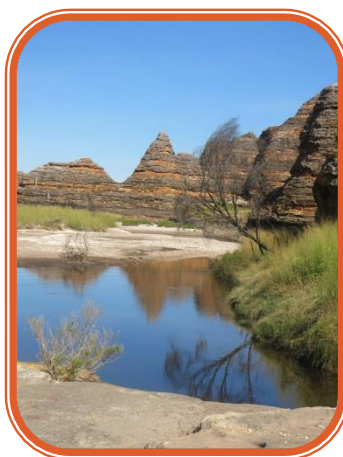




Department of Local Government
Department of Regional Development and Lands



Shire of Halls Creek
10+ Year
Strategic Community Plan
2015



Review adopted 24 April 2015

Acknowledgement

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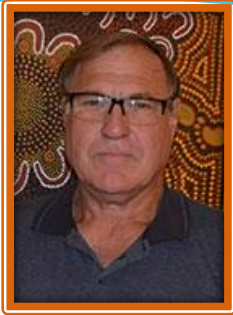
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Our Vision

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

Message from the Shire President



Welcome to our Strategic Community Plan for the Shire of Halls Creek.

This plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for our community.

All Western Australian local governments are required to develop a Strategic Community Plan for a period of at least 10 years. In 2008, we prepared our Halls Creek Community Strategy 2008-2018, based on extensive community consultation. In 2012 after consultation with the community we updated our Strategic Community Plan, in accordance to the legislative requirements. And in 2015 we have reviewed the plan again based on extensive community consultation throughout the Shire. We also took the opportunity to prioritise the outcomes in 2015 and identified a number of priorities for each of the objectives to guide us, as a Council, moving forward.

This Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by the community. We have also developed a Corporate Business Plan, which will ensure our priorities and resources are aligned to the Strategic Community Plan, and provide a mechanism to ensure the strategies are delivered. The Corporate Business Plan will also be regularly reviewed.

This plan could not have been produced without the input of the local community and I thank everyone for their enthusiastic response and taking to come along to the yarns we held throughout the Shire. Your responses gave us a valuable insight into your visions and aspirations for the future.

We believe we have captured your aspirations and have reflected these in our desired outcomes. We will work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this plan.

As a Council we look forward to working with the community to make sure the Shire of Halls Creek continues to be a friendly, positive and successful place for all our people and the future generations to come.

Malcolm Edwards
Shire President



About Our Shire

The Halls Creek Community

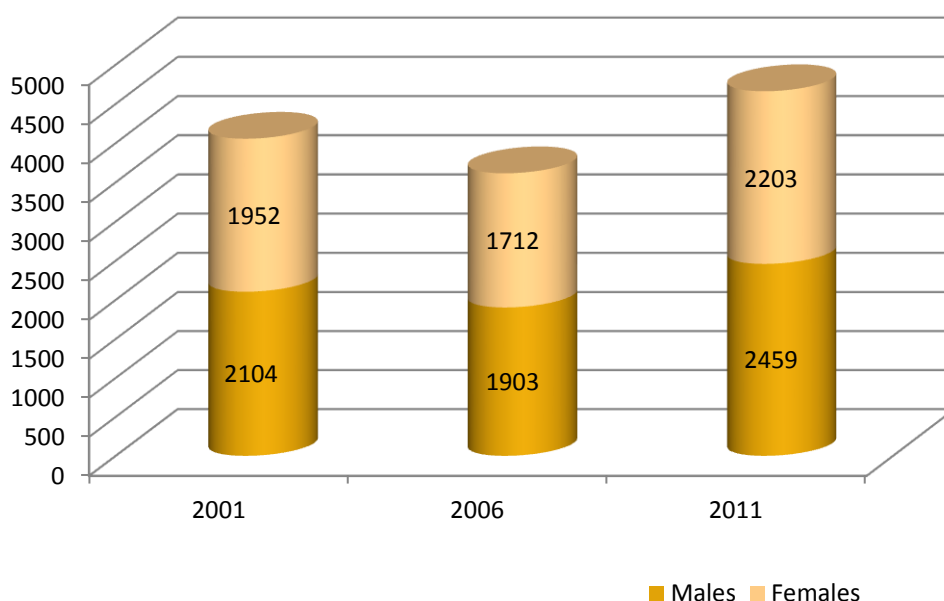
Located in the eastern Kimberley region, the Shire of Halls Creek is one of Australia's iconic outback regions with a unique cultural and heritage environment. Predominantly Aboriginal populations live in a number of remote communities around the district and the town site of Halls Creek.

Evidence indicates parts of the Shire have supported Aboriginal people for up to 70,000 years, 37.5% of the population speak Australian Indigenous languages at home according to the 2011 Census. The strong Aboriginal history now combines with a more recent European settlement of the district. The 1880's discovery of gold at Old Halls Creek in 1885 brought 15,000 people from all around the world to live and work in the district.

Tourism centers around the rich culture and heritage of the district and unique environmental features of the Shire. It has become a major part of the local economy along with the traditional Pastoral stations which remain an important part of the Shire economy. Mining activity is continuing to grow throughout the area.

The 2011 census population of 3,560 had increased by approximately 28.9% over the previous five years. Census data for 2011 indicate the Shire's male residents make up approximately 52.7% of the total population, and females approximately 47.3% which is close to the State average. The 2011 census revealed that 78.2% of the population identified as Indigenous which is significantly higher than the other Shires in the Kimberley and almost all other Shires in Western Australia.

Census Populations



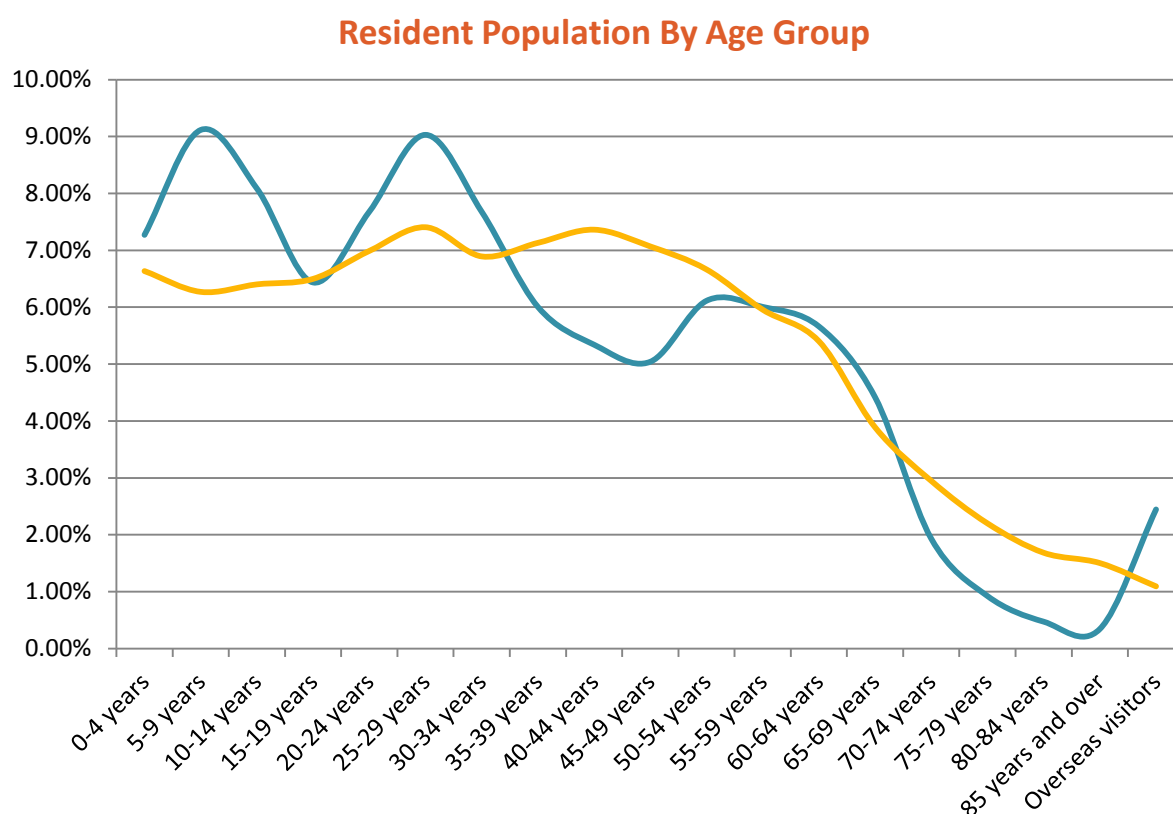
Data Source: Australian Bureau of Statistics



About Our Shire

The Halls Creek Community (Continued)

The age demographic of the 2011 census population compared to the State is shown in the graph below.



