



**SHIRE OF HALLS CREEK**

**CORPORATE  
BUSINESS PLAN**

**2022 – 2026**

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## VISION

*"The Shire of Halls Creek town and remote communities are economically diverse, caring, and proactive with a strong sense of responsibility and pride."*

## Goals



Local Jobs



Local Economy



Local Social



Local Leadership



# Corporate Business Planning

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, being a Strategic Community Plan and Corporate Business Plan, which the local government is required to have regard for when forming their annual budget.

The Strategic Community Plan is Council's principal 10-year strategy and planning tool, guiding the remainder of the Shire's strategic planning. Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan.

Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Business Plan.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the long term financial, asset management, workforce plans.

This Corporate Business Plan 2022 – 2026, together with the Strategic Community Plan, is the Shire of Halls Creek's Plan for the Future.



# Forecast Statement of Funding

The following Forecast Statement of Funding (operations) is extracted from the Long Term Financial Plan, to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Long Term Financial Plan and its underlying assumptions and predictions.

	2022-23	2023-24	2024-25	2025-26
	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>				
<b>Revenues</b>				
Rates	3,029,964	3,090,563	3,152,374	3,215,422
Operating grants, subsidies and contributions	7,656,975	7,771,829	7,888,405	8,006,733
Fees and charges	921,159	934,980	949,005	963,239
Service charges	4,069	4,130	4,192	4,255
Interest earnings	104,888	122,759	142,939	148,807
Other revenue	314,327	319,043	323,830	328,688
	<u>12,031,382</u>	<u>12,243,304</u>	<u>12,460,745</u>	<u>12,667,144</u>
<b>Expenses</b>				
Employee costs	(5,033,698)	(5,109,205)	(5,185,845)	(5,263,636)
Materials and contracts	(1,642,235)	(1,666,860)	(1,691,861)	(1,717,265)
Utility charges (electricity, gas, water etc.)	(548,203)	(556,443)	(564,785)	(573,272)
Depreciation on non-current assets	(5,057,191)	(5,172,144)	(5,366,201)	(5,485,768)
Interest expense	(40,693)	(27,306)	(13,680)	(36,948)
Insurance expense	(435,313)	(441,842)	(448,469)	(455,195)
Other expenditure	(649,324)	(659,064)	(668,949)	(678,988)
	<u>(13,406,657)</u>	<u>(13,632,864)</u>	<u>(13,939,790)</u>	<u>(14,211,072)</u>
	<u>(1,375,275)</u>	<u>(1,389,560)</u>	<u>(1,479,045)</u>	<u>(1,543,928)</u>
<b>Funding position adjustments</b>				
Depreciation on non-current assets	5,057,191	5,172,144	5,366,201	5,485,768
<b>Net funding from operational activities</b>	<u>3,681,916</u>	<u>3,782,584</u>	<u>3,887,156</u>	<u>3,941,840</u>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>				
<b>Inflows</b>				
Proceeds on disposal	2,824	0	257,246	2,107
Non-operating grants, subsidies and contributions	1,573,333	913,333	1,573,333	913,333
<b>Outflows</b>				
Purchase of property plant and equipment	(31,018)	(10,000)	(3,477,206)	(24,044)
Purchase of infrastructure	(3,420,000)	(2,750,000)	(3,420,000)	(2,750,000)
<b>Net funding from capital activities</b>	<u>(1,874,861)</u>	<u>(1,846,667)</u>	<u>(5,066,627)</u>	<u>(1,858,604)</u>
<b>FUNDING FROM FINANCING ACTIVITIES</b>				
<b>Inflows</b>				
Transfer from reserves	18,194	0	1,209,960	11,937
New borrowings	0	0	2,000,000	0
<b>Outflows</b>				
Transfer to reserves	(911,708)	(1,008,988)	(1,503,365)	(1,827,143)
Repayment of past borrowings	(913,541)	(926,929)	(527,124)	(268,030)
<b>Net funding from financing activities</b>	<u>(1,807,055)</u>	<u>(1,935,917)</u>	<u>1,179,471</u>	<u>(2,083,236)</u>
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

# Capital Works

Additional actions are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. These activities are summarised below along with an indication of the forecast capital expenditure extracted from the Long Term Financial Plan 2021 - 2036.

