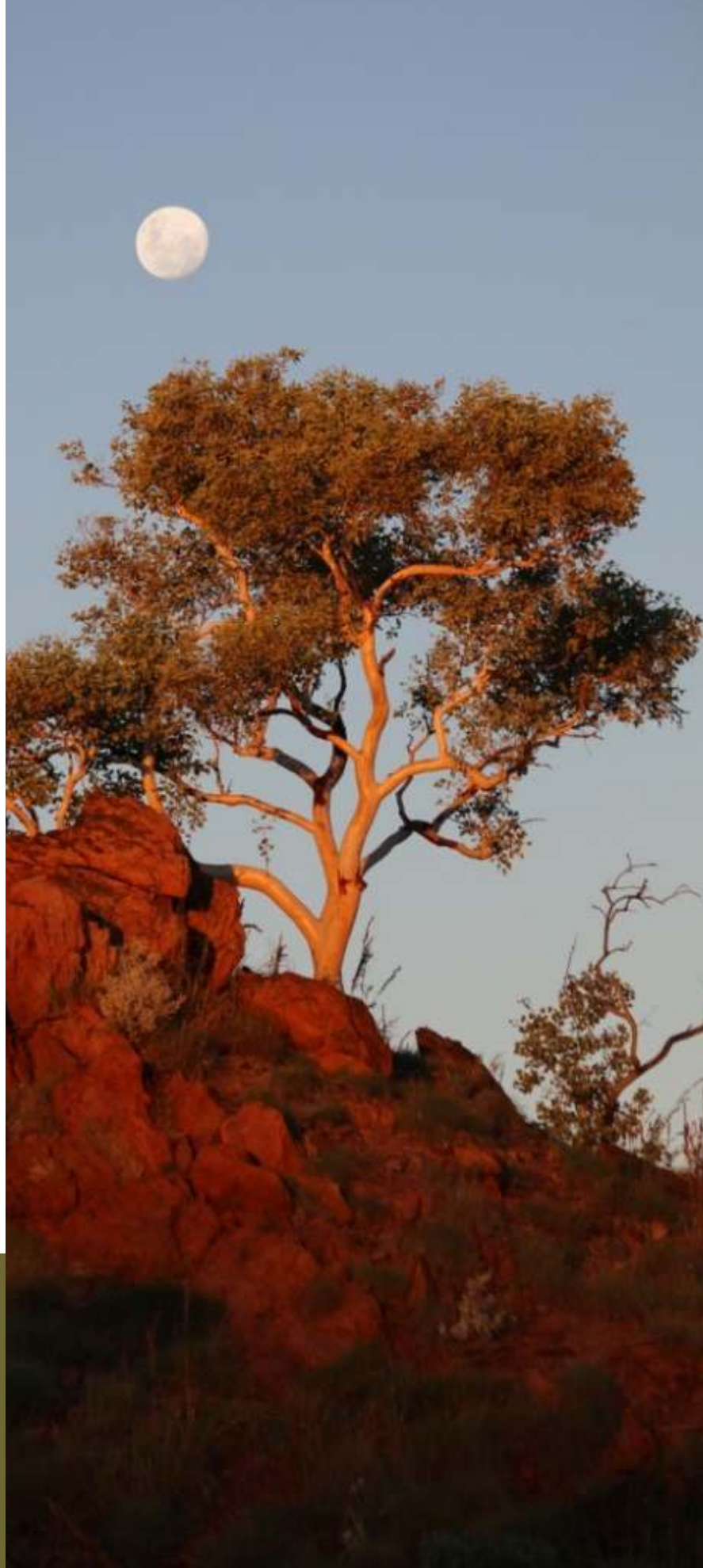


STRATEGIC COMMUNITY PLAN REVIEW



Review

The Shire of Halls Creek is required to review its Community Strategic Plan (CSP) every 4 years. The Shires last adopted plan was approved in April 2015; and applied for 10 years.

Shire is now required to review this information and confirm if the strategic vision of the community as was detailed in 2015 still applies.

The process of review included a significant round of community engagement, where Shire staff and facilitators visited every Shire community. Consultation is not normally required at time of review, but with the major changes occurring within the Shire at this time, it was felt that community engagement to ensure continued support for the strategic direction was needed.

