

Our plan for the future

Council Plan 2026-2036



**Shire of Derby /
West Kimberley**

Contents

Contents page to be updated on completion

Introduction

Welcome to the Shire of Derby/West Kimberley's inaugural **Council Plan** – our plan for the future.

This plan integrates our Strategic Community Plan, Corporate Business Plan and Public Health Plan. It addresses statutory requirements, follows the Integrated Planning and Reporting Framework and Guidelines, and adopts the FUTYR® approach for preparing a Council Plan.

Our plan for the future describes the community's 10-year vision, outcomes and strategic priorities and our 4-year plan to deliver services and priority projects to address community needs.

The Shire of Derby/West Kimberley collaborated with community members and local businesses to shape this plan through a series of meetings, surveys and workshops. There was a focus on understanding:

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

Key elements in the Strategic Community Plan, including community priorities, vision, outcomes and objectives, will undergo a minor desktop review once every two years and a major review once every four years. Key elements in the Corporate Business Plan, including priority projects and resourcing, will be reviewed and updated annually to ensure continued relevance in a changing environment.



Services and projects that support delivery of the **Public Health Plan** are highlighted with a pink heart symbol throughout this plan.

Acknowledgement of Country

Shire of Derby/West Kimberley acknowledges the traditional custodians of Country throughout the Shire and the continued connection to the land, waters and community.

Shire of Derby/ West Kimberley would like to pay our respects to the people, the cultures and the Elders past and present and the continuation of cultural, spiritual and educational practices of Aboriginal people.

Message from the Shire President

In our first Council Plan, we are delighted to present the community's vision for the future and how Council plans to work with the community and key partners to achieve this vision.

Together, we will aspire to grow and strengthen our towns, communities and economy with access to quality housing, services, facilities and infrastructure.

In the face of economic challenges, including a national housing crisis and higher costs of living and doing business, Council must carefully consider how rates are spent when responding to community ideas and aspirations, prioritising what the Shire can and cannot afford.

In the short term, Council will focus on debt reduction and sustainable spending to improve the Shire's overall financial health. During this phase, we will undertake service reviews to consider opportunities for viable divestment or best use of available resources for continuous improvement. We will also focus on the community's main priorities, including advocating for more housing, building our economy and improving road safety.

In the medium and long term, we will strive to complete projects to improve overall quality of life for residents, workers and visitors. This includes assessing the feasibility of a centralised recreation facility in Derby and developing a new service delivery model for library services in Fitzroy Crossing and remote Aboriginal communities.

We look forward to working with our key partners and the local community to deliver these important initiatives.

Peter McCumstie
Shire President

Shire of Derby/West Kimberley at a glance

Shire of Derby/West Kimberley is known for its rich Aboriginal heritage and rugged natural beauty.

Covering over 104,000 square kilometres, it includes the towns of Derby, Fitzroy Crossing and Camballin, and 54 remote Aboriginal communities.

The population is predominantly Aboriginal and/or Torres Strait Islander, comprising over 60% of the population. There are 17 distinct language groups, each with their own Indigenous seasons calendar. This rich cultural heritage is central to the identity and future of our region.

The Shire is a gateway to some of Australia's most spectacular and unique natural attractions, like the Gibb River Road, Fitzroy River, Windjana Gorge, Devonian Reef and Horizontal Falls, drawing tourists seeking adventure and cultural experiences.

There is a wide range of public and community facilities, including libraries, swimming pools, town ovals, parks, a civic centre, recreation centres, and essential services like a waste management facility and airport. These amenities support recreation, learning, transport, and community engagement across both urban and remote areas, while iconic locations like the Derby Jetty and community hubs enhance local lifestyle and tourism.

The main industries for employment are education and training, and health care and social assistance, followed by public health and administration.

Continued investment in community development, health services, education, digital connectivity and housing—especially in Aboriginal communities—will be critical to improving long-term wellbeing and equity.