Data Source: Australian Bureau of Statistics

— Halls Creek 2011

— WA Average 2011

One of the most important features highlighted in the 2011 census was the proportion of young residents in the Shire - those aged below 35 years is considerably higher than the State average and proportion between 35 and 55 is significantly lower as is the over 70 population. Almost 50% of our population is under 25 years of age. The proportion of the population at the time of the census, who were overseas visitors is nearly double the state average reflecting the importance of the Shire as an international tourist destination.

Creation of appropriate education, health care, community services and employment opportunities for such a significant young population will remain a challenge and an opportunity for the foreseeable future.



About Our Shire

The Natural Landscape

The Shire of Halls Creek covers 142,908 square kilometres of the Kimberley is located approximately 2,850 kilometres to the North East of Perth and 362 kilometres south of Kununurra. The Northern Territory forms the Eastern boundary of the Shire with the Shire of Wyndham-East Kimberley to the North, the Shire of Derby West Kimberley to the West and the Shire East Pilbara to the South and West.

The Shire boasts a number of unique geographical features the most iconic of which is the world renowned Bungle Bungle Ranges situated in the Purnululu National Park which is also a World Heritage Park. In addition the second largest meteorite crater in the world is located at Wolfe Creek Crater National Park. Lake Gregory and Lake Stretch form a major wetland system in the Tanami Desert area.

The country in our Shire is an important and vital part of the Aboriginal culture and the people who live here. 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. In the west of the Shire the community of Yiyili and a number of smaller settlements are accessed from the Great Northern Highway as are the Mimbi Caves and Mary Pool. To the east the community of Warmun (Turkey Creek) sits on the Great Northern Highway close to the Bungle Bungle Ranges.



About Our Shire





REVIEW DUPLICATED 24 APRIL 2013



About Our Shire

Kimberley Aboriginal Language Groups

The following map illustrates the distribution of Aboriginal Language Groups in the Kimberley. Languages play an important role in supporting Aboriginals in connecting with their culture and country. They are also an important consideration for non-Indigenous people and organisations that engage or work with Aboriginal people in the Kimberley region.



Remote Aboriginal Communities

Community	Population	Languages Spoken
Balgo Hills	460	Kukatja, Ngardi, Northern Territory languages
Billiluna	144	Kukatja, Eastern Walmajarri, Jaru, Ngardi
Mulan	194	Kukatja, Eastern Walmajarri, Jaru, Ngardi
Ringer Soak	160	Jaru, Kukatja, Ngardi, Northern Territory languages
Warmun	196	Gija
Yiyili		Goonyandi

About Our Shire

The Built Landscape

A number of remote community settlements have been formed and along with the town of Halls Creek are home to the 3,560 people residents¹ of the Shire. The town of Halls Creek forms the administrative and service centre providing health, recreation and education facilities. The Aquatic and Recreation Centre is a dominant feature of the Halls Creek townsite and provides high quality sporting and aquatic facilities to residents and visitors. The town Oval is an important recreational resource for the whole Shire with games played regularly by teams throughout the Shire and the wider region.

The remote communities of Balgo (Wirrimanu), Billiluna (Mindibungu), Mulan, Kundat Djaru (Ringer Soak), Warmun (Turkey Creek) and Yiyili are an integral part of the district with 3,218 people residing outside of the Halls Creek town site¹. Throughout the Shire there are a number of smaller communities. The Region is connected by 391km of sealed roads and 1,449km of unsealed roads, which require extensive maintenance work due to seasonal flooding.



¹ 2011 Census Basic Community Profile– (Australian Bureau of Statistic, 2012)

A Guide to this Plan

How The Shire Will Use This Plan

This plan shares the community's visions and aspirations for the future and outlines how the Shire will, over the long term, work towards a bright future for the Halls Creek community.

As the Shire looks forward, the Strategic Community Plan will influence how the Shire resources and delivers its operations. The Plan will also be the primary driver for all other planning undertaken by the Shire.

The Shire of Halls Creek intends to use the Strategic Community Plan in several ways, including:

- To guide Council priority-setting and decision-making;
- To guide council in its advocacy for the Shire with all levels of government
- As a mechanism for the on-going interaction of local planning initiatives;
- To inform the decision-makers at other agencies and organisations, including community, State and Federal Government;
- 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 Shire's future; and
- To provide a framework for monitoring progress against the Community's vision, values and aspirations.

Importantly, plans are only effective if adequately resourced. In 2015 the Council prioritised the outcomes and this will help us in the development of our annual Corporate Business Plans.

Key performance indicators will be used to report to the community on the Shire's performance in achieving the outcomes.



Community Aspirations and Values

The Shire of Halls Creek Strategic Community Plan reflects a vision for the future and is the principle strategic guide for future planning and activities.

Based on the recent and previous community engagement, the Shire has set out a vision for the future and captured the community's aspirations and values which are detailed below.

Aspiration or Value	Benefits
Respect for, and engagement with the traditional owners of the land.	Ensuring pace and level of development impacting Indigenous communities is guided by the Traditional Owners.
Social inclusiveness	Promotes a future for all residents, actively strengthens the social fabric of the community, values diversity and responds to special needs and disadvantage.
Community involvement	Values the contributions of all groups and ages and generates opportunities for active participation by residents in planning and action.
Positive Mindset	Fosters community attitudes that embrace change, proactive 'can do' behaviours, optimism, hopefulness and the belief in the community being architects and builders of their social and economic future.
Respect for the Environment, Cultures and Sustainable Practices	Respects the natural environment, cultures, heritage and character and commits to ensuring that the needs of the present are met without compromising the ability of future generations to meet their needs.
Access and Equity	Provides all residents with adequate health, educational, learning, housing and recreational opportunities, facilities and programs.
Mutual Responsibility and Respect	Encourages attitudes and behaviours that foster harmony, equity before the law, personal accountability and respect for the ideas, potential and contributions of all residents.
Celebration	Encourages pride and times of celebration relating to the Shire's heritage, uniqueness, cultures and achievements.
Collaboration, Partnership and Networking	Creating and strengthening stakeholder collaboration, coordination, networking and cross-promotion to ensure maximum positive outcomes for the residents of the Shire.
Asset and Opportunity Focus	Focussing upon local assets, opportunities and creativity and building upon, and strengthening existing initiatives and groups.
Commitment to Excellence in Performance and Customer Service	Ensuring strong dedication to quality experiences and outstanding customer service where everyone experiences respect, hospitality and friendliness.



Objectives and Desired Outcomes

Key Objectives and Outcomes

A strategic objective has been developed for each of four key areas of community interest being economic, environmental, social and civic leadership. The desired outcomes of achieving each of the four objectives have been determined after considering the results of all the community consultation and the Shire's current and future resources, and demographic trends.

These key objectives are:

Social Objective -Vibrant and connected communities . We support cultural and language diversity.

Economic Objective - Our Shire region is prosperous and viable.

Environment Objective -Working together to care for country. Respecting the natural & built environment.

Civic Leadership Objective -Working together to strengthen leadership and effective governance.

For each strategic objective the following is provided in the remaining sections:

- A summary of the major issues highlighted by the community;
- A selection of the community's comments;
- Outcomes obtained by achieving the strategic objectives; and
- Strategies to achieve each desired outcome;

The plan also provides details of how the Shire will measure success in achieving the objectives and who else has influence over the ability to achieve them.

At a number of workshops in 2014/2015 the Council reviewed the original Strategic Community Plan adopted in 2013 in the light of the more recent community consultation (see pages 41 and 42 for details). The objectives remained unchanged however a number of new outcomes and strategies were added to reflect the issues, opportunities and challenges outlined by the community in 2013 and 2014.

The council understands that all the outcomes in this Plan are important for the future of the Shire. It also acknowledges that funding to achieve the objectives and outcomes is a considerable and increasing challenge. The Shire has only just over 600 ratepayers and the funding being made available by the Federal and State governments is limited in both scope and amount.

The Council has therefore considered all the outcomes and has prioritised some for each objective - with the intention that these outcomes will form the basis for Council moving forward in the next 2 to 4 years (prior to the next review of the Strategic Community Plan). All the outcomes will form part of Council business and they will be reflected in the Corporate Business Plan, Long Term Financial Plan, Asset Management Plan and Workforce Plan.



Objectives and Desired Outcomes

Desired Outcomes

In aiming to achieve each of the objectives a number of outcomes are desired for the community. The desired outcomes of each objective are detailed in the table below.