The review also resulted in streamlined documentation of the current CSP 2015 and focused on bringing clarity to the actual strategy and actions to be undertaken by the Shire, as opposed to those actions or influences controlled by others. Measurement of the Shires success is always difficult to ascertain in a global sense; therefore, outcomes have been detailed more in terms of what the Shire can influence and measure. In communities where the service delivery regime primarily includes the actions and influences of other Government policy and expenditure, the Shire focus is purely on advocacy and matters within its control.

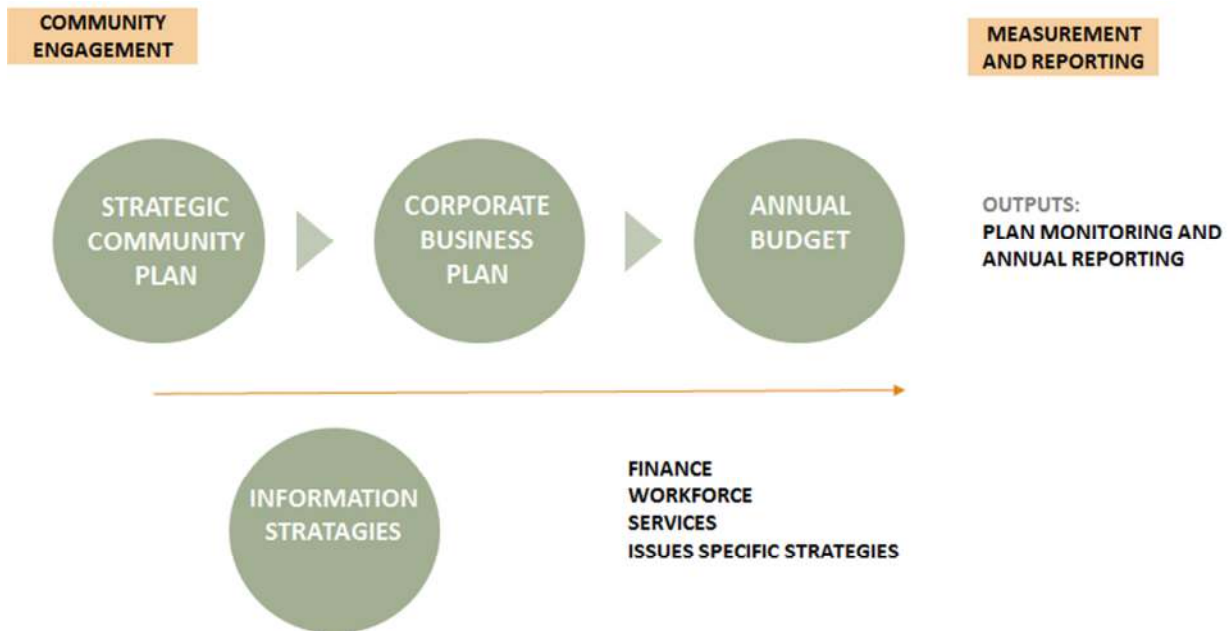
The content of this review incorporates the engagement undertaken in October 2019, including the Shire's shift in strategic focus during 2019 where a greater emphasis on expending local employment and influencing local economy outcomes became priorities.

Shire has also adopted practice that takes a more affirmative view to getting things done. It has stepped away from waiting for grants and others to help achieve outcomes, towards a priority/value/action approach. If the plan has merit, delivers value to our aims, then Shire will find a way to afford a start on the plan. If Shire cannot afford immediately, we will save, adjust plans or use savings to have the priority occur now. The benefits that accrue from enacting the plan, can be used to encourage others to join us afterwards with added financial assistance. This result focus, start now, wait for no-one approach brings real intensity to determining if the action is of value to the overall strategic outcomes intended.

The Shire managed significant savings to Reserve funds at the end of 2019 and these will be used to activate strategic strategies. Many of the community suggestions developed in 2019 have found traction in the CSP supporting documentation and will be lumped together as community self help programs in 2020 and beyond.

All of the supporting documentation and analysis defining and detailing visioning and values, the target population makeup, strengths and weaknesses, positioning thinking and strategy crafting have been left unchallenged, as the 4 years since composition has not seen any significant changes to this information.

Integrated Planning and Reporting Framework



Community Plan

Our Community Strategic Plan – Review 2020 sets out our vision, aspirations, objectives and community priorities into the future and is our principal strategy and planning document.