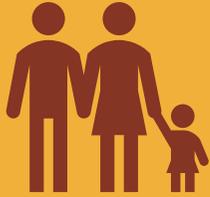
Building on its unique assets, the Shire has strong potential for inclusive and sustainable growth, making the Shire of Derby/West Kimberley a truly unique and vibrant place to live, work and visit now, and for the future.

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DRAFT

Resident population

Shire of Derby / West Kimberley
June 2024, ABS Estimate



8,536

Annual change: 2023-2024
1.2% increase

Socioeconomic index for Australia (SEIFA)

Shire of Derby / West Kimberley
2021, ABS Census

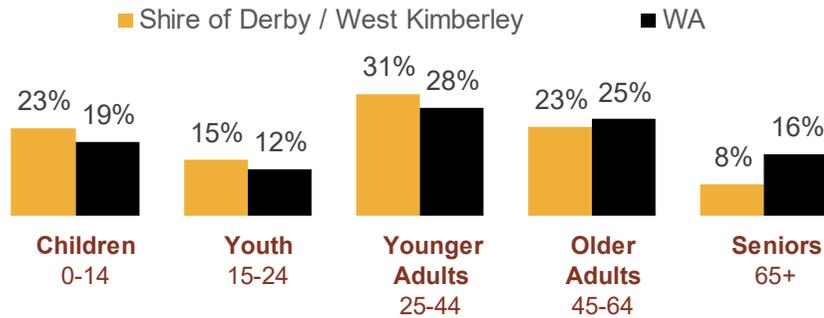


818

Rank: 4 out of 139
WA LGAs

Age profile

2021, ABS Census



Aboriginal and/or Torres Strait Islander people

Shire of Derby / West Kimberley
2021, ABS Census



60.3%

WA: 3.3%

Profound or severe core activity limitation

Shire of Derby / West Kimberley
2021, ABS Census
(excludes not stated)



4.4%

WA: 4.9%

People who speak a non-English language

Shire of Derby / West Kimberley
2021, ABS Census
(excludes not stated)



43.5%

WA: 19.6%

Cycle or walk to work

Among employed persons aged 15+ years, 2021, ABS Census
(base excludes work from home, did not go to work and not stated)



25.8%

WA: 3.2%

Longterm health conditions

% residents, 2021, ABS Census (excludes not stated)



Diabetes
(excluding gestational diabetes)

7.2% WA: 4.8%



Asthma

4.9% WA: 8.1%



Arthritis

3.9% WA: 8.4%



Mental health condition
(including depression or anxiety)

3.8% WA: 9.1%



Heart disease
(including heart attack or angina)

3.2% WA: 3.9%



Kidney disease

1.6% WA: 0.8%



Cancer
(including remission)

1.5% WA: 3.0%



Lung condition
(including COPD or emphysema)

0.9% WA: 1.7%



Dementia
(including Alzheimer's)

0.7% WA: 0.7%



Stroke

0.7% WA: 0.9%

Gross Regional Product

Shire of Derby / West Kimberley
2024, REMPLAN



\$509.8M

Annual change:
+\$13.3M (2.7%)

Visitor economy: tourism jobs

Shire of Derby / West Kimberley
2024, Kimberley Development Commission



155

5.9% of total jobs

Home ownership

Owned outright
or with a mortgage
2021, ABS Census
(excludes tenure type not stated)



17.4%

WA: 70.1%

Completed year 12 or equivalent

Shire of Derby / West Kimberley
2021, ABS Census



36.1%

WA: 62.6%

Housing diversity

Semi-detached house,
townhouse, flat or apartment
2021, ABS Census
(excludes not stated)



7.6%

WA: 19.5%

Volunteering

Shire of Derby / West Kimberley
Among 15+ year olds
2021, ABS Census
(excludes not stated)



