 3: Beautiful and respected

The Shire of Halls Creek is a place of unique natural beauty and deep cultural significance. The landscapes, environment, and cultural heritage of the region are central to the identity of the Shire and the wellbeing of its communities.

Maintaining clean, well-presented, and functional public spaces is essential to fostering pride, respect, and a strong sense of place. The condition of townsites, community infrastructure, and public areas directly influences how communities feel about where they live and how visitors experience the region.

Across the Shire, there are ongoing challenges associated with waste management, environmental conditions, and the impacts of remoteness. These factors can affect the presentation and liveability of communities if not managed effectively. Addressing these challenges requires consistent investment, appropriate infrastructure, and community engagement.

Respect also extends beyond the physical environment. It includes recognising and protecting cultural heritage, supporting cultural expression, and ensuring that development and planning decisions are undertaken in a way that respects Country and the values of Traditional Owners.

The Shire plays a key role in maintaining and improving the built and natural environment through services such as waste management, environmental health, town maintenance, and planning. Through these functions, the Shire supports communities that are clean, safe, and welcoming.

Looking ahead, the region is entering a period of increased connectivity and visibility. The sealing of the Tanami Road will strengthen Halls Creek's position as a key link between Western Australia and the Northern Territory, connecting through to Central Australia and Adelaide. This enhanced connectivity will bring increased visitation, economic activity, and regional movement.

This presents both an opportunity and a responsibility to ensure that Halls Creek and its communities are well-presented, culturally respectful, and ready to welcome and support this growth. Strengthening place identity through improved town planning, public realm upgrades, landscaping, and culturally informed design will be critical to enhancing community pride, supporting tourism, and showcasing the unique character of the region.

The Shire is committed to creating communities that are not only well-maintained and visually appealing, but also culturally respected—where the environment is protected, heritage is valued, and people feel a strong sense of belonging and pride in place.

Goal: We embrace and protect the natural environment through sustainable practices and focused efforts to reduce our carbon footprint.

| Outcomes                                                                              | Strategy (how)                                                                                                                                                                                                                                                                                                      | Initiative                                                                                                                                                    | Shire role                                                  |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| 3.1 A healthy natural environment                                                     | 3.1.1 We will work with stakeholders to protect and enhance natural assets of the Shire through ongoing engagement and identification of new and innovative approaches to growth and diversification of industries                                                                                                  | Support establishment of Horizon Power Halls Creek Solar Farm                                                                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                       |                                                                                                                                                                                                                                                                                                                     | Sustainable Water Solution Program Implementation                                                                                                             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 3.2 A safe, fit for purpose, accessible, attractive and sustainable urban environment | 3.1.2 We will establish plans and policies to ensure natural resource assets are understood, well managed and enhanced and environmental issues associated with water quality, waterways protection, biodiversity, drainage and climate change impacts are addressed to ensure economic development is sustainable. | The Local Planning Scheme is current and appropriately guides land use, zoning and development within the Shire of Halls Creek                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                                       |                                                                                                                                                                                                                                                                                                                     | A Halls Creek Oval Masterplan is in place to provide a vision for better football facilities, a more enjoyable spectator experience and expanded facility use | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

**Goal: We embrace and protect the natural environment through sustainable practices and focused efforts to reduce our carbon footprint.**

| Outcomes | Strategy (how)                                                                                  | Initiative                                                                                                                                                                                                               | Shire role                                                  |
|----------|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|          |                                                                                                 | A Halls Creek Airport Masterplan is delivered to meet demand                                                                                                                                                             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          | 3.2.2 The community has access to attractive natural habitats, built form, parks and amenities. | A Halls Creek Placemaking Plan directs planning and development of Key infrastructure including: Halls Creek Business Park; Upgraded Recreation Centre and Evacuation Hub and Cultural Centre                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                 | Effective Footpath, Walk Trail and Cycling Plans provide a flexible framework for establishing walking and bike pathways linking them to community development and public health plans                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                 | Oval Management and Turf Maintenance Plans ensures that this AFL standard oval is managed in accordance with the requirements of the Australian Football League                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                 | An Interactive Parks and Open Spaces Strategy is in place to ensure provision of equitable access to nature, sport and recreation opportunities throughout the local government area                                     | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                 | A Halls Creek Parks and Gardens Management and Maintenance Plan ensures that public spaces are managed and maintained for a growing community in a financially sustainable way, using sound asset management principles. | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