Corporate Business Plan

Our Corporate Business Plan summarises the current and future resources required to deliver services projects and programs over the next four years to implement the Community Strategic Plan and is supported by informing strategies and plans that are fully aligned including business plans for each business unit, our long term financial plan, our strategic asset management plans and our people strategy.

Annual Budget

Our Annual Budget allocates the funds and resources required to deliver the aspirations outlined in the Community Strategy Plan and the commitments outlined in the Corporate Business Plan and informing strategies.

Contents

Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4
Acknowledgement	4

Acknowledgements

Special thanks to the many residents, community groups and organisations who during the 2019 review generously gave of their time, unique local knowledge and ideas about building strong and healthy communities across the Shire of Halls Creek.

This 'Plan' acknowledges the Traditional Owners of Country throughout the Shire of Halls Creek and their continuing connection to their Country and communities. We pay our respect to them, their cultures, and to elders both past, present and emerging.

Disclaimer

Whilst the information, opinions and advice for this 'Plan' has been researched, collated and expressed in good faith, no guarantee can be given for total accuracy. Secondly, the 'Plan' has been formulated on the belief that readers and users will exercise skill and a duty of care with respect to its interpretation and application. Accordingly, this 'Plan' should be used in conjunction with ongoing research, community consultation and professional technical assistance.



Our Vision

"The town and remote communities of the Shire of Halls Creek are sustainable, enterprising, caring and proactive with strong sense of responsibility and pride"

Forward

All Western Australian local governments are required to develop a Strategic Community Plan for a period of at least 10 years. The formulation of this '10 Year Strategic Community Plan' (the 'Plan') was motivated by the Shire of Halls Creek (SHC) in 2015 as an expression of our commitment to the development of a healthy, caring, enterprising and supportive town and remote communities. It shares our visions and aspirations for the future and outlines how we together, over the next decade, will work collaboratively towards more positive social, economic and environmental futures for all our communities.

The 'Plan' requires ongoing assessment to ensure that the vision, the aims and objectives are still current and that practical actions and directions planned for achieving this are still relevant. The SHC has reviewed the plan in 2019/20, including a significant community engagement process and community visits. This Review now compiles the latest range of strategies and actions, acknowledges changes required and where strategies of the first 4-year period have led us. The 'community vision statement' remains unchanged, in fact much of the original plan and strategies remain and both Plans should be read together to obtain the full picture of where SHC is headed.

What has changed, following extensive consultation with residents is the identification of the priorities and what will be tackled. The priorities, their description and specific actions and measures aim to clarify what will be done and what is expected so that the link between action and outcome becomes absolutely clear. This clarity will help determine the measurement of our aspirations for the future.

In summary, the SHC intend to utilise this 'Strategic Community Plan' in the following ways –

- To guide Council priority-setting and decision-making;
- To assist Council in its advocacy for the Shire with all levels of government;
- As a mechanism for the on-going interaction of local community initiatives;
- To inform the decision-makers at other agencies and organisations;
- To provide a rationale to pursue grants and other resources and demonstrate how specific projects align with the aspirations of the community, and within the strategic direction outlined in the Strategic Community Plan;
- To inform potential investors and developers of the community's key priorities, and the ways in which it seeks to grow and develop;
- To engage local businesses, community groups and residents in various ways to contribute to the SHC's future; and
- To provide a framework for monitoring progress against the Community's vision, values and aspirations.

Finally, while this 'Plan' spans a 10-year period 2015-2025, it will be continually reviewed and amended to reflect changing circumstances, priorities and windows of opportunity.

1

Youth Engagement Night
Officer – 8 positions

Youth Engagement day
Officer – 4 positions

Facilitate positions for
Olabung Doogethu clients via
Dept of Communities

Adoption of Aboriginal
Employment targets policy in
July 2019

Adoption of Indigenous
Business Agenda policy in
July 2019

Establishment of 10
Administration Trainees in
May 2019 with ongoing
annual commitment

State Budget announcement
for Duncan Rd \$50m – Shire
adopts strategy to maximise
local jobs in July 2019

Shire roadworks plant fleet
purchase \$6m 19/20 creates
approx. 12 new roadworks
positions

Shire commitment to
establish Indigenous Civil
Training Group – 20 trainees
per year – Cert III Civil

Local Jobs

That access to employment is a right, from employment respect and growth are possible.