	2021-22	2022-23	2023-24	2024-25
Project	\$	\$	\$	\$
<b>Roads Infrastructure</b>				
Renewals	1,500,000	1,500,000	1,500,000	1,500,000
Duncan Rd		660,000		660,000
Balgo Mission Rd	400,000		400,000	
Carranya Rd	380,000		380,000	
Lake Gregory Rd	100,000		100,000	
Springvale Lansdowne Rd	400,000	350,000	400,000	350,000
Tanami Rd	640,000	240,000	640,000	240,000
<b>Buildings</b>				
Renewals				2,000,000
<b>Plant, Furniture and Equipment</b>				
Plant and Equipment Renewals	21,018		1,467,206	14,044
Furniture and Equipment Renewals	10,000	10,000	10,000	10,000
<b>Total</b>	<b>3,451,018</b>	<b>2,760,000</b>	<b>6,897,206</b>	<b>2,774,044</b>

# Our Aspirations and Values

The Shire of Halls Creek has a lot to offer, an amazing environment, an abundance of land, friendly communities and a relaxed lifestyle.

Connection to Country is an important and vital part of the Aboriginal culture and the people who live in the district. The Tanami Road provides an important link for a number of the district's remote communities before traversing the Tanami desert on its way from Halls Creek to Alice Springs. It provides access to the communities of Billiluna, Balgo and Mulan as well as the start of the Canning Stock Route. The Duncan Road provides access to the community of Kundat Jaru (Ringer Soak) and beyond through a variety of landscapes and the Sturt Creek River system.

There are significant resource sector opportunities in the district including, gold, copper and dysprosium. At the time of the 2016 census, the population was just under 3,200<sup>1</sup> and 74% of the population identified themselves as Aboriginal. The Shire covers an area of 133,061km<sup>2</sup> including significant Aboriginal communities, World Heritage listed Purnululu National Park and Lake Gregory along with significant pastoral interests.

The unique natural environment presents many opportunities to unlock a range of alternative new industries and businesses. There is great opportunity to maintain and enhance this attractive, desirable and welcoming place, to attract and retain families, visitors and investment.

To ensure there is adequate consideration of the social and environmental impacts of future development, continued planning is required to achieve balanced growth for our communities, whilst maintaining connection to Country, protecting and enhancing the natural environment and community lifestyle.

## Strategic Objectives

**Local Jobs:** That access to employment is a right, from employment respect and growth are possible.

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



**Local Social:** Develop welcoming, safe, liveable and thriving communities that are continually expanding healthy lifestyle options and opportunities whilst maintaining natural and built environments.

**Local Leadership:** Communities and organisations that foster leadership, collaboration, innovation, entrepreneurship and good governance.

## Service Delivery

The Shire of Halls Creek delivers services to its community in line with its vision and the key strategic objectives set out above.

The detailed actions to achieve these strategic objectives have been reviewed and updated as part of the Corporate Business Planning process. These actions and their prioritisation is reflected by the following symbols, indicating when the action is planned to be undertaken.

Ongoing	
Short - Medium Term	2022-2026
Longer Term   2026 onwards	

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

<sup>1</sup> Australian Bureau of Statistics Halls Creek (S) (LGA53920) 2019 Census of Population and Housing, viewed 15 March 2022

# Strategic Direction

## Local Jobs

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



### Outcome 1

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

#### Strategy 1.1

Increase Shire of Halls Creek indigenous employment targets to 75% by 2025.

##### Actions

- |   |           |  |
|---|-----------|--|
| 1.1.1 Research and develop specific recruitment and retention strategies.                 | 2022-2026 |   |
| 1.1.2 Implement and maintain relevance of recruitment and retention strategies.           |           |  |
| 1.1.3 Formalise process for local only recruitment and develop local outreach strategies. | 2022-2026 |  |



##### We know we are succeeding when

Our community can see an increase of local indigenous community members employed within the Shire.