| Goal: We embrace and protect the natural environment through sustainable practices and focused efforts to reduce our carbon footprint. |                                                                                                                                                   |                                                                                                                                                                                                                                                 |                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Outcomes                                                                                                                               | Strategy (how)                                                                                                                                    | Initiative                                                                                                                                                                                                                                      | Shire role                                                            |
|                                                                                                                                        |                                                                                                                                                   | The Destination Strategy - Duncan Road and Old Town Management Framework is designed to ensure the careful management of, access to and use of this natural historically and culturally significant area of the Shire and the built environment | Advocate; Facilitator, Partner, Funder, Provider, Regulator           |
| 3.3 A well prepared and responsive community                                                                                           | 3.3.1 We will work with key stakeholders to prepare for, educate, respond to and recover from emergencies such as cyclones, floods and bushfires. | The Shire of Halls Creek Emergency Management Framework outlines the roles and responsibilities of this local government in managing emergencies                                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator           |
|                                                                                                                                        |                                                                                                                                                   | A Shire of Halls Creek Flood Response and Evacuation Plan is in place to guide community preparedness and response to flood                                                                                                                     | Advocate; Facilitator, Partner, Funder, Provider, Regulator           |
|                                                                                                                                        |                                                                                                                                                   | Response to damage to Shire road network from flooding events                                                                                                                                                                                   | Maintain engagement with DFES as administrators of the DRFAWA program |
|                                                                                                                                        |                                                                                                                                                   | A Bushfire Risk Management Plan is in place for the town of Halls Creek to ensure preparedness for bushfire and treat bushfire risks                                                                                                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator           |
|                                                                                                                                        |                                                                                                                                                   | Round 1 Fire Mitigation Activity Program                                                                                                                                                                                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator           |

|  |                                                                                                                                                             |                                                                                                                                                                                                                  |                                                             |  |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--|
|  |                                                                                                                                                             | Fire Operations Strategy - Permit to Burn                                                                                                                                                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |                                                                                                                                                             | Advocate for a Volunteer Fire Fighter Strategy to sustain community response to the threat of fire                                                                                                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |                                                                                                                                                             | A robust and well-coordinated Ranger Program is in place to educate community and address issues associated with risks including fire, bird flu, animal well-being and control                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  | 3.3.2 The Shire works closely with DFES and all communities to ensure they are well prepared and have the capacity and capability to respond to emergencies | 3.4.2.1 Community Bushfire Risk Management Plans                                                                                                                                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |                                                                                                                                                             | Remote communities have Disaster Recovery and Business Continuity Plans is established to manage the recovery of IT systems following a disaster                                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |                                                                                                                                                             | Remote communities have Flood Response Plans is in place to guide community preparedness and response to flood                                                                                                   |                                                             |  |
|  | 3.3.3 The Shire is an active participant in State, regional, district and local emergency management committees                                             | A Shire of Halls Creek Local Emergency Management Committee is established to plan, prepare, and coordinate emergency management activities at the local government level.                                       | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |                                                                                                                                                             | Actively participate in the District Emergency Management Committee set up to coordinates district-level emergency management, support local committees, and advise on risk, planning, and recovery arrangements | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |                                                                                                                                                             |                                                                                                                                                                                                                  |                                                             |  |

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|  |  |                                                                                                   |                                                             |  |
|  |  | Actively participate in Safety Management Systems Committee                                       | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |
|  |  | Actively participate in Pre-Emptive Kimberley Operational Area Support Group as and when required | Advocate; Facilitator, Partner, Funder, Provider, Regulator |  |

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## Theme 4: United

Strong, connected, and well-governed communities are the foundation of a resilient and inclusive Shire. Across Halls Creek and its surrounding communities, there is a shared commitment to supporting one another, maintaining cultural connections, and working together to create a better future.