13.9%

WA: 17.2%

Businesses and jobs

Shire of Derby / West Kimberley
2024, Kimberley Development Commission

Businesses

245

Annual change: -2

Jobs

2,304

+306 offshore jobs

Main industries of employment

2021, ABS Census (% of residents)

Education and Training	Health Care and Social Assistance	Public Administration and Safety	Retail Trade	Agriculture, Forestry and Fishing	Construction
21.9%	20.1%	13.2%	6.3%	5.7%	5.7%
WA: 9.2%	WA: 14.2%	WA: 6.2%	WA: 9.2%	WA: 2.4%	WA: 9.2%

Strategic Community Plan 2026-2036

Our community vision

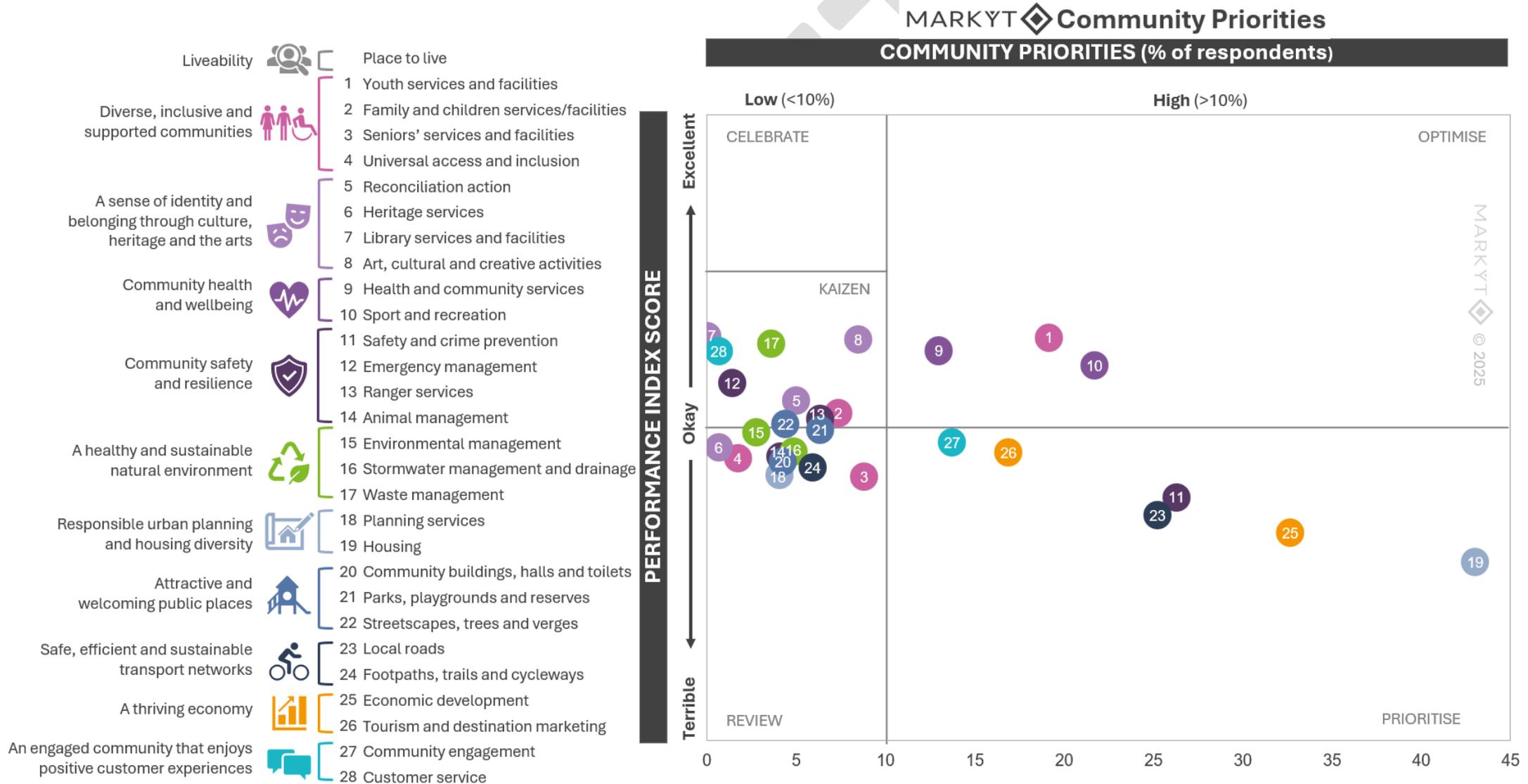
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A welcoming community with opportunities to thrive.