	Objectives	Desired Outcomes
1. SOCIAL		Priority: 1.1 The quality of education and training opportunities (including early Childhood) are improved. 1.2 Our people are empowered with a stronger sense of social responsibility and our communities are encouraged to work together. 1.3 Improved access to communication technology, training and revitalization of Community Resource Centres 1.4 Our community has access to appropriate transport networks and services, including a regional transport system.
	<i>Vibrant and connected communities. We support cultural and language diversity.</i>	1.5 To recognise the importance of Aboriginal land, language and culture to social, emotional and economic well-being. 1.6 To encourage and promote family responsibility 1.7 Maintain a safe community and reduce crime levels. 1.8 Our community has access to a wide range of passive and active recreation, cultural and sporting facilities, events, clubs and opportunities in particular football. 1.9 The quantity, quality, suitability and affordability of local housing options are increased. 1.10 The capacity and range of comprehensive, culturally relevant and quality community services are improved including services related to alcohol 1.11 To improve and encourage the connection of young people to Country

Objectives and Desired Outcomes

2. ECONOMIC	Objectives	Desired Outcomes
	<i>Our town and remote communities are prosperous and viable.</i>	<p>Priority:</p> <p>2.1 Sealing of the Tanami.</p> <p>2.2 To raise the recognition of Halls Creek Shire as a significant tourism destination</p> <p>2.3 Promote and encourage the employment of local people in pastoral, mining and tourist activities.</p> <p>2.4 To increase the number, quality and variety of employment and on-the-job training opportunities for local residents and skilled staff.</p> <p>2.5 To improve signage throughout the Shire to improve access for the community and tourists</p> <p>2.6 Roads are maintained to a standard that meets the economic needs of local and regional economy.</p> <p>2.7 To encourage and promote local artists and art centres.</p> <p>2.8 To encourage pastoral and mining opportunities where appropriate</p> <p>2.9 To increase the number of tourism businesses and range of tourism products and facilities, including the potential of the Duncan Road and recreational fishing</p> <p>2.10 To increase and promote the range of Aboriginal tourist ventures on Country in collaboration with Traditional Owners</p> <p>2.11 To develop, retain, expand and diversify local enterprise throughout the Shire.</p> <p>2.12 To increase the number of skilled and experienced staff to meet the Shire's local employment needs.</p>



Objectives and Desired Outcomes

3. ENVIRONMENT	Objectives	Desired Outcomes
	<p><i>Working together to care for country.</i></p> <p><i>Respecting the natural and built environment.</i></p>	<p>Priority:</p> <p>3.1 Protect Country for current and future generations</p> <p>3.2 Efficient and effective waste management.</p> <p>3.3 Caring for Country is an integral part of the Shire's natural and built environment</p> <p>3.4 Halls Creek is an attractive, comfortable and welcoming place to live and visit.</p> <p>3.5 Promote recognition of places of cultural importance and the stories of places on Country in consultation with Traditional Owners .</p> <p>3.6 Encourage and support the Ranger programs in remote communities</p> <p>3.7 Our natural and built environment is protected and respected to ensure it is ecologically sustainable, healthy, clean and safe.</p>

Objectives and Desired Outcomes

4. CIVIC LEADERSHIP	Objectives	Desired Outcomes
	<i>Working together to strengthen leadership and effective governance.</i>	<p>Priority</p> <p>4.1 A local government that is respected and accountable.</p> <p>4.2 A customer focussed Council which welcomes inquiries and seeks positive outcomes for all residents and customers</p> <p>4.3 Genuine and culturally appropriate consultation with all residents on policies and projects affecting their communities</p> <p>4.4 Quality staff.</p> <p>4.5 Improved regional partnerships and effective collaboration to enhance service delivery.</p> <p>4.6 A well informed and engaged community that actively participates.</p> <p>4.7 A strong and professionally developed Council providing effective advocacy for the Shire's interests.</p> <p>4.8 Seek funding to achieve the desired outcomes of this plan from the full range of funding sources.</p> <p>4.9 Capacity for effective governance is established, maintained and enhanced.</p> <p>4.10 Improved business planning and performance</p>

Social

Objective 1:

Vibrant and connected communities. We support cultural and language diversity.

Key Social Issues

Social issues were identified most frequently by residents in the town and the various communities. Key issues such as housing, sport and recreation, childcare and parenting, youth development, arts, culture and language all rated as the most important Community Goals.

A broad summary of key social issues were:

- Child / youth services, facilities and programs
 - Youth boredom
 - Childcare and parenting;
- Quality of education
- Youth employment and job training
- Communication technology
- Language, culture and country
 - Cultural activities
 - Passing on the knowledge;
- Housing;
- Roads
 - Maintain, upgrade and seal more roads
 - Better access for communities;
- Better transport
 - Reasonably priced regular air travel
 - Taxi and bus services;
- Sport and recreation facilities; and
- Community safety and welfare (alcohol abuse, gambling and drug abuse)

Quotes From The Community

“Local language and culture, respect for country and elders; better care for our rivers, ecosystems and environment”

“Sport and recreational facilities for kids (basketball and football)”.

“To see more affordable housing and a safe /happy environment for the community in general”.

“Kids are bored.”

Desired Social Outcomes and Strategies

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 1.1

The quality of education and training opportunities (including early childhood) are improved

- | | |
|-------|---|
| 1.1.1 | Support local on the job training providers and programs. |
| 1.1.2 | Advocate and support improvements to the Halls Creek District High School |
| 1.1.3 | Advocate for and support quality early childhood services. |
| 1.1.4 | Advocate for effective outcomes from job service agencies. |
| 1.1.5 | Advocate for training that is directly related to work opportunities in the Shire with training providers and employers |
| 1.1.6 | Provide job paths within the Shire for local people |

Outcome 1.2

Our people are empowered with a stronger sense of social responsibility and our communities are encouraged to work together

- | | |
|-------|---|
| 1.2.1 | Inform community leadership from all communities of opportunities for funding and making submissions to State and Federal Government and assist them putting applications and submissions together. |
| 1.2.2 | Work with community leaders to develop leadership and governance skills |
| 1.2.3 | Provide a central point for the collation of submissions to all government agencies |
| 1.2.4 | Work in collaboration with government and non-government agencies for funding and projects which develop social responsibility |
| 1.2.5 | Promote and organise the Aboriginal Advisory Council as a place for leaders to meet together to discuss issues in the communities |
| 1.2.6 | Volunteers continued to be encouraged, acknowledged and supported |
| 1.2.7 | Encourage the empowerment of Aboriginal people and work with them to develop themselves |

Outcome 1.3

Improved access to communication technology, training and revitalization of Community Resource Centres

- | | |
|-------|--|
| 1.3.1 | Advocate for improved telecommunication/ information services in both the town and remote communities with service providers and government. |
| 1.3.2 | Encourage training opportunities for all ages in the use of information technologies in the town and remote communities |
| 1.3.3 | Advocate for and support Community Resource Centres in town and communities |
| 1.3.4 | Investigate public WIFI in the town for data and VIOP |
| 1.3.5 | Enforce sub-division requirements to ensure provision is made for new communications technology. |

Outcome 1.4

Our community has access to appropriate transport networks and services, including a regional and interstate transport system.

- | | |
|-------|--|
| 1.4.1 | Lobby for increased state and federal government for funding for road networks. |
| 1.4.2 | Advocate for the allocation of funding which reflects the needs of the community and additional funding from Federal and State sources |
| 1.4.3 | Provide contract management services to assist in upgrading and maintaining community infrastructure including airstrips where appropriate |
| 1.4.4 | Maintain and renew roads and ancillary infrastructure in accordance with the Shire Asset Management Plan including identified access roads into communities. |
| 1.4.5 | Ensure the economically effective management of the town airport operations, and maintenance and investigate feasibility of expanding the airport. |
| 1.4.6 | Encourage the retention and expansion of regional regular passenger transport air services and bus services. |
| 1.4.7 | Require major road users including the mining sector to contribute to road upgrading and maintenance in partnership with the Shire |

Outcome 1.5	To recognise the importance of Aboriginal land, language and culture to social, emotional and economic well-being.
1.5.1	Support and promote the Yarliyl Arts Centre and Yarliyl Aboriginal Corporation in line with the Shire's Memorandum of Understanding.
1.5.2	Support and promote the arts centres throughout the Shire
1.5.3	Advocate for and promote the well being of the elderly
1.5.4	Develop and maintain working relationships with relevant organisations, committees and stakeholders working to protect land, language and culture
1.5.5	Advocate for State and Federal Government programs to be driven by priorities that are identified by the local community.
1.5.6	Where possible consider relevant working relationships, such as fire management, emergency management and tourism opportunities.