Community Feedback

That the Shire play an active role in establishing local employment, through the development and use of Policy targets and objectives.

Create more jobs for locals – change non aboriginal employment to aboriginal employment within Shire ranks.

Provide more funding in training budgets to accommodate indigenous training.

Provide more Youth job pathways.

Advocate for greater support for indigenous training.

Recognise that a population bubble exists in youth – jobs required in 10-15 years for approx. 500 youth.

Social Aspirations and Opportunities

Shire must influence change in local attitudes to work and employment by creating realistic long-term pathways to employment.

Shift attitudes towards education by creating permanent Traineeships for year 12 students -opens pathway.

Use State announcements on Duncan and Tanami to create local workforce.

Target employment that provides interest and variety.

Use self-help programs to encourage employment participation.

Acknowledge Shire as a major player and contributor to local employment via programs and access to grants.

Local Jobs

That access to employment is a right, from employment respect and growth are possible.

The following outcomes and strategies have been identified to achieve this objective;

<i>Outcome 2.1</i>	<i>Increasing the net number, quality and variety of employment and training opportunities for our community members within community services, local government, pastoral, mining and tourism industry sectors.</i>
2.1.1	<p>Apply SoHC indigenous employment targets – 75% by 2025. SoHC take an active role in expanding the number of full time, part time and casual jobs available to local people – aiming to meet SoHC indigenous employment goal of 75%.</p> <p>Use Indigenous Business Agenda policy to demand greater levels of commitment to indigenous advancement in SoHC enterprises and in the wider region. SoHC utilise policies to guide investment and procurement funding towards indigenous controlled business, either local regional or State – and commence a record of the number of activities SOHC undertakes to apply practice.</p> <p>SoHC seek grant funding to support its employment expansion aims – including funding to compliment training and development.</p> <p>Use SoHC employment strategy achievements as the measure of success, including an employment audit to be undertaken on each outlying community.</p>
2.1.2	SoHC maintain ongoing commitment to provide up to 10, Year 12 Traineeships as a pathway to employment, and maximise available grant funding to support program.
2.1.3	<p>Advocate with Federal and State Governments to seek improvements to the CDEP and local job service provider agencies and poor educational outcomes in the SoHC, toward meaningful attainment towards employment – e.g. MDL and VOC tickets and licenses.</p> <p>Establish multi-agency conversation (including business owners) to address poor transition from education completion, what is expected in job readiness and job take-up in SoHC.</p> <p>Press business owners for more take-up of local workforce via Shire procurement and policy settings.</p>
2.1.4	Work with local businesses to invest in work experience, pre-employment, apprenticeships, traineeship and ongoing training initiatives for local people

STRATEGIC PERFORMANCE INDICATORS:

Primary Indicators

Number of staff engaged by Shire maintained or increased.

The number of Shire trainees and the number of positions offered in Shire training programs.

ABS data each Census on unemployed make-up

Secondary Indicators

Policy application of Indigenous Business Agenda and Aboriginal Employment policy -

Quantum of \$'s attracted to support Shire employment and training program each year.

Number of training events, number of staff attending training and participation numbers -as a report to Council annually.

Local business take-up of Shire strategy to employ local people.

2

SoHC employment initiatives not overlook contribution to locally based indigenous businesses.

SoHC target grants to complement priority expenditure – to promote program life or level of expenditure.

Shire review all service provision contracts to check policy settings apply relating to local employment and indigenous business.

Shire provide training for business owners.

SoHC advocate and promote service shortfalls, as means of expanding Govt input to SoHC.

SoHC seek quality partners to support indigenous advancement programs.

Local Economy

Communities that develop strong economies, with increasing local employment, training and income generation opportunities.

Community Feedback

Significant barriers to establishment of Indigenous Business in SoHC – SoHC can advocate to remove barriers.

SoHC actions in establishing employment opportunities should also include indigenous business.

SoHC seek every opportunity to promote and demand expansion of HC townsite services, businesses and government agencies – so that every opportunity adds to local economy size.

Employment and economic expansion aimed at delivering funds at a family level – so maximum multiplier effect and retention for incoming funds achieved in local economy.

Promote SoHC achievements so positive outlook maintained to attract interest in local economy.

SoHC maintain positive townsite appearance to attract tourism.