The Shire is home to diverse communities, each with their own identity, culture, and priorities. Bringing these communities together—while respecting their uniqueness—requires strong leadership, clear governance, and inclusive decision-making processes.

Remoteness, distance between communities, and limited access to services can create barriers to connection and participation. Strengthening communication, improving access to information, and ensuring transparency in decision-making are critical to building trust and enabling all communities to remain informed and engaged.

The Shire is committed to contemporary governance practices that are transparent, accountable, and aligned with legislative requirements. This includes clearly defined roles and responsibilities between Council and Administration, open and accessible decision-making processes, and a commitment to ethical conduct and integrity at all levels.

Meaningful engagement is central to good governance. The Shire will continue to ensure that community voices are heard and considered in decision-making, and that information is shared in a way that is accessible, culturally appropriate, and timely. This includes working respectfully with Traditional Owners, community leaders, and stakeholders to strengthen relationships and support informed outcomes.

Strong governance also requires strong partnerships. Collaboration between local government, State and Commonwealth agencies, service providers, and community organisations is essential to delivering coordinated outcomes and avoiding fragmented service delivery.

The Shire plays a key role in enabling connection through community infrastructure, events, communication platforms, and inclusive planning processes. By creating spaces and opportunities for people to come together, the Shire supports stronger relationships and a greater sense of belonging.

The Shire is committed to fostering a united region—where governance is transparent, decisions are accountable, communities are connected, and people work together to achieve shared goals.