1.6 To encourage and promote family responsibility	
1.6.1	Support local community programs working with families
1.6.2	Encourage and support opportunities for family events and recreation such as Christmas Parade and NAIDOC week

Outcome 1.7	Maintain a safe community and reduce crime levels.
1.7.1	Ensure local laws are appropriate and enforced.
1.7.2	Encourage programs which encourage safer communities, such as neighbourhood watch and the night patrol.
1.7.3	Review and update the Crime Prevention Plan.
1.7.4	Subject to funding, provide more streetlights and footpaths.
1.7.5	Assist town and remote communities to lobby for funding for streetlights, footpaths and signage.

Outcome 1.8	Our community has access to a wide range of passive and active recreation, cultural and sporting facilities, events, clubs and opportunities, in particular football.
1.8.1	Manage and develop the Aquatic and Recreation Centre to meet the needs of the community
1.8.2	Manage the Oval to ensure it provides a high quality football facility for the town, Shire and region.
1.8.3	Support the development of sports and recreation facilities and programs in the town and communities

Output 1.9	The quantity, quality, suitability and affordability of local housing options are increased.
1.9.1	Advocate for an increase in the quantity, quality, suitability and affordability of local housing options.
1.9.2	Ensure there is sufficient land identified to meet the future housing needs of the town
1.9.3	Build Shire staff housing and renew existing housing stock.
1.9.4	Investigate and partner with other agencies to provide for subdivisions appropriate for local conditions and needs

Outcome 1.10	The capacity and range of comprehensive, culturally relevant and quality community services are improved including services related to alcohol abuse, gambling, drugs and other current community issues of concern
1.10.1	Advocate for the provision of appropriate community services, subject to funding.
1.10.2	Support youth services, subject to adequate funding.
1.10.3	Deliver environmental health programs to the community, subject to continued funding.
1.10.4	Participate in interagency groups and committees, as appropriate to lobby for improved services.
1.10.5	Advocate for improved coordination, promotion and access to appropriate counselling services.
1.10.6	Promote awareness of healthy personal lifestyles and well being.
1.10.7	Consider partnerships with other agencies, to promote healthy personal lifestyles and well being

Desired Social Outcomes and Strategies (Continued)

Outcome 1.11 To improve and encourage the connection of young people to Country	
	1.11.1 Encourage and support youth programs taking young people back to Country
	1.11.2 Support yarn session opportunities between elders and young people

Economic

Objective 2:

Our Shire region is prosperous and viable.



Key Economic Issues

The community indicated the key challenges relating to the economy were:

- Poor access for communities and businesses along the Tanami Road;
- Improve local employment opportunities;
- Encourage Aboriginal enterprise and employment ;
- Support and encourage arts centres;
- Improve education and training;
- Encourage mining, pastoral and tourism businesses to employ local people
- Develop policies to support existing businesses;
- Encourage new businesses to town to help maintain reasonable prices;
- Encourage and support tourism and tourism facilities
 - Upgrade roads and signage
 - Local art centres
- Promote enterprise opportunities for communities; and
- Manage cost of living pressures.

Jobs and employment, closely followed by education and training were highlighted as the most significant key issues likely to impact the community, in the future.

Quotes From The Community

“Halls Creek is a strong community that has survived through a lot of hardships, so build on its strengths and stop focusing so much on its weaknesses – everyone in Halls Creek is a contributor ‘black’ and ‘white’ that can make this place a good place for everyone.”

“More jobs, more tourism, better roads to the communities”.

“To promote language and culture and have more Indigenous people employed and trained to take on positions”.

“Education for young people - this needs strong families and communities.”

Desired Economic Outcomes and Strategies

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 2.1 Sealing of the Tanami Road.	
2.1.1	Lobby state and federal government for political support and funding
2.1.2	Seek funding to seal the road from both State and Federal governments and the private sector
2.1.3	Collaborate with other groups and stakeholders to promote the project including the State, Northern Territory Government, Tjurabalan communities, pastoralists, tourism and mining interests
2.1.4	Promote the project at every opportunity with political parties, government departments and key industry groups.
2.1.5	Encourage Aboriginal civil engineering businesses to develop partnerships to provide road construction services

Outcome 2.2 Raise the recognition of Halls Creek as a significant tourism centre and increase the number of tourism businesses and range of tourist products and facilities in the Shire	
2.2.1	Review and Implement the Tourism Plan.
2.2.2	Promote Halls Creek Shire as a tourist centre within the region, the State and Australia
2.2.3	Collaborate at a regional level to promote the Halls Creek area as a tourist destination
2.2.4	Promote all the Arts Centres in the Shire with their cooperation
2.2.5	Develop and expand the Halls Creek Travel and Tourism Centre
2.2.6	Promote and advocate for regional tourism projects that are identified in the Halls Creek Tourism Plan.

Outcome 2.3

Promote and encourage the employment of local people in businesses, pastoral, mining and tourist activities.

- | | |
|-------|---|
| 2.3.1 | Advocate for and require employers to adopt a positive Aboriginal employment policy |
| 2.3.2 | Be the example by implementing the Shire Employment and Aboriginal Employment Policy |
| 2.3.3 | Include need for local Aboriginal employment in any memorandums of understanding with new and existing employers in the Shire |
| 2.3.4 | Encourage employers to invest in pre-employment and on-going training for local people |
| 2.3.5 | Encourage local purchasing policies for all businesses in the Shire |

Outcome 2.4

To increase the number, quality and variety of employment and on-the-job training opportunities for local residents and skilled staff.

- | | |
|-------|---|
| 2.4.1 | Regularly review the Shire's Employment and Aboriginal Employment Policy. |
| 2.4.2 | Support local on the job training providers and programs. |
| 2.4.3 | Facilitate external on the job training providers to deliver services in Halls Creek. |
| 2.4.4 | Lobby training providers to offer relevant training and education courses. |
| 2.4.5 | Share the training opportunities provided by the Shire, with other organisations. |
| 2.4.6 | Offer in-principle support to local Aboriginal organisations who wish to develop appropriate courses and strategies related to cultural competency. |

Outcome 2.5 To improve signage throughout the Shire to improve access for the community and tourists	
2.5.1	Review current signage throughout the Shire and identify where new signage is needed for direction and information regarding cultural, historical and natural places of interest in consultation with Traditional Owners and the community.
2.5.2	Develop consistent design standards for Shire signage which recognises local culture and history in consultation with Traditional Owners
2.5.3	Erect new signage and replace old signage where appropriate subject to funding

Outcome 2.6 Roads are maintained to a standard that meets the economic needs of local and regional economy.	
2.6.1	Lobby State and Federal Government for funding.
2.6.2	Work with remote communities to ensure their access roads are maintained to an appropriate condition
2.6.3	Lobby State Government to allow Shire input on road funding allocations.
2.6.4	Maintain and renew roads and ancillary infrastructure in accordance to the Shire Asset Management Plan.
2.6.5	Finalise a functional roads hierarchy and appropriate service levels.
2.6.6	Develop policies on livestock grids, culverts and other associated infrastructure.

Outcome 2.7 To encourage and promote local artists and art centres	
2.7.1	Continue to support the administration of the Yarliyl Arts Centre
2.7.2	Support and promote all the Arts Centres throughout the Shire
2.7.3	Encourage all the Arts Centres to work together to promote local artists and local art.

Outcome 2.8 To encourage pastoral and mining opportunities where appropriate	
2.8.1	Support and engage with those companies enquiring into new opportunities
2.8.2	Encourage consultation and development of agreements with Traditional Owners
2.8.3	Promote and develop Memoranda of Understanding to cover matters related to social licence, Council assets, services and general engagement with the communities in the Shire
2.8.4	Support and engage with those companies enquiring into new opportunities

Outcome 2.9 To increase the number of tourism businesses and range of tourist products and facilities, and raise the recognition of Halls Creek as a significant tourism centre, including the potential of the Duncan Road and recreational fishing.	
2.9.1	Review and Implement the Tourism Plan.
2.9.2	Promote Halls Creek Shire as a tourist centre within the region, the State and Australia
2.9.3	Collaborate at a regional level to promote the area as a tourist destination
2.9.4	Promote all the Arts Centres and other aboriginal tourist ventures in the Shire
2.9.5	Develop and expand the Halls Creek Visitors Centre
2.9.5	Promote and advocate for regional tourism projects that are identified in the Halls Creek Tourism Plan.
2.9.6	Encourage existing and new local Aboriginal tourist ventures

Outcome 2.10: To increase and promote the range of Aboriginal tourist ventures on Country in collaboration with Traditional Owners	
2.10.1	Provide business advice through the Economic Development Officer
2.10.2	Facilitate Aboriginal tourist operators working together to enhance business opportunities
2.10.3	Promote Aboriginal tourist ventures through the Travel and Tourism Centre and regional tourist agencies



Outcome 2.11: To develop, retain, expand and diversify local enterprise throughout the Shire.	
2.11.1	Retain and support an Economic Development Officer
2.11.2	Participate as a member of the Central Kimberley Chamber of Commerce.
2.11.3	Regularly review and implement the Shire Purchase of Goods Policy which includes Local Pricing Preference.
2.11.4	Identify business development and enterprise opportunities throughout the Shire including the remote communities
2.11.5	Providing administrative and mentoring support services to local businesses through the Economic Development Program
2.11.6	Encourage the full participation of Aboriginal enterprises in our economy.
2.11.7	To encourage local enterprise opportunities to be maximised in the provision of services to remote communities.