#### Strategy 1.2

Commit to traineeships as a pathway to employment.

##### Actions

- |   |           |   |
|---|-----------|---|
| 1.2.1 Review workforce planning.  | 2022-2026 |  |
| 1.2.2 Review employment pathways and traineeships for graduates of the Halls Creek High School. | 2022-23   |   |
| 1.2.3 Provide work experience opportunities to support development of local youth.              |           |  |
| 1.2.4 Seek funding and government support for provision of employment pathways program.         | 2022-2026 |   |



##### We know we are succeeding when

Following completion of training, participant trainees are successfully employed with the community.

#### Strategy 1.3

Advocate on behalf of the community for improvements to the service delivery of local job provider agencies.

##### Actions

- |  |   |
|--|---|
| 1.3.1 Maintain involvement with local employment agencies, business and service providers. |  |
| 1.3.2 Lead by example and advocate for appropriate local employment balance.               |  |



##### We know we are succeeding when

Our community can see the improvements to service delivery of local job provider agencies.

#### Strategy 1.4

Work with local businesses to invest in work experience, pre-employment, apprenticeships, traineeship and ongoing training initiatives for local people.

##### Actions

- |  |   |
|--|---|
| 1.4.1 Foster and support local employment and training initiatives.                |  |
| 1.4.2 Lead by example, identify funding opportunities to support local employment. |  |

##### We know we are succeeding when

Increase in employment and training opportunities within the community.



# Strategic Direction

## Local Economy

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



### Outcome 2

Actively pursue new economical and entrepreneurial opportunities that strengthens and diversifies the local economy and that encourages competition and local Aboriginal enterprise initiatives.

#### Strategy 2.1

Create and develop measures that record business expansion and projects that deliver income to local economy.

##### Actions

- |   |   |
|---|---|
| 2.1.1 Identify available data to measure local business expansion.        |  |
| 2.1.2 Actively encourage local business development through land release. |  |
|   | 2022-2026   |




#### We know we are succeeding when

Local businesses are successfully delivering and contributing to the economic growth of the community.

#### Strategy 2.2.

Secure financial and technical support, to allow pilot programs at remote communities, in sustainable business establishment.

##### Actions

- |   |   |
|---|---|
| 2.2.1 Facilitate local business networks and support development opportunities. |  |
| 2.2.2 Advocate for and facilitate improved telecommunications services.         |  |
|   |  |

#### We know we are succeeding when

Businesses throughout our region can access modern business and communication technology.

### Strategy 2.3

Actively pursue State and Federal funding to expand the local economy inputs and that promote Shire of Halls Creek as an ideal location to operate a business and invest.

##### Actions

- |  |   |
|--|---|
| 2.3.1 Advocate for local economic development.   |  |
| 2.3.2 Seek funding to develop Local Economic Prospectus (excluding Mining sector).     |  |
|  | 2022-2024   |
| 2.3.3 Seek funding to develop Local Mining Economic Prospectus.                        |   |
|  | 2022-2024   |
| 2.3.4 Identify opportunities for economic development.                                 |   |
|  | 2022-2024   |
| 2.3.5 Lobby for funding for development of airport facilities and associated services. |   |
|  | 2022-2024   |

#### We know we are succeeding when

There is wide ranging community support for our economic development strategies.





### Outcome 3

Strengthening the capacity, viability and profitability of local businesses.

#### Strategy 3.1

Continually enhance the appearance of Halls Creek CBD to foster an attractive retail location.

##### Actions

- |  |   |
|--|---|
| 3.1.1 Active involvement with the local business community.    |  |
| 3.1.2 Upgrade and maintain town facilities.                    |  |
| 3.1.3 Collaborate with local community for street enhancement. |  |
| 3.1.4 Develop industrial land for heavy industry.              |  |
|  | 2022-2024   |

#### We know we are succeeding when

Our community can see physical improvements to Halls Creek CBD including retail outlets.