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes                       | Strategy (how)                                                                                                                                                                                                                                                   | Initiative                                                                     | Shire role                                                  |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------|
| 4.1 A local presence and voice | 4.1.1 We will work with business, industry and community to ensure Shire services are carefully managed, positively marketed and promoted and that the Shire is represented and an active contributor to state, regional and local forums and policy development | Maintain active representation on relevant local, district and regional forums | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                |                                                                                                                                                                                                                                                                  | Support effective participation in Council Committees and advisory groups      | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                |                                                                                                                                                                                                                                                                  | Maintain structured engagement with remote Aboriginal communities              | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                |                                                                                                                                                                                                                                                                  | Consultation Strategy                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes | Strategy (how)                                                                                                                                                                                                                                                      | Initiative                                                                                                                        | Shire role                                                  |
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|          | 4.1.2 We will work with community leaders to advocate for investment in programs and facilities that result in establishment of spaces and places that support First Nations peoples to manage their affairs on their own land and within the Halls Creek township. | Investigate and where supported, establish Tjurabalan Alliance                                                                    | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                                                                                                                                                                                     | Establish Remote Community Alliance                                                                                               | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                                                                                                                                                                                     | Establish and maintain ongoing relationship with prescribed body corporates across the Shire                                      | Partner                                                     |
|          | 4.2.3 Facilitate constructive and inclusive forums that represent diverse community views and inform Shire plans, programs and service delivery                                                                                                                     | A Halls Creek Interagency Network is active and responds to the issues relevant to the community                                  | Partner                                                     |
|          |                                                                                                                                                                                                                                                                     | A Halls Creek Placemaking Committee is established to support and guide implementation of the ten year placemaking plan           | Facilitator, Partner, Provider, Regulator                   |
|          |                                                                                                                                                                                                                                                                     | A Housing Advisory Network ensures the needs and aspirations of community for quality, appropriate and timely housing is advanced | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes                                   | Strategy (how)                                                                                               | Initiative                                                                                    | Shire role                                                  |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|                                            |                                                                                                              | The Shire is an active partner in Early Years (Little Feet Big Futures) Partnership Agreement | Advocate; Partner, Provider, Regulator                      |
|                                            |                                                                                                              | Establish Shire of Halls Creek Tourist Destination Committee and Strategy                     | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
| 4.2 Transparent and accountable governance | 4.2.1 Transparent and regular financial planning, reporting and communication to the community is undertaken | An Annual Statutory Budget is approved by Council by 31 August of each year                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                            |                                                                                                              | Regulations 17 Review is conducted every four years                                           | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                            |                                                                                                              | Annual financial statements are prepared for external audit as per OAGs timeframe             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                            |                                                                                                              | Compliance Audit Return is completed annually                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                            |                                                                                                              | Standard operating procedures guide and direct Administration activities                      | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes | Strategy (how)                                                                                     | Initiative                                                                                                                                                                           | Shire role                                                  |
|----------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|          | 4.2.2 A strong culture of risk management and good governance are embedded across the organisation | A flexible enterprise governance framework overarches Council decision making and Administration operations                                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                    | A risk management framework is in place to ensure a consistent approach to risk management practices across Council                                                                  | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                    | Workforce Capability Framework defines the core knowledge, skills and abilities expected of elected and employed people at all levels of the organisation                            | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                    | A Work Health and Safety Framework defines the organisation's approach to ensuring an effective and consistent approach to work health and safety (WHS) management across the Shire. | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                    | An ICT Governance Framework is in place to describe the structures, processes and mandates required to support IT governance                                                         | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                    | An Asset Management Framework is established to improve asset management and capital investment across the Shire.                                                                    | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes | Strategy (how)                                                                                                   | Initiative                                                                                                                                                                                                                       | Shire role                                                  |
|----------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|          |                                                                                                                  | A Corporate Compliance Calendar is maintained to support timely completion of statutory and organisational obligations.                                                                                                          |                                                             |
|          | 4.2.3 An integrated system of planning, reporting and performance monitoring is embedded across the organisation | A ten year strategic community plan is in place to communicate the long-term vision, values and strategic direction for the Shire                                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                                  | Corporate Business Plan is in place to translating Council priorities into deliverable programs, projects and services within available resources                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                                  | A Long Term Financial Plan is in place to inform the Corporate Business Plan to activate Strategic Community Plan priorities.                                                                                                    | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                                  | A Workforce Plan is in place and reviewed annually to confirm the resources required to deliver the Strategic Community Plan and Corporate Business Plan intents, while setting the financial provisioning of the annual budget. | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                                  | An Asset Management Plan is in place to meet the required level of service in the most cost effective manner, through the management of assets for present and future customers                                                  | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes | Strategy (how)                                                | Initiative                                                                                                                                                                                                                                                                                           | Shire role                                                  |
|----------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|          |                                                               | An ICT strategy and roadmap are in place to identify the digital systems, platforms and capability required to support service delivery, governance, internal controls and data-driven decision-making.                                                                                              | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                               | Review Local Planning Scheme                                                                                                                                                                                                                                                                         | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                               | Local Planning Strategy                                                                                                                                                                                                                                                                              | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                               | Disability Access and Inclusion Plan                                                                                                                                                                                                                                                                 | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                               | Recordkeeping Plan                                                                                                                                                                                                                                                                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                               | Information Management Strategy                                                                                                                                                                                                                                                                      | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          | 4.2.4 Decision making is open, transparent and evidence based | An appropriately constituted and maintained Audit, Risk and Improvement Committee that meets regularly to review financial and performance reports, audits, compliance returns, risk-management systems, internal controls and governance improvement actions, and makes recommendations to Council. | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes | Strategy (how) | Initiative                                                                                                                                                                                                         | Shire role                                                  |
|----------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|          |                | Fraud and Corruption Control Framework                                                                                                                                                                             | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                | Business Continuity Plan                                                                                                                                                                                           | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                | A Privacy and Responsible Information Sharing Framework supports the lawful, secure and transparent management and sharing of personal information.<br><br>Is this the same as the information management strategy | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                | Local laws are maintained and reviewed within statutory timeframes.                                                                                                                                                | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                | Councillor information is available within agreed timeframes                                                                                                                                                       | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                | Council Policies are reviewed within an agreed timeframe                                                                                                                                                           | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes                                                                      | Strategy (how)                                                                                                                                                  | Initiative                                                                                                                                        | Shire role                                                  |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| 4.3 Effective delivery of services and infrastructure to meet community needs | 4.3.1 High quality and responsive customer service is provided and opportunities are provided to give constructive feedback about Shire facilities and services | Customer Services Handbook                                                                                                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                               |                                                                                                                                                                 | Customer Satisfaction Surveys                                                                                                                     | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                               |                                                                                                                                                                 | Community Satisfaction Surveys                                                                                                                    | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                               |                                                                                                                                                                 | Stakeholder Satisfaction Surveys                                                                                                                  | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                               |                                                                                                                                                                 | Information for the public                                                                                                                        | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|                                                                               | 4.3.2 Procurement and Contract Management is underpinned by careful planning.                                                                                   | A procurement and contract management framework is in place to direct and control the procurement of services and management of awarded contracts | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