Outcome 2.12 To increase the number of skilled and experienced staff to meet the Shire's local employment needs.	
2.12.1	Take the lead by being a 'culturally competent' employer.
2.12.2	Consider Shire traineeships and other development programs, such as cadetships.
2.12.3	Seek funding, in collaboration with other Shires in the Kimberley, to set up cadetships and development programs

Environment

Objective 3:

Working together to care for country. Respecting the natural and built environment.

Key Environmental Issues

The community indicated the key challenges relating to the environment were:

- Protecting / promoting the unique environment;
- 'Caring for Country' and the passing on of knowledge;
- Managing impacts to the natural environment (cane toads, rubbish, floods/fire);
- Managing waste
- Town centre presentation;
- Keeping Halls Creek and the communities clean and tidy;
- Comfortable facilities (more seating, shade, toilets);
- Town pride;
- Better street lighting; and
- Improved footpaths and signage.

Quotes From The Community

"I value the nature and culture. Its a safe friendly place to raise children"

"Plant more flowers in the gardens and around town shops and parks"

"Bush meeting's on our country with our old and young people are most special to me."

"We need to make this town a comfortable place to get around. When there's an event people provide facilities so people can go to the toilet, or you can sit on a chair when families need to sit somewhere."



Desired Environmental Outcomes and Strategies

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 3.1

Protect Country for current and future generations

- | | |
|-------|---|
| 3.1.1 | Advocate for environmentally sustainable methods for developments on country |
| 3.1.2 | Advocate for the best and highest use of water and soil resources |
| 3.1.3 | Encourage mining pastoral and tourism sectors to consult with Traditional Owners in an appropriate and timely way |
| 3.1.4 | Encourage and advocate for protection of heritage sites |
| 3.1.5 | Assist communities with waste management advice and regulatory services |
| 3.1.6 | Encourage and support Ranger programs on Country |
| 3.1.7 | Work with Department of Parks and Wildlife to ensure the achievement of their plans and programs |
| 3.1.8 | Work with the Purnululu Advisory Committee on the management of the Purnululu National Park |

Outcome 3.2

Efficient and effective waste management.

- | | |
|-------|--|
| 3.2.1 | On-going improvement of existing waste management services in the town and Shire. |
| 3.2.2 | Encourage the beneficial re-use of waste and the recycling of high value waste |
| 3.2.3 | Promote waste minimisation strategies. |
| 3.2.4 | Promote and support safe sustainable waste disposal in remote communities |
| 3.2.5 | Assist remote communities with tip management, decommissioning and establishment of new facilities |

Outcome 3.3

Caring for Country is an integral part of the Shire's natural and built environment.

- | | |
|-------|---|
| 3.3.1 | Recognise and respect cultural traditions and practices on Country |
| 3.3.2 | Advocate with Traditional Owners wishing to continue their cultural land management and other environmental practices, including the establishment of Ranger programs |
| 3.3.3 | Consult with Traditional Owners with respect to fire management on Country |
| 3.3.4 | Support and encourage the Ranger program out in the remote communities |
| 3.3.5 | Investigate collaborative opportunities with Aboriginal groups and funding agencies to supplement the Shire's Ranger services with caring for country activities. |
| 3.3.6 | Encourage registration of Aboriginal heritage sites under the Aboriginal Heritage Act to ensure sites are protected. |

Outcome 3.4 Halls Creek is an attractive, comfortable and welcoming place to live and visit.

- | | |
|-------|---|
| 3.4.1 | Promote Halls Creek town and communities and ensure positive public perception. |
| 3.4.2 | Recognise Aboriginal heritage and history of the Shire with descriptive signage and place names in language in consultation with Traditional Owners |
| 3.4.3 | Explore further town centre enhancement initiatives and seek funding for appropriate projects |
| 3.4.4 | Improve public amenities. |
| 3.4.5 | Promote significant Tourism sites within the Shire |

Outcome 3.5 Promote recognition of places of cultural importance and the stories of places on Country in consultation with Traditional Owners .	
3.5.1	Identify places of cultural importance in consultation with Traditional Owners
3.5.2	Develop signage and other methods of recognising these places and their stories in collaboration with Traditional Owners
3.5.3	Promote these places, where considered appropriate by Traditional Owners, through the Shires websites and guides.

Outcome 3.6: Encourage and support the Ranger programmes in remote communities	
3.6.1	Advocate for increased ranger programs in more remote communities
3.6.2	Shire Rangers working with and supporting Rangers out on Country to understand basis for possible future partnerships and collaboration.

Outcome 3.7: Our natural and built environment is protected and respected to ensure it is ecologically sustainable, healthy, clean and safe for current and future generations.	
3.7.1	Work with Traditional Owners and companies to manage the impacts of pastoralism, tourism and mining on Country
3.7.2	Develop and implement an anti-litter campaign.
3.7.3	Development of a pride campaign to support a 'clean' reputation for Halls Creek.
3.7.4	Support the 'water-wise' campaign.
3.7.5	Enforce local and statutory laws in relation to animal control, illegal camping and litter.
3.7.6	Continue to undertake mosquito control and awareness campaigns.
3.7.7	Promote a high level of community awareness and participation in the protection of the natural environment, including waterways.

Civic Leadership

Objective 4:

Working together to strengthen leadership and effective governance.



Key Governance Issues

The key issues identified in relation to civic leadership were:

- Perception in relation to roles and responsibilities;
 - Complex land tenure (remote and town based communities)
 - Local / State/Federal Government
- Indigenous governance / local committees;
- Community participation and pride;
 - Maintaining a strong sense of community
 - Helping the community to work together
- Governance training / cultural governance (remote communities); and
 - Strengthen by-laws
 - Help the community work better together, listen to the community
- Future of the remote communities
- Remote community services;
 - Future provision
 - More regular visits
 - Land tenure
 - Tourism support

Quotes From The Community

“Everyone to work together as one for to make Halls Creek a better place for everyone”

“To have an Aboriginal community organisation made up of local Aboriginal people that understands the issues and concerns of Aboriginal people and also assists with encouraging and supporting Aboriginal people in everything that they do, especially cultural governance.”

“Aboriginal people are strong and capable and need to be encouraged and supported to do things for themselves and their community”.

“To help the community work better with and listen to the Community Council.”



Desired Governance Outcomes and Strategies

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 4.1

A local government that is respected and accountable.

- | | |
|-------|---|
| 4.1.1 | Provide strong, effective and functional governance and leadership in the Shire |
| 4.1.2 | Consistent and impartial application of Council policies and provision of services. |
| 4.1.3 | Council decisions are consistent, reliable and transparent. |
| 4.1.4 | Ensure all communities are visited regularly by Shire President and Chief Executive to meet with residents and corporation representatives. |
| 4.1.5 | Provide effective administration of Council and Council committees |
| 4.1.6 | Complete memorandums of understanding with the remote communities and deliver the commitments in them |

Outcome 4.2

A customer focussed Council which welcomes inquiries and seeks positive outcomes for all residents and customers

- | | |
|-------|--|
| 4.2.1 | Develop and implement a Customer Service Strategy to continue improving customer service |
| 4.2.2 | Acknowledge and act on customer feedback to improve service levels |
| 4.2.3 | Develop and provide clear information on Shire services for all residents |
| 4.2.4 | Maintain and continue to improve the Shire website and general internet presence |
| 4.2.5 | Review Service level agreements regularly for all services provided by the Shire |



Outcome 4.3

Genuine and culturally appropriate consultation with all residents on policies and projects affecting their communities

- | | |
|-------|---|
| 4.3.1 | Develop effective culturally appropriate consultation strategies which are targeted to the communities they are addressing |
| 4.3.2 | Coordinate consultation within the Council to ensure the communities are not overly burdened with consultation exercises |
| 4.3.3 | Provide communities and residents with feedback on the outcomes of consultation |
| 4.3.4 | Support and encourage the Aboriginal Advisory Committee as an additional point of contact with Aboriginal residents in the Shire |
| 4.3.5 | Encourage all residents to initiate discussions on matters of concern regarding Shire business and to provide feedback to the Shire |

Outcome 4.4

Quality staff.