# Strategic Direction

## Local Economy

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

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### Strategy 3.2

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Instigate a regular business visitation program to hear what helps and hinders local business operators.

#### Actions



3.2.1 Continue regular business visitation program.



#### We know we are succeeding when

Business owners are regularly consulted with feedback considered by the Shire and community.

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### Strategy 3.3

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Encourage buy local purchasing practices for all businesses in the Shire of Halls Creek.

#### Actions



3.3.1 Continue 'buy local' pricing preferences.



#### We know we are succeeding when

Locals are purchasing from and supporting local businesses.

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### Outcome 4

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Strengthening interagency and inter community collaborations, partnerships and collective action.

#### Strategy 4.1

On behalf of Shire of Halls Creek communities lobby government ministers and agencies for improved and expanded services for the communities of Shire of Halls Creek.

#### Actions



4.1.1 Advocate for improved and expanded local state and federal government services.



#### We know we are succeeding when

Our community can see we are acting on their behalf.

---

### Strategy 4.2

---

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 Shire of Halls Creek.

#### Actions

4.2.1 Continually seek opportunities that promote 'collective impact' arrangements.



#### We know we are succeeding when

Positive opportunities are created for the community.

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### Strategy 4.3

---

Support of Aboriginal corporations, agencies and organisations to assist in the development of their effectiveness and governance capacity.

#### Actions

4.3.1 Facilitate training and development to support local organisations improve governance and effectiveness.



#### We know we are succeeding when

Our community can see that we are supporting local groups and corporations by consulting and communicating regularly.

# Strategic Direction

## Local Economy

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

### Outcome 5

Developing and promoting the Shire of Halls Creek as a desirable place to stop, stay and experience.

#### Strategy 5.1

Develop new 'Tourism Plan'.

#### Actions



- |       |   |           |
|-------|---|-----------|
| 5.1.1 | Develop new Tourism Plan 2022-2025.       | 2022      |
| 5.1.2 | Implement and promote the 'Tourism Plan'. | 2022-2025 |

#### We know we are succeeding when

There is a steady increase in the numbers of people visiting our region.

#### Strategy 5.2

Collaborate at the regional level in the promotion of the Shire of Halls Creek as a tourism destination.

#### Actions



- |       |   |  |
|-------|---|--|
| 5.2.1 | Maintain involvement with regional tourism bodies and committees. |  |
| 5.2.2 | Continue to actively promote Shire of Halls Creek.                |  |

#### We know we are succeeding when

There is a steady increase in the numbers of people visiting our region.

#### Strategy 5.3

Further enhance the Halls Creek Travel and Tourism Centre to include cultural learnings.

#### Actions



- |       |   |           |
|-------|---|-----------|
| 5.3.1 | Investigate opportunities to enhance the Halls Creek Travel and Tourism Centre. | 2022-2024 |
| 5.3.2 | Seek funding to develop a local cultural centre.                                | 2022-2023 |
| 5.3.3 | Seek funding for Halls Creek Travel and Tourism Centre enhancements.            | 2022-2024 |

#### We know we are succeeding when

Our community can see the development of cultural learnings.

### Outcome 6

Identifying and implementing key communication and infrastructure improvements.

#### Strategy 6.1

Assist where possible with upgrading and maintaining community infrastructure including airstrips, access roads and cemeteries.

#### Actions



- |       |   |  |
|-------|---|--|
| 6.1.1 | Maintain, renew and upgrade infrastructure in line with the Asset Management Plans. |  |
|-------|---|--|

#### We know we are succeeding when

Assets continue to function effectively as they age.

#### Strategy 6.2

Extend public WIFI within all communities when funding is available.

#### Actions



- |       |   |  |
|-------|---|--|
| 6.2.1 | Continue to partner with telecommunication organisations to expand the free public WIFI in all communities. |  |
|-------|---|--|

#### We know we are succeeding when

We are seen as a Local Government that does what we say we will do.