Goal: We are committed to working together to create a sustainable future for all.

| Outcomes | Strategy (how)                                                                                    | Initiative                                                                                                                                     | Shire role                                                  |
|----------|---------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
|          | 4.3.4 Efficiency strategies across the Shire's infrastructure and amenity assets are implemented. | A Facility Security Framework defines the approach to protecting the Shire's assets, its employees and users                                   | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                   | Differential Rates Information informs annual statutory budgets and is submitted to the Minister within agreed timeframes                      | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                   | Schedule of fees and charges reviewed                                                                                                          | Advocate; Facilitator, Partner, Funder, Provider, Regulator |
|          |                                                                                                   | A Shire of Halls Creek Disaster Recovery and Business Continuity Plan is established to manage the recovery of IT systems following a disaster | Advocate; Facilitator, Partner, Funder, Provider, Regulator |

# Implementation

To ensure the initiatives identified in the Shire of Halls Creek Strategic Community Plan 2026 – 2036 can be delivered within the agreed timeframes, it's important that consultation and ongoing stakeholder engagement underpin careful planning, thoughtful design and a staged approach to delivery. Strong and resilient partnerships are key to the success of this strategic community plan.

Implementation of the strategic community plan will be supported by statutory plans identified in the integrated planning and reporting frameworks illustrated **on page X** of this document. The integrated planning and reporting framework comprises:

1. four year corporate business plan
2. Workforce Development Plan
3. Capital Investment Plan
4. Long term financial plan

A whole of organisation and business unit annual operational plans will also be established to guide yearly implementation of actions aligned with the initiatives.

## Corporate Business Plan

The corporate business plan is a medium-term operational planning document that outlines how the Shire will deliver the priorities set out in its strategic community plan. It translates long-term strategic objectives into a four-year program of actions, services, projects, resources, and performance measures.

For local governments in Western Australia, the Corporate Business Plan forms a core component of the Integrated Planning and Reporting (IPR) framework. It aligns financial, workforce, asset, and operational planning to ensure the organisation can sustainably deliver community priorities. It details:

- the services and major projects to be undertaken;
- responsible departments and timelines;
- required resources (financial, human, and physical);
- performance indicators and reporting commitment.

The Corporate Business Plan and its annualised statutory budget will provide the framework within which the strategic community plan is implemented year on year.

## Operational Plans

Department and Business Unit service delivery teams and individuals have specific responsibilities in terms of identifying and implementing initiatives and actions that will assist in achieving the organisation's strategic directions. The operational planning process is the means by which teams identify specific actions that will be implemented within a 12 month period to contribute to the achievement of the corporate business plan and ten year strategic community plan.

It is critical that operational plans are developed in consultation with teams and the relevant Director/Executive Manager and Chief Executive Officer. All team members need to agree on the initiatives and actions identified, their priority, their resource implications and how risks associated with their implementation will be managed. The operational plan must be signed off by the Chief Executive Officer.

## Workforce Development Plan

Local governments face increasing and diverse challenges in providing local services and facilities for their communities. To meet these challenges, local governments will need to have staff with appropriate knowledge, skills and expertise. Skills shortages in the local government sector and other sectors in this State and across Australia have highlighted the need for a concerted Workforce Planning effort. For these reasons, Workforce Planning is a key component of the Integrated Planning and Reporting Framework which was introduced to Western Australian local governments during 2011, underpinned by regulatory amendments. Together with Strategic Community Planning, Asset Management and Long Term Financial Planning, it forms part of the Integrated Planning and Reporting Framework.

Workforce Planning involves council and all employees of a local government and is an important part of every manager's role in the organisation. Others, such as unions and professional associations, are also key stakeholders in supporting and assisting workforce development. Ultimately, workforce planning becomes an integral part of the planning and operations in a local government.