- | | |
|-------|---|
| 4.4.1 | Review and implement the workforce plan. |
| 4.4.2 | Recruit and retain quality staff. |
| 4.4.3 | Provide training and mentoring for local people and job pathways for advancement in the Shire |
| 4.4.4 | Build appropriately designed Shire staff housing and renew existing housing stock subject to funding. |
| 4.4.5 | Be inclusive, diverse and a place of equal opportunity and access. |
| 4.4.6 | Provide professional development opportunities for Staff including cultural awareness training |
| 4.4.7 | Continue to implement the Employment and Aboriginal Employment Policy to ensure opportunities for local people to fill employment positions in the Shire. |



Objective 4. ***Working together to strengthen leadership and effective governance.***

Outcome 4.5

Improved regional partnerships and effective collaboration to enhance service delivery.

- 4.5.1 Participate in and initiate where appropriate opportunities for regional discussion, cooperation and collaboration regarding state and federal policies and funding
- 4.5.2 Advocate for improved standards in respect of regional governance and regional projects.
- 4.5.3 Pursue partnership arrangements with neighbouring local governments where appropriate.

Outcome 4.6

A well informed and engaged community that actively participates.

- 4.6.1 Promote opportunities to provide input into council plans, policies and proposed projects
- 4.6.2 Use all forms of media including the local newspaper, community information boards, and Shire websites to inform the community.
- 4.6.3 Encourage and promote participation in council elections

Outcome 4.7 A strong and professionally developed Council providing effective advocacy for the Shire's interests.

- 4.7.1 Provide professional development opportunities for Councillors and encourage them to participate.
- 4.7.2 Develop and maintain strong and effective working relationships with government departments to obtain the best outcomes for our community.
- 4.7.3 On behalf of the community lobby ministers for improved government services where necessary.



Objective 4. ***Working together to strengthen leadership and effective governance.***

Outcome 4.8 Seek funding to achieve the desired outcomes of this plan from the full range of funding sources.

- 4.8.1 Identify and seek suitable funding sources and allocations.
- 4.8.2 Lobby for funding systems that are allocated more fairly and are more administratively efficient than current funding systems.
- 4.8.3 Lobby for funding to be directed at outcomes rather than outputs.
- 4.8.4 Lobby for programs and service results to be based on qualitative, rather than quantitative criteria, where appropriate.

Outcome 4.9 Capacity for effective governance is established, maintained and enhanced.

- 4.9.1 Advocate for support of Aboriginal corporations, agencies and organisations to assist in the development of their governance capacity.
- 4.9.2 Continue to support and promote the Aboriginal Advisory Committee as part of the Council decision making process
- 4.9.3 Acknowledge the rights of communities to self-governance and self-determination.
- 4.9.4 Implement effective communication strategies to encourage participation in local government elections, both as voters or candidates.
- 4.9.5 Develop and agree Memorandums of Understanding with remote communities to set out the services the Shire provides in each and the role they have to play in Shire decision making.

Outcome 4.10 Improved business planning and performance.

- 4.10.1 Continue to implement the Integrated Planning and Reporting Framework, and commit to its continuous improvement including the Long Term Financial Plan, the Workforce Plan and the Asset Management Plan
- 4.10.2 On-going commitment to improve project and contract management practices.
- 4.10.3 Continue to implement the Purchase of Goods and Services Policy and implement sound transparent financial decisions in the provision of services.
- 4.10.4 Document all systems and procedures.
- 4.10.5 Further develop rigorous systems to allow informed decision making.



Community Engagement

Community consultation:

According to the Department of Local Government's Integrated Planning and Reporting Framework and Guidelines, all local governments must develop their Strategic Community Plan through a community engagement process aimed at identifying long term community aspirations, visions and objectives.

Consultation 2012:

Consultants undertook consultation in mid 2012 in the Shire including:

- The 'Boab Wishing Tree' was displayed at several community events in Halls Creek town , including the football, music festival and in the main shopping area.
- Approximately 600 community postcards were handed out at a range of events and local places with collection boxes in shops and offices.
- Visioning sessions were held in Halls Creek, Bililuna, Mulan, Warmun and Mimbi.

The consultation program was promoted via information flyers, emails to Aboriginal organisations and via word of mouth. The community engagement data was collected from 12th May to 19th June 2012.

An extensive engagement program was conducted in 2008, over a period of approximately 3 weeks, which included a series of focus groups, workshops and community meetings attracting more than 600 people. The results of this earlier engagement program were considered alongside the findings of the 2012 engagement program.

The responses were collated and analysed and presented to Elected Members and senior staff at strategic planning workshops held on 20th and 21st June 2012 to:

- Review the Community's visions, values, priorities and feedback;
- Confirm the Shire's vision, values and aspirations; and
- Define the Shire of Halls Creek Strategic Community Plan objectives, desired outcomes and strategies.

The responses from the community provided the principle guidance to Council during these workshops.

Two more Councillor workshops were held on 16 August & 25 October to review the initial draft Strategic Community Plan, to ensure the plan captures the community's visions and aspirations for the future.

The draft plan was advertised for public comment on 9 February 2013 and a further community workshop was held on 1 March 2013. Submissions were received from the public and these were considered in the finalisation of the original Strategic Community Plan adopted by Council in April 2013.

Consultation October 2013:

Further community consultation was undertaken by Peter Kenyon from the Bank of I.D.E.A.S and the Shire in October 2013 including:

- Halls Creek Main Street events
- Halls Creek seniors and traditional elders cook-up and yarn session



Community Engagement

- Halls Creek town yarn sessions with locals in Shire Hall
- Yarn sessions in remote communities
 - Yiyili,
 - Koongie Park
 - Ringer Soak
 - Warmun
 - Bililuna
 - Balgo
 - Mulan

Further consultation of a more general nature has been occurring in 2014 with visits to the remote communities by the Shire President and senior managers. In addition feedback on important issues and challenges in the Shire was given by the Aboriginal Advisory Committee to the Shire.

The 2013 and later consultation has been incorporated into this review of the Strategic Community Plan. It provided further insight into the key issues and aspirations, important to the local Community in the Shire. These views have been shaped updated objectives, desired outcomes and strategies documented in this Plan. It also helped to identify the priority outcomes identified in this review. Two Councillor workshops were undertaken in 2014 and another in 2015 to consider the outcomes of the latest consultation and how this information should shape the Plan. The Council also considered the issues and outcomes which should be priorities for the Shire going forward for the next 2 years and these are set out in this review.

A full review of the plan will be undertaken in 2017. The community will be advised and given a range of opportunities to participate in the review process.



Services and Facilities

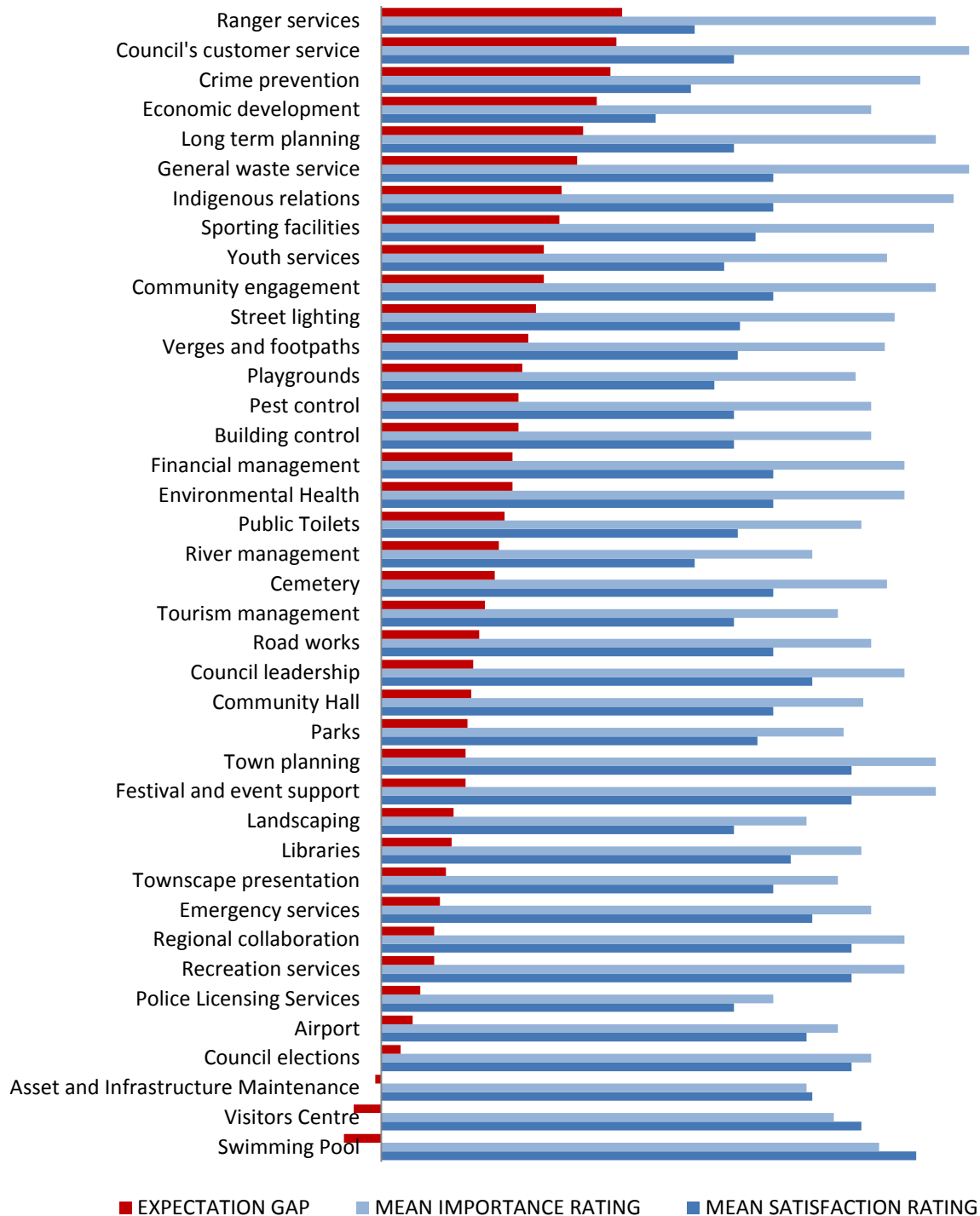
Services and facilities provided by the Shire have been linked with the relevant desired outcomes and community vision in the Strategic Community Plan.