# Strategic Direction

## Local Social

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

### Outcome 7

Fostering high levels of volunteerism and participation.

#### Strategy 7.1

Design, implement and fund 'Community Initiatives' program, supporting local community improvements.

#### Actions



7.1.1 Review 'Local Community Initiatives' program. 2022-2023

7.1.2 Support / partner with local community groups promoting volunteerism.



#### We know we are succeeding when

Our Council is recognised for its effectiveness in empowering the community.

#### Strategy 7.2

Collaborate with Government and NGO organisations in the identification of resources and projects that encourage and support community engagement and involvement.

#### Actions



7.2.1 Collaborate with stakeholders and advocate for increased community engagement and involvement.



#### We know we are succeeding when

We are seen as a Local Government that does what we say we will do.

### Outcome 8

Protecting Country and its connection for current and future generations.

#### Strategy 8.1

Continue and expand intergenerational activities that connect young people to Country and Elders and assist with the passing on of knowledge.

#### Actions



8.1.1 Continue to support intergenerational activities, connecting young people to Country and Elders.



#### We know we are succeeding when

Community members feel inspired and motivated to contribute.

#### Strategy 8.2

Encourage and support the expansion of the Ranger programs on Country.

#### Actions



8.2.1 Advocate with relevant agencies for development of local ranger programs.



#### We know we are succeeding when

Our Council is recognized for its effectiveness in expansions of programs within the community.

#### Strategy 8.3

Demand local government, mining, pastoral and tourism sectors consult with the Traditional Owners in an appropriate and timely manner.

#### Actions



8.3.1 Ensure all development applications received include requirement to consult with traditional owners.



8.3.2 Actively promote appropriate engagement processes.



#### We know we are succeeding when

We are seen as a Local Government that does what we say we will do.



# Strategic Direction

## Local Social

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

### Strategy 8.4

Encourage and advocate for the protection of heritage sites including registration under the Aboriginal Heritage Act.

#### Actions



8.4.1 Develop and maintain Heritage Assets Register.



8.4.2 Encourage and advocate for the protection of heritage sites within the district.



#### We know we are succeeding when

Our community remains unique in its own right, with our built heritage and history protected.

### Strategy 8.5

Support free from litter campaigns as a means of preserving Country.

#### Actions



8.5.1 Maintain regular rubbish services.



8.5.1 Support and promote awareness of litter control.



#### We know we are succeeding when

There is a steady increase in the numbers of people recycling within the community.

### Outcome 9

Enabling well informed and actively engaged communities.

### Strategy 9.1

Continually develop genuine and culturally appropriate communications and consultation methodologies suited to engaging with all resident, irrespective of age, abilities, location or language.

#### Actions



9.1.1 Continue appropriate communications and engagement.

2022-2023

#### We know we are succeeding when

Our community is engaged.

### Strategy 9.2

Develop a consultation calendar that effectively informs, engages and provides timely feedback to all communities and their residents.

#### Actions



9.2.1 Develop and implement an effective communication and engagement process with our communities.



#### We know we are succeeding when

People from all walks of life and cultural backgrounds feel inspired and motivated to contribute.

### Strategy 9.3

Encourage all residents to initiate discussions on matters of concern with the Shire of Halls Creek and provide feedback.

#### Actions



9.3.1 Provide great customer service and foster a culture of engagement.



#### We know we are succeeding when

Increasing numbers actively participating in community discussions.

# Strategic Direction

## Local Social

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

### Outcome 10

Maintaining the Shire of Halls Creek road network to a high standard that meets the social and economic needs of our local communities and region.

#### Strategy 10.1

Maintain an economically efficient Shire of Halls Creek road construction and maintenance enterprise.

#### Actions



10.1.1 Maintain, renew and upgrade infrastructure in line with the Asset Management Plans.



10.1.2 Continue to look for opportunities to undertake road works within the district on behalf of other parties.



#### We know we are succeeding when

Assets continue to function effectively as they age.