Social Aspirations and Opportunities

Shire plan to eliminate all contracts that automatically exit proceeds out of SoHC

SoHC advocate for local contracts to maximise local content including indigenous employment.

Establish quality partnerships with external organisations to assist local achievements

Local Economy

Communities that develop strong economies, with increasing local employment, training and income generation opportunities

The following outcomes and strategies have been identified to achieve this objective;

Outcome 2.3	<i>Actively pursue new economical and entrepreneurial opportunities that strengthens and diversifies the local economy and that encourages competition and local Aboriginal enterprise initiatives.</i>
2.3.1	Create and develop measures that record business expansion and projects that deliver income to local economy.
2.3.2	Secure financial and technical support, to allow pilot programs at remote communities, in sustainable business establishment.
2.3.3	Actively pursue State and Federal funding to expand the local economy inputs and that promote SoHC as an ideal location to operate a business and invest.

Outcome 2.2	<i>Strengthening the capacity, viability and profitability of local businesses</i>
2.2.1	Continually enhance the appearance of Halls Creek CBD to foster an attractive retail location.
2.2.2	Instigate a regular business visitation program to hear what helps and hinders local business operators.
2.2.3	Encourage buy local purchasing practices for all businesses in the SoHC.

Outcome 4.1	<i>Strengthening interagency and inter community collaborations, partnerships and collective action.</i>
4.1.1	On behalf of SoHC communities lobby government ministers and agencies for improved and expanded services for the communities of SoHC.
4.1.2	Continually seek opportunities that promote 'collective impact' arrangements so as to obtain maximum benefit for the limited investment which creates positive opportunities for the communities of SoHC.
4.1.3	Support of Aboriginal corporations, agencies and organisations to assist in the development of their effectiveness and governance capacity.

Outcome 2.4	<i>Developing and promoting the SoHC as a desirable place to stop, stay and experience</i>
2.3.1	Review, implement and promote the 'Tourism Plan'
2.3.2	Collaborate at the regional level in the promotion of the SoHC as a tourism destination.
2.3.3	Further enhance the Halls Creek Travel and Tourism Centre to include cultural learnings.
Outcome 3.3	<i>Identifying and implementing key communication and infrastructure improvements.</i>
3.3.1	Assis where possible with upgrading and maintaining community infrastructure including airstrips, access roads and cemeteries.
3.3.2	Extend public WIFI within all communities when funding is available.

STRATEGIC PERFORMANCE INDICATORS:

Primary Indicators

The number of building licenses issued and investment value.

Number of investment events, actions or success stories.

\$\$'s invested in roadworks or length sealed each year.

Investment in Annual Construction and Maintenance program by Shire increasing.

Secondary Indicators

Number of new business licenses and investment value.

Annual Tourism numbers.

SoHC partnership arrangements established and value of such.

3

YENO and YEDO programs to reduce youth contact with justice system ongoing

Support establishment of YENO YEDO in regional SoHC communities

Olabud Doogethu program expansion for Youth support
With evolution into Social Reinvestment

SoHC continually leads region and State in program development

Programs continually foster design from community and application and support from community

SoHC advocacy for early education across all communities

SoHC advocacy for a more relevant alternate education system for indigenous students

SoHC advocate for Housing justice for all including more transient accommodation and homeless accommodation

Local Social

Develop welcoming, safe, livable and thriving communities that are continually expanding healthy lifestyle options and opportunities whilst maintaining natural and built environments.

Community Feedback

Housing is the single biggest issue confronting SoHC going forward – indigenous ownership, types, number, size, cost, maintenance and rental programs all require radical thought shift to service growing population

SoHC carefully consider role in Social programs, may have little alternative than to sponsor social start-up if State and Federal governments persist with reducing programs.

Early education, alternate education and youth pathways are essential now – population growth demands it.

SoHC and Community must foster self-help thinking – evidence suggests self-help is the only way forward.

Social Aspirations and Opportunities

Expand, evolve develop Olabud Doogethu to be major delivery service in Shire at communities beyond Halls Creek

Opportunity for SoHC to expand into recreation services – where regional service providers fail

SoHC demand and support greater delivery from govt funded service providers on behalf of its communities

Shire capitalize on successful social programs to attract funding for additional needed programs

Local Social

Develop welcoming, safe, livable and thriving communities that are continually expanding healthy lifestyle options and opportunities whilst maintaining natural and built environments.