## Asset Management Plan

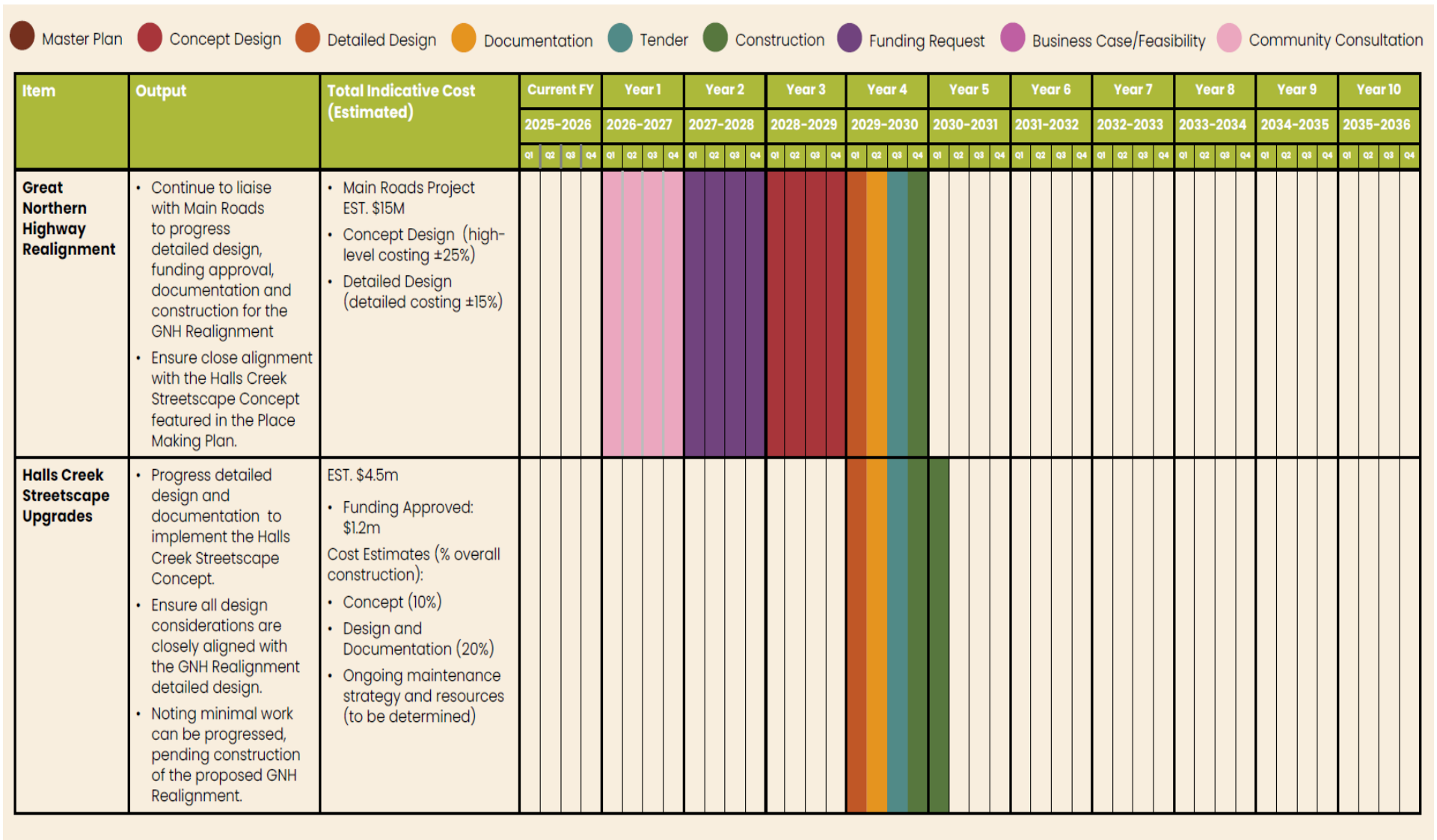
The Shire of Halls Creek Asset Management Plan is a crucial document that outlines the management of the local government's assets. It details the services to be provided, how these services are delivered, and the funds required to maintain and renew these assets. The Asset

Management Plan is essential for ensuring that local government can provide agreed levels of service to the community in a cost effective manner. It aligns with regulatory requirements and demonstrates responsible management of assets and services provided from these assets.