	Shire Services and Facilities	Associated strategic reference
Services	Advocacy	1.1.1/1.1.2/1.1.3/1.1.4/1.1.5/1.3.1/1.3.3/1.4.1/1.4.2/1.5.3/1.5.5/1.7.5/ 1.9.1/1.10.1/1.10.5 2.1.1/2.1.2/2.1.4/2.3.1/2.3.5/2.4.2/2.4.5/2.6.1/2.6.3 3.1.1/3.1.2/3.1.4/3.1.7/3.3.2/3.3.4/3.6.1/3.7.4 4.9.1
	Asset and infrastructure maintenance	1.4.3/1.4.7 2.6.2/2.6.4/2.6.5/2.11.7 3.4.4
	Building control	4.1.2
	Community engagement/support	1.2.1/1.2.3/1.2.6/1.5.4/1.6.1/1.6.2/1.7.2/1.10.4/1.10.7/1.11.2 2.7.3 4.3.1/4.3.2/4.3.4/4.3.5/4.3.6/4.6.1/4.6.2/4.6.3
	Council's customer service	4.2.1/4.2.2/4.2.3/4.2.4/4.2.5
	Council elections	4.9.4
	Council leadership	1.2.2/1.2.4/1.2.5 2.3.3/2.3.4/2.8/3 4.1.1/4.1.2/4.1.3/4.1.5/4.1.6/4.7.1/4.7.2/4.7.3/4.7.4/4.10.5
	Crime prevention	1.7.3
	Economic development	1.3.4 2.8.1/2.8.4/2.10.1/2.10.2/2.10.3/2.11.1/2.11.2/2.11.4/2.11.5/2.11.6 3.4.1/3.5.3/3.7.1
	Education, Training and Childcare Services	1.3.2
	Employment (Shire)	1.1.6 2.3.2/2.4.1/2.4.4/2.4.5/2.12.1/2.12.2 4.4.1/4.4.1/4.4.1/4.4.5/4.4.6/4.4.7/4.9.5
	Environmental Health	1.10.3/1.10.6
	Financial management	1.5.1 2.7.1/2.11.3 4.8.1/4.8.2/4.8.3/4.8.4/4.10.3
	General waste services	3.2.1/3.2.2/3.2.3/3.2.4/3.2.5
	Indigenous relations	2.4.7/2.8.2/2.11.6 3.1.3/3.1.4/3.1.6/3.3.1/3.3.3/3.3.6/3.5.1/3.7.1 4.1.4/4.1.6/4.3.5/4.9.1/4.9.2/4.9.3
	Long term planning	4.10.1/4.10.4/4.10.5
	Pest control	3.7.6
	Ranger services	1.5.6 3.3.3//3.3.5/3.6.2
	Recreation Services	1.8.1/1.8.2/1.8.3
	Regional collaboration	1.9.4 2.1.3/2.2.3/2.2.6/2.9.3/2.9.5/2.12.3 4.5.1/4.5.2/54.5.3
	Tourism management	2.2.1/2.2.2/2.2.4/2.7.2/2.9.1/2.9.2/2.9.4/2.9.6 3.4.5/3.5.3
	Town planning	1.3.5/1.9.2
	Townscape/Landscaping/Signage	2.5.1/2.5.2/2.5.3 3.4.2/3.4.3/3.5.2/3.7.2/3.7.3
	Youth Services	1.10.2/1.11.1
Facilities	Airport	1.4.6
	Cemetery	3.4.4
	Community Buildings	3.3.4
	Employee housing	1.9.34.4.4
	Libraries	3.4.4
	Playgrounds/Skate Parks	3.4.4
	Public Toilets	3.3.4
	Roadworks	1.4.42.6.2.
	Sporting Facilities/Swimming Pools	1.8.1/1.8.2
	Street Lighting	1.7.4
	Verges and footpaths	1.7.4
	Visitor Centre	1.5.2 2.2.5/2.9.2/2.9.4/2.9.5



Services and Facilities Satisfaction

While conducting the visioning workshop in 2012 participants were asked to complete a rating of their satisfaction with, and importance of, a range of council services and facilities. Using this information it is possible to quantify an expectation gap between the ratings. The Council may reference this gap when establishing the future prioritisation of service improvement. The expectation gap has been ranked from highest to lowest in the graph below. This ranking should be considered as indicative only, due to the relative low response rate.



Measuring Our Success

The overall aim of this Plan is to align the community's visions and aspirations for the future, to the Shire's objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

The Shire will use the following key indicators to demonstrate how we are progressing towards achieving our objectives and outcomes. We will be assessing the general trends for these indicators to ensure we are progressing in the right direction to achieve our objectives and outcomes.

Objectives		Outcomes	Key Indicators
1. SOCIAL	<i>Vibrant and connected communities. We support cultural and language diversity.</i>	1.1 The quality of education and training opportunities (including early Childhood) are improved.	Community satisfaction
		1.2 Our people are empowered with a stronger sense of social responsibility and our communities are encouraged to work together.	Community satisfaction
		1.3 Improved access to communication technology, training and revitalization of Community Resource Centres	Internet coverage and quality CRCs operating
		1.4 Our community has access to appropriate transport networks and services, including a regional transport system.	Regular passenger services operating
		1.5 To recognise the importance of Aboriginal land, language and culture to social, emotional and economic well-being.	Community satisfaction
		1.6 To encourage and promote family responsibility	Community Satisfaction
		1.7 Maintain a safe community and reduce crime levels.	Crimes statistics
		1.8 Our community has access to a wide range of passive and active recreation, cultural and sporting facilities, events, clubs and opportunities in particular football.	Events held. Football league games in Shire.
		1.9 The quantity, quality, suitability and affordability of local housing options are increased.	Building consents and building numbers
		1.10 The capacity and range of comprehensive, culturally relevant and quality community services are improved including services related to alcohol abuse, gambling, drugs and other current community issues of concern	Number and range of community services operating
		1.11 To improve and encourage the connection of young people to Country	Community satisfaction



Measuring Our Success

	Objectives	Outcomes	Key Indicators
2. ECONOMIC	<i>Our town and remote communities are prosperous and viable.</i>	2.1 Sealing of the Tanami..	Funding secured
		2.2 To raise the recognition of Halls Creek Shire as a significant tourism destination	Tourism numbers
		2.3 Promote and encourage the employment of local people in pastoral, mining and tourist activities.	Local employment rates
		2.4 To increase the number, quality and variety of employment and on-the-job training opportunities for local residents and skilled staff.	Local employment rates
		2.5 To improve signage throughout the Shire to improve access for the community and tourists	Number of new and upgraded signs
		2.6 Roads are maintained to a standard that meets the economic needs of local and regional economy.	Road user satisfaction – private and commercial
		2.7. To encourage and promote local artists and art centres.	Income derived from local arts centres
		2.8 To encourage pastoral and mining opportunities where appropriate.	Number of Mining licenses and diversification permits
		2.9 To increase the number of tourism businesses and range of tourism products and facilities, including the potential of the Duncan Road and recreational fishing	Number of Tourism businesses operating
		2.10 To increase and promote the range of Aboriginal tourist ventures on Country in collaboration with Traditional Owners	Number of Aboriginal tourist businesses operating
		2.11 To develop, retain, expand and diversify local enterprise throughout the Shire.	Number of business licenses
		2.12 To increase the number of skilled and experienced staff to meet the Shire's local employment needs.	Number of skilled staff employed
3. ENVIRONMENT	<i>Working together to care for country. Respecting the natural and built environment.</i>	3.1 Protect Country for current and future generations	Community satisfaction.
		3.2 Efficient and effective waste management.	Waste facilities operating to standards
		3.3 Caring for Country is an integral part of the Shire's natural and built environment	Community satisfaction.
		3.4 Halls Creek is an attractive, comfortable and welcoming place to live and visit.	Community satisfaction.
		3.5 Promote recognition of places of cultural importance and the stories of places on Country in consultation with Traditional Owners.	Community and tourist awareness