The following outcomes and strategies have been identified to achieve this objective;

Outcome 1.1	<i>Fostering high levels of volunteerism and participation.</i>
1.1.1	Design and implement and fund 'Local Community Initiatives' that support local community improvements that require input via community volunteer time, self-help or similar to promote self-sufficiency and empowerment.
1.1.3	Collaborate with Government and NGO organisations in the identification of resources and projects that encourage and support community engagement and involvement.

Outcome 3.2	<i>Protecting Country and its connection for current and future generations.</i>
3.2.1	Continue and expand intergenerational activities that connect young people to Country and Elders, and assist with the passing on of knowledge.
3.2.2	Encourage and support the expansion of the Ranger programs on Country.
3.2.3	Demand local government, mining, pastoral and tourism sectors consult with the Traditional Owners in an appropriate and timely manner.
3.2.4	Encourage and advocate for the protection of heritage sites including registration under the Aboriginal Heritage Act.
3.2.5	Support free from litter campaigns as a means of preserving country.

Outcome 4.4	<i>Enabling well informed and actively engaged communities</i>
4.3.1	Continually develop genuine and culturally appropriate communications and consultation methodologies suited to engaging with all resident, irrespective of age, abilities, location or language.
4.3.2	Develop a consultation calendar that effectively informs, engages and provides timely feedback to all communities and their residents.
4.3.3	Encourage all residents to initiate discussions on matters of concern with the SoHC and provide feedback.

Outcome 3.4	<i>Maintaining the SoHC road network to a high standard that meets the social and economic needs of our local communities and region.</i>
3.3.1	Maintain an economically efficient SoHC road construction and maintenance enterprise.
3.3.2	Advocate and manage key road upgrades including the sealing of the Tanami Hwy and upgrade of Duncan Road.
3.3.3	Lobby for increased government funding for road networks.
3.3.4	Work with remote communities to ensure their access roads are maintained to an appropriate condition.

STRATEGIC PERFORMANCE INDICATORS:

Primary Indicators

Social media activity
(maintain level of posts and engagement rate)

Olabud Doogethu
Increased number of locally designed and implemented projects and events

Monthly LG Crime statistics
(maintain low crime rate)

Number of Housing builds
per annum and value

Secondary Indicators

Record of lost time days for
community facilities.

Level of community internet
coverage and speed.

Community participation
levels for community
selected projects.

Volunteers levels.

Number of actions taken to
embed practice changes

4

LG Act - Councillors now require formal training

Councillor formal training costs budgeted and training delivered

Community and youth leadership programs in annual budget

Shire generates community leadership gatherings

Shire to capitalise on program success and extract leverage e.g. YENO and Olabud

SoHC provide great engagement via Facebook and Instagram

Customer service focus be maintained

Bottom-up engagement continue to be the ONLY way SoHC connects to communities

Utilise Regional support for SoHC advancement to gain support for local

Community Leadership

Communities and organisations that foster leadership, collaboration, innovation, entrepreneurship and good governance.

Community Feedback

Council still has high levels of support from outlying communities.

Community expecting change in actions/strategies/delivery – want to see Shire delivering more and advocating more.

Community wants to be proud of local government achievements – so we can showcase SoHC efforts.

Community expects Shire to lead by example and have lots of engagement.

Recent outcomes in youth justice and Olabud Doogethu should be promoted.

Employment, housing and life pathways for youth are the biggest issues.

Social Aspirations and Opportunities

Shire has many innovative, performing and worthy programs that require promotion – expansion of engagement and feedback loops required.

Shire moves into Facebook and Instagram help community engagement.

More leadership training for Councillors and Youth.

Develop leadership connections for Youth.

More governance exposure to aspiring leaders.

Shire can provide more leadership activities and co-ordination

Indigenous leadership a high priority with self-help leadership emerging opportunity

Community Leadership

Communities and organisations that foster leadership, collaboration, innovation, entrepreneurship and good governance.

The following outcomes and strategies have been identified to achieve this objective;

<i>Outcome 4.2</i>	<i>Continually identifying and securing the necessary financial and technical support to achieve our community and economic aspirations.</i>
4.2.1	Continually monitor, identify and secure appropriate external funding to achieve the desired outcomes of this 'Plan'.
4.2.2	Source funding that supports local solutions and action, and builds local community capacity, as opposed to outside top down servicing.
	Adopt practice that supports program development based around community needs. If priority determines project has merit – SOHC funds until support funding can be found. Act first on own resources.