#### Strategy 10.2

Advocate and manage key road upgrades including the sealing of the Tanami Hwy and upgrade of Duncan Road.

#### Actions



10.2.1 Advocate for key road upgrades.

Completed

10.2.2 Project manage key road upgrades.



#### We know we are succeeding when

Assets continue to function effectively as they age.

#### Strategy 10.3

Lobby for increased government funding for road networks.

#### Actions

10.3.1 Maintain presence on regional road group and pursue required funding to maintain district road network.



#### We know we are succeeding when

Road networks are fully serviced and meet the needs and expectations of our community.

#### Strategy 10.4

Work with remote communities to ensure their access roads are maintained to an appropriate condition.

#### Actions



10.4.1 Monitor road access for remote communities to ensure appropriate standards are maintained.



#### We know we are succeeding when

There is evidence of improved road access to remote communities.

# Strategic Direction

## Local Leadership

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

### Outcome 11

Continually identifying and securing the necessary financial and technical support to achieve our community and economic aspirations.

#### Strategy 11.1

Continually monitor, identify and secure appropriate external funding to achieve the desired outcomes of this 'Plan'.

#### Actions

11.1.1 Continually monitor, identify and secure appropriate external funding to achieve the desired outcomes.

#### We know we are succeeding when

We are seen as a Local Government that does what we say we will do.

#### Strategy 11.2

Source funding that supports local solutions and action, and builds local community capacity, as opposed to outside top down servicing.

#### Actions

11.2.1 Actively promoting and advocating on behalf of the community.

11.2.2 Seek funding to support enhancement and liveability of the district.

#### We know we are succeeding when

Feedback from our community indicates that we are listening and acting on what we hear.

#### Strategy 11.2

Adopt practice that supports program development based around community needs.

#### Actions

11.3.1 Develop Health and Wellbeing Strategy. 2022-2024

#### We know we are succeeding when

Feedback from our community indicates that we are listening and acting on what we hear.

### Outcome 12

Operating and effective, accountable and efficiently managed Council that provides strong and respectful civic leadership and sound governance.

#### Strategy 12.1

Maintain a high level of corporate governance, responsibility and accountability.

#### Actions

12.1.1 Maintain accountability and financial responsibility through effective planning.

12.1.2 Support and implement the Integrated Planning and Reporting framework.

12.1.3 Ensure training and development is undertaken by elected members. 2022-23

#### We know we are succeeding when

Our Council is recognised for its effectiveness in leadership and decision making.

#### Strategy 12.2

Maintain organizational policies and strategies for the attraction and retention of quality employees.

#### Actions

12.2.1 Seek high level of compliance in organisational practices.

12.2.2 Continue to provide a safe and positive workplace, ensuring OHS and mitigating risks.

#### We know we are succeeding when

We are seen as a Local Government that does what we say we will do.

# Strategic Direction

## Local Leadership

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

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### Strategy 12.3

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Increasing the number of local skilled staff to meet the Shire of Halls Creek employment needs.

#### Actions



12.3.1 Review recruitment and retention strategies. 2022-2026

12.3.2 Support training and development for employees.

#### We know we are succeeding when

More local community members are employed and working for the Shire of Halls Creek.

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### Outcome 13

Enhancing the capabilities of communities to self-manage youth challenges and opportunities.

#### Strategy 13.1

Implement and develop the 'Olabud Doogethu' Projects.

#### Actions



13.1.1 Develop the 'Olabud Doogethu' Projects.

13.1.2 Implement the 'Olabud Doogethu' Projects.

#### We know we are succeeding when

Youth feel inspired and motivated to contribute.

---

#### Strategy 13.2

Encourage appropriate training and support for community builders in local communities to develop the knowledge, skills and attitudes to manage local action projects.

#### Actions



13.2.1 Encourage and support training opportunities for community builders.

#### We know we are succeeding when

Increase number of community builders.

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### Strategy 13.3

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Encourage initiatives that promote and strengthen family and community responsibility for their young people.