Measuring Our Success

Objectives		Outcomes		Key Indicators
4. CIVIC LEADERSHIP		3.6	Encourage and support the Ranger programs in remote communities	Number of ranger programs
		3.7	Our natural and built environment is protected and respected to ensure it is ecologically sustainable, healthy, clean and safe.	Community Satisfaction
	Working together to strengthen leadership and effective governance.	4.1	A local government that is respected and accountable.	Community satisfaction.
		4.2	A customer focused Council which welcomes inquiries and seeks positive outcomes for all residents and customers	Customer satisfaction
		4.3	Genuine and culturally appropriate consultation with all residents on policies and projects affecting their communities	Community participation
		4.4	Quality staff.	Outcomes achieved
		4.5	Improved regional partnerships and effective collaboration to enhance service delivery.	Number of regional partnerships
		4.6	A well informed and engaged community that actively participates	Community participation
		4.7	A strong and professionally developed Council providing effective advocacy for the Shire's interests.	Community satisfaction
		4.8	Seek funding to achieve the desired outcomes of this plan from the full range of funding sources.	Successful funding applications
		4.9	Capacity for effective governance is established, maintained and enhanced.	Outcomes achieved
		4.10	Continue to improve business planning and performance.	Outcomes achieved



Our Partners

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not currently known expectations of relative future resource capacity were considered.

Current Resource Capacity

The 2014 audited Annual Financial Report reflected the following Shire resource profile for the financial year 2013/2014.

Resource	Level
Workforce	47 FTE
Infrastructure Assets	\$9,933,648
Property, Plant and Equipment	\$34,625,355
Cash Backed Reserves	\$5,664,226
Borrowings	\$1,256,164
Annual Rates Revenue	\$1,774,194
Annual Revenue	\$9,979,588
Annual Expenditure	\$12,971,628

Future Resource Capacity

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource level.

Resource	Relative Future Level
Workforce	Stable
Infrastructure Assets	Increasing above inflation
Property, Plant and Equipment	Increasing in line with inflation
Cash Backed Reserves	Stable
Borrowings	Stable
Annual Rates Revenue	Increasing in line with inflation
Annual Revenue	Increasing in line inflation
Annual Expenditure	Increasing in line with inflation

It is noted that the cost of providing services in the Shire is impacted considerably by the remoteness of the area. The cost of capital projects can be affected by the need to bring equipment and workers long distances to undertake projects. Providing services such as environmental health programmes and advice to our remote communities also incurs additional travel and employee time costs.

Development of Asset Management Plans, a Workforce Plan and Long Term Financial Plans will further influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.



Our Partners

The Shire's ability to achieve the desired outcomes may be influenced by other levels of government. The table below lists the outcomes and the various levels of government which may have significant influence on the Shire's ability to achieve these outcomes. Where the achievement of an outcome is primarily influenced by Shire strategies and actions no other level of government is indicated. A reference to Region is a reference to regional collaboration.

	OUTCOMES	Region	State	Federal
SOCIAL	1.2 Our people are empowered with a stronger sense of social responsibility and our communities are encouraged to work together.		○	○
	1.3 Improved access to communication technology, training and revitalization of Community Resource Centres	○	○	○
	1.4 Our community has access to appropriate transport networks and services, including a regional transport system.		○	○
	1.5 To recognise the importance of Aboriginal land, language and culture to social, emotional and economic well-being.	○	○	○
	1.6 To encourage and promote family responsibility		○	○
	1.7 Maintain a safe community and reduce crime levels.		○	○
	1.8 Our community has access to a wide range of passive and active recreation, cultural and sporting facilities, events, clubs and opportunities in particular football.	○	○	○
	1.9 The quantity, quality, suitability and affordability of local housing options are increased.	○	○	○
	1.10 The capacity and range of comprehensive, culturally relevant and quality community services are improved including services related to alcohol abuse, gambling, drugs and other current community issues of concern.		○	○
	1.11 To improve and encourage the connection of young people to Country		○	○



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	OUTCOMES	Region	State	Federal
ECONOMIC	2.1 Sealing of the Tanami.	○	○	○
	2.2 To raise the recognition of Halls Creek Shire as a significant tourism destination	○	○	
	2.3 Promote and encourage the employment of local people in pastoral, mining and tourist activities.	○	○	
	2.4 To increase the number, quality and variety of employment and on-the-job training opportunities for local residents and skilled staff.		○	○
	2.5 To improve signage throughout the Shire to improve access for the community and tourists		○	
	2.6 Roads are maintained to a standard that meets the economic needs of local and regional economy.		○	○
	2.7 To encourage and promote local artists and art centres.		○	
	2.8 To encourage pastoral and mining opportunities where appropriate	○	○	○
	2.9 To increase the number of tourism businesses and range of tourism products and facilities, including the potential of the Duncan Road and recreational fishing	○	○	
	2.10 To increase and promote the range of Aboriginal tourist ventures on Country in collaboration with Traditional Owners			
	2.11 To develop, retain, expand and diversify local enterprise throughout the Shire.	○	○	
	2.12 To increase the number of skilled and experienced staff to meet the Shire's local employment needs.	○		



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	OUTCOMES	Region	State	Federal
ENVIRONMENTAL	3.1 Protect Country for current and future generations		○	○
	3.2 Efficient and effective waste management.		○	
	3.3 Caring for Country is an integral part of the Shire's natural and built environment			
	3.4 Halls Creek is an attractive, comfortable and welcoming place to live and visit.	○	○	
	3.5 Promote recognition of places of cultural importance and the stories of places on Country in consultation with Traditional Owners .			
	3.6 Encourage and support the Ranger programs in remote communities		○	
	3.7 Our natural and built environment is protected and respected to ensure it is ecologically sustainable, healthy, clean and safe.			
	OUTCOMES	Region	State	Federal
CIVIC LEADERSHIP	4.1 A local government that is respected and accountable.			
	4.2 A customer focussed Council which welcomes inquiries and seeks positive outcomes for all residents and customers			
	4.3 Genuine and culturally appropriate consultation with all residents on policies and projects affecting their communities			
	4.4 Quality staff.			
	4.5 Improved regional partnerships and effective collaboration to enhance service delivery.	○		
	4.6 A well informed and engaged community that actively participates.			
	4.7 A strong and professionally developed Council providing effective advocacy for the Shire's interests.			
	4.8 Seek funding to achieve the desired outcomes of this plan from the full range of funding sources.	○	○	○
	4.9 Capacity for effective governance is established, maintained and enhanced.		○	
	4.10 Improved business planning and performance.			



We thank the people of the Shire of Halls Creek for their time and effort in being a part of our community engagement and for their invaluable input into our Strategic Community Plan.

The Shire of Halls Creek Strategic Community Plan has been developed by engaging the community and other stakeholders. Council's Elected Members, Management and Staff have also had input to the development of the Plan.

Much of the information contained in this plan has been derived from documents in the public domain and liaison with key stakeholders.

The Shire of Halls Creek wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.



We have also made reference to the following documents and websites during the preparation of the plan.

- Halls Creek Community Strategy 2008 – Plan for the Future. Shire of Halls Creek 2008
- Community Engagement Report of Findings July 2012, Shire of Halls Creek 2012;
- Community Consultation Report to Council February 2014, Shire of Halls Creek 2014
- Strategic Community Plan Report to Council April 2014; Shire of Halls Creek 2014
- Western Australia Tomorrow Population Report No 7, 2006 to 2026 (Department of Planning);
- Council Website: <http://www.hallscreek.wa.gov.au>;
- Australian Bureau of Statistics. (2011, Nov). National Regional Profile: Halls Creek (S) 2006-2010;
- Australian Bureau of Statistics. (2012). 2011 Census Community Profile - LGA53920.; and
- Australian Bureau of Statistics. (2012, March). 3218.0 Regional Population Growth Australia.