## Long Term Financial Plan

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short, medium and long term community priorities. The Long Term Financial Plan is a ten year rolling plan that informs the Corporate Business Plan to activate Strategic Community Plan priorities. From these planning processes, Annual Budgets that are aligned with strategic objectives can be developed. The Long Term Financial Plan indicates the Shire's long term financial sustainability, allows early identification of financial issues and their longer term impacts, shows the linkages between specific plans and strategies, and enhances the transparency and accountability of the Council to the community.

## Implementation Timeline (this timeline is for illustration purposes only)



● Master Plan 
 ● Concept Design 
 ● Detailed Design 
 ● Documentation 
 ● Tender 
 ● Construction 
 ● Funding Request 
 ● Business Case/Feasibility 
 ● Community Consultation

| Item                                                                                                                            | Output                                                                                                                                                                                                                                                                                                                       | Total Indicative Cost<br>(Estimated)                                                                                                                                                                                                                                      | Current FY |    |    |    | Year 1    |    |    |    | Year 2    |    |    |    | Year 3    |    |    |    | Year 4    |    |    |    | Year 5    |    |    |    | Year 6    |    |    |    | Year 7    |    |    |    | Year 8    |    |    |    | Year 9    |    |    |    | Year 10   |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|--|--|--|
|                                                                                                                                 |                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                           | 2025-2026  |    |    |    | 2026-2027 |    |    |    | 2027-2028 |    |    |    | 2028-2029 |    |    |    | 2029-2030 |    |    |    | 2030-2031 |    |    |    | 2031-2032 |    |    |    | 2032-2033 |    |    |    | 2033-2034 |    |    |    | 2034-2035 |    |    |    | 2035-2036 |  |  |  |
|                                                                                                                                 |                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                           | Q1         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |           |  |  |  |
| <b>Splash Park + Toilet Block + Fence</b>                                                                                       | <ul style="list-style-type: none"><li>Progress a project initiation plan for the Splash Park, followed by concept design, detailed design and adjoining toilet / changing facilities.</li><li>Incorporate the Skate Park Concept Design (prepared by Skate Sculpture), followed by documentation and construction.</li></ul> | EST. \$4M <ul style="list-style-type: none"><li>Concept (10%)</li><li>Design &amp; Documentation (20%)</li><li>-Construction (20%)</li><li>Ongoing maintenance strategy, security, education and resources (to be determined)</li></ul>                                   |            |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |  |  |  |
| <b>Recreation Centre Upgrades</b><br><br><i>Expand facility to include evacuation facilities, changing rooms and club rooms</i> | <ul style="list-style-type: none"><li>Progress a concept design for the Recreation Centre, including extensive community engagement, to include fit for purpose change rooms, club room facilities and facilities for Emergency Evacuation.</li></ul>                                                                        | EST. \$30M +<br>(Based on precedent examples, subject to concept design and detailed planning) <ul style="list-style-type: none"><li>Concept (10%)</li><li>Design and Documentation (20%)</li><li>Ongoing maintenance strategy and resources (to be determined)</li></ul> |            |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |  |  |  |

● Master Plan 
 ● Concept Design 
 ● Detailed Design 
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 ● Tender 
 ● Construction 
 ● Funding Request 
 ● Business Case/Feasibility 
 ● Community Consultation