<i>Outcome 4.3</i>	<i>Operating and effective, accountable and efficiently managed Council that provides strong and respected civic leadership and sound governance.</i>
4.3.1	Maintain a high level of corporate governance, responsibility and accountability.
4.3.2	Maintain organizational policies and strategies for the attraction and retention of quality employees.
4.3.4	Increasing the number of local skilled staff to meet the SoHC employment needs.

<i>Outcome 1.3</i>	<i>Enhancing the capabilities of communities to self-manage youth challenges and opportunities.</i>
1.3.1	Implement and develop the 'Olabud Doogethu' Projects
1.3.2	Provide appropriate training and support for community builders in local communities to develop the knowledge, skills and attitudes to manage local action projects.
1.3.3	Encourage initiatives that promote and strengthen family and community responsibility for their young people.

<i>Outcome 1.2</i>	<i>Involving, supporting and empowering young people.</i>
1.2.1	Implement, develop and expand the 'Olabud Doogethu' Project
1.2.2	Encourage and support initiatives that connect young people to County and passing on of knowledge.
1.2.3	Create more relevant community-based employment, education, healthy lifestyle and recreation program opportunities for young women.
1.2.4	Encourage and facilitate yarn session opportunities between Elders, Community Leaders and Young People

STRATEGIC
PERFORMANCE
INDICATORS:

xx
(xx)

xx
(xx)

xx
(xx)

Employee retention rates
(maintain / increase)

Resource Capacity

This Strategic Community Plan was developed with an understanding that some of the unfolding strategies of 2019 had been commenced. Some have already been funded and some are still awaiting support grant funding. Of the programs that the Shire have started, all have been aimed at local jobs, economic growth, social issues and capacities and leadership.

Major Features of Community Strategic Plan in next 4 Year Review Period

At the 30 June 2019, the Shire had commenced the following resource activities.

Resource	Issue/Level	Number funds	Source
Administration Reserve Funds Transfers	\$2m Various	\$2m	Internal Balance
Workforce	New Policy targets -	33% – 75%	Internal growth
Infrastructure Assets	Duncan Rd	\$50m over 3 years	WA & Fed Funds
	Tanami Rd	\$42m in 2023	WA & Fed Funds
	Roadwork Crew	\$6m Shire	Loans \$4m, Shire \$2m Reserves
Property, Plant and Equipment	Upgrade Staff Housing	\$200k	Reserves
	Fleet Upgrades	\$100k	Reserves
	Computing	Laptops Trainees \$100k	Reserve
	Rubbish Truck	\$400k	Reserve
	Sweeper	\$400k	Reserve
YENO & YEDO staff	12 staff	\$300k	50% Shire 50% Lotteries 3 years
Traineeships 10 Persons	Various Depts	\$250k pa	Internal Savings
Roads crew Staff	MRWA Works	\$5m pa	Job Cost Recovery
Road Crew Trainees	Tanami & Duncan jobs	\$400k pa	Shire Road funding
Indigenous Civil Training Group	KDC RED Grant	\$60k pa 3 years	KDC Grant funded training costs

Additional Program and Future Resource Capacity needed

Resource	Issue/Level	Number funds	Source
Olabud Doogethu Grant Social Reinvestment	Social Reinvestment program in HC	Up To \$2m	Social Reinvestment WA and State
Staff Housing	6 single units	Up to \$1.2m	Loan funds
Dog De-sexing Program	Dog control major issue	\$50k	Reserve – Town Master Plan
Halls Creek Master Plan	Footpaths,	\$200k	Grant \$92k
	Lighting	\$200k	Reserve – Town Master Plan
	Self Help Program	\$300k	
	Oval Water supply	\$100k	
	Greening HC	\$100k	
Aquatic Centre Splash Park	HC Aquatic Centre	\$750k	Grant Lotterywest and SoHC savings
Halls Creek Transport Hub	Heavy Haulage RAV routes	TBC	Shire & Grant funds
	Heavy Transport Hub	TBC	
	Bypass between Great northern Hwy and Duncan Rds.	TBC	
	Bypass Duncan Roads and Great Northern Hwy	TBC	
Industrial land Development	Airport Land	TBC	Shire & Grant funds