#### Actions



13.3.1 Encourage initiatives promoting and strengthening community cohesion.

#### We know we are succeeding when

People are proud to be part of the Halls Creek community.

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# Strategic Direction

## Local Leadership

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

### Outcome 14

Involving, supporting and empowering young people.

#### Strategy 14.1

Implement, develop and expand the 'Olabud Doogethu' Project.

##### Actions



14.1.1 Identify opportunities to expand the 'Olabud Doogethu' Projects.



##### We know we are succeeding when

Increasing numbers actively participating in Olabud Doogethu programs.

#### Strategy 14.2

Encourage and support initiatives that connect young people to Country and passing on of knowledge.

##### Actions



14.2.1 Encourage connect to Country initiatives and programs.



14.2.2 Advocate for support for development of connect to Country initiatives and programs.



##### We know we are succeeding when

Youth are connected to Elders and are motivated to become leaders within the community.

#### Strategy 14.3

Create more relevant community based employment, education, healthy lifestyle and recreation program opportunities for young women.

##### Actions



14.3.1 Develop community based programs.



##### We know we are succeeding when

Increasing numbers of young women actively participating in Olabud Doogethu programs.

#### Strategy 14.4

Encourage and facilitate yarn session opportunities between Elders, Community Leaders and Young People.

##### Actions



14.4.1 Encourage and facilitate yarn sessions.



##### We know we are succeeding when

Youth are connected to Elders and are motivated to become leaders within the community.

# Resources

Services and facilities provided by the Shire have been linked with the relevant actions in the Corporate Business Plan, providing a connection with the desired outcomes and community vision.

## Shire Services

Customer service	9.3
Community consultation   engagement	7.2   8.3   9.1   9.3
Asset maintenance planning	6.1   10.1
Financial management	12.1
Town planning	2.1   12.1
Economic development	2.1 – 6.2
Regional collaboration	5.2   10.3
Tourism management	5.1   5.3   8.3
Festival   event management	9.3
Emergency services	7.1
Ranger services	8.2
Natural resource management	
Rubbish kerbside collection	8.5
Recycling	8.5
Building control	9.3
Health administration   inspection	9.3
<b>Facilities   Infrastructure</b>	
Parks   gardens   reserves	6.1
Quality of town centre	6.1
Landscaping	6.1
Maintenance	6.1
Sport   recreation facilities	6.1
Council buildings   heritage assets	6.1   8.4
Employee housing	6.1
Community   town hall	6.1
Cemetery management	6.1
Library   library services	9.3
Roads infrastructure	10.1
Street lighting	6.1
Public toilets	6.1
Waste management facility	8.5   6.1

## Community Support | Advocacy

Medical   health services	11.2
Maternal   infant services	11.2   14.2
Childcare   playgroup	11.2   14.2
Youth services	11.2   14.2
Aged   disabled services	11.2
Indigenous relations	11.2
Support for volunteers	7.1   11.2

# Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Halls Creek operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

## External Factors

- Increasing community expectations in relation to service levels and service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Changes in mining and pastoral practices and the associated social impacts
- Climate change and subsequent response
- Significant seasonal population increase and subsequent pressure on Council services
- Extensive increase in non-rateable land requiring road access
- COVID-19 Pandemic
- Changing global economic environment

## Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan
- The timing and actions contained in the Council's Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

# References and Acknowledgements

Reference to the following documents or sources were made during the preparation of Corporate Business Plan 2022 – 2026:

- Shire of Halls Creek Strategic Community Plan 2015-2025, 2022 Revision;
- Council website: [www.hallscreek.wa.gov.au](http://www.hallscreek.wa.gov.au);
- Shire of Halls Creek Strategic Resource Plan 2021 - 2031

## Review of the Corporate Business Plan

In accordance with statutory requirements, the Corporate Business Plan will be reviewed and updated annually.

## Disclaimer

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Halls Creek, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Halls Creek.

This Plan is supplied in good faith for public information purposes and the Shire of Halls Creek accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

## Document Management

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