| Item                                                                                                                        | Output                                                                                                                                                                                                                                                                                                                       | Total Indicative Cost<br>(Estimated)                                                                                                                                                                                                                                      | Current FY |    |    |    | Year 1    |    |    |    | Year 2    |    |    |    | Year 3    |    |    |    | Year 4    |    |    |    | Year 5    |    |    |    | Year 6    |    |    |    | Year 7    |    |    |    | Year 8    |    |    |    | Year 9    |    |    |    | Year 10   |  |  |  |
|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|----|----|----|-----------|--|--|--|
|                                                                                                                             |                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                           | 2025-2026  |    |    |    | 2026-2027 |    |    |    | 2027-2028 |    |    |    | 2028-2029 |    |    |    | 2029-2030 |    |    |    | 2030-2031 |    |    |    | 2031-2032 |    |    |    | 2032-2033 |    |    |    | 2033-2034 |    |    |    | 2034-2035 |    |    |    | 2035-2036 |  |  |  |
|                                                                                                                             |                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                           | Q1         | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |           |  |  |  |
| <b>Splash Park + Toilet Block + Fence</b>                                                                                   | <ul style="list-style-type: none"><li>Progress a project initiation plan for the Splash Park, followed by concept design, detailed design and adjoining toilet / changing facilities.</li><li>Incorporate the Skate Park Concept Design (prepared by Skate Sculpture), followed by documentation and construction.</li></ul> | EST. \$4M <ul style="list-style-type: none"><li>Concept (10%)</li><li>Design &amp; Documentation (20%)</li><li>-Construction (20%)</li><li>Ongoing maintenance strategy, security, education and resources (to be determined)</li></ul>                                   |            |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |    |    |    |           |  |  |  |
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## Risk Management

The Shire of Halls Creek Council is committed to establishing a system of risk oversight, management and internal control to identify, assess, monitor and manage material risks related to the conduct of its activities. Its aim is to:

- continually improve the management of risk;
- better understand the reward-to-risk balance; and
- reduce the risks to acceptable levels.
- Wherever we operate we will develop, implement and maintain a system for all material risks that enable us to:
- identify, assess and manage risks in an effective and efficient manner;
- make decisions based on a comprehensive view of the reward-to-risk balance;
- provide greater certainty of the delivery of objectives; and
- satisfy our corporate governance requirements.

A risk assessment of the strategic community plan will be conducted against the Shire's strategic risk categories as per the below table.

### Strategic Risk Categories

| Risk category                       | Description                                                                                                                                                                                                                                     |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assets, infrastructure and Projects | Risks that impact the development of new and redevelopments of existing buildings. Available resources to provide sufficient repairs and maintenance to Council Assets.                                                                         |
| Climate/Natural Environment         | Risks that impact the local natural environment including Indigenous land and other assets, Impact from hazardous waste and other pollution of water resources, fauna and flora, Impacts from climate change and regular severe weather events. |
| Compliance and regulatory           | Risks that impact compliance with regulatory requirements and legislative obligations.                                                                                                                                                          |
| Financial sustainability            | Risks to the Council – Rates and other revenue, unplanned expenses, Management of Assets and Liabilities, reserves and adequate Insurance cover.                                                                                                |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance</b>                      | Risks that impact structures, policies, processes, and practices that guide an organisation's decision-making, accountability, and overall management. These risks arise when governance frameworks fail to ensure compliance, transparency, ethical behaviour, or effective oversight, potentially leading to operational inefficiencies, reputational damage, or legal consequences. |
| <b>People, Health and Safety</b>       | Risks that impact the health and safety of staff, contractors and volunteers including OH&S legislative requirements, and public safety risks.                                                                                                                                                                                                                                         |
| <b>Political, reputation and trust</b> | Events that impact Council's political stability. Impact to Council of Political outcomes or economic downturns. Reputational risks in the community and through media including social media.                                                                                                                                                                                         |
| <b>Service Delivery</b>                | Risks that impact the delivery of critical services to the community due to a business disruption event. This includes services to facilities used by all members of our community, disadvantaged and people of all abilities.                                                                                                                                                         |
| <b>Technology and Cyber Security</b>   | Risk of interruption to technology. Damage to Council's core business including cyber-attacks, power outage and other services (Internet), data loss, security breaches or complete systems failure.                                                                                                                                                                                   |
| <b>Land tenure</b>                     | Risk to the likelihood of a materially significant dispute between local people and investors over land and natural resource rights. Disputes can lead to delays, increased compensation payments, new or higher regulatory costs, higher resource costs, higher insurance premiums, unplanned capital expenditure, loss of license and inflated legal costs.                          |

Risks will be reported to the Council in line with the risk management framework reporting requirements.