Community priorities

To understand perceptions of service levels and community priorities, the Shire of Derby / West Kimberley commissioned an independent review. In 2025, 154 community members completed a MARKYT® Community Scorecard. The highest performing areas were library services, art and culture, youth services and waste management. Housing was the top priority to focus on improving, followed by economic development, safety, tourism and recreation.



Community aspirations

More and better housing

Advocate for new and repaired housing to improve access to affordable, quality housing and accommodation, especially for workers and vulnerable groups.

Economic and tourism development

Improve overall attractiveness of the shire as a place to live, work and own a business with better housing, infrastructure, facilities and services, and improved workforce attraction, training and retention initiatives. Revitalise visitor services and attractions, such as the jetty precinct, to attract more visitors.

Enhanced sport and recreation

Improve sports facilities, parks and playgrounds, and recreational marine facilities. Suggestions include oval lighting, new playground equipment, more shade, BBQs and toilets in local parks, and a boat ramp walkway.



Community aspirations

Safe communities

Advocate for initiatives that continue to manage and reduce crime, including more support for WA Police, lighting and CCTV, youth support programs to address youth crime and antisocial behaviours, and better support for people affected by family and domestic violence.

Better, safer roads

Improve road safety with a focus on improved road maintenance and fixing potholes, and more regular grading and sealing of dirt roads.

Community outcomes

Shire of Derby/West Kimberley will work towards achieving 11 core outcomes¹ to meet community needs.



¹ These outcomes align with the FUTYR-11 Community Outcomes for Local Government framework. This framework remains the intellectual property of CATALYSE® Pty Ltd and may not be reused or republished without permission.

Objectives

Shire of Derby/West Kimberley engaged the local community to co-create objectives to support achievement of desired outcomes.

Outcomes	Objectives
 <p>1. Diverse, inclusive and supported communities</p>	<p>1.1 Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.</p>
 <p>2. A sense of identity and belonging through culture, heritage and the arts</p>	<p>2.1 Raise awareness and respect for local history, heritage and cultural diversity. 2.2 Grow participation in the arts, creative industries and community events.</p>
 <p>3. Community health and wellbeing</p>	<p>3.1 Improve access to quality health and community facilities, services and programs. 3.2 Grow participation in sport and recreation activities.</p>
 <p>4. Community safety and resilience</p>	<p>4.1 Support Police and other key partners to reduce crime and improve community safety. 4.2 Improve the ability to prepare for, respond to and recover from natural disasters and emergencies. 4.3 Encourage responsible animal management.</p>
 <p>5. A healthy and sustainable natural environment</p>	<p>5.1 Increase awareness and adoption of sustainable practices to care for local resources, habitats and ecosystems.</p>
 <p>6. Responsible urban design and housing diversity</p>	<p>6.1 Support responsible planning and development to meet changing economic and population needs. 6.2 Increase access to diverse and affordable housing options for everyone.</p>
 <p>7. Attractive and welcoming public places</p>	<p>7.1 Enhance community buildings, parks, streetscapes and other public places.</p>
 <p>8. Safe, efficient and sustainable transport networks</p>	<p>8.1 Facilitate the delivery of safe roads, paths, supporting infrastructure and transport services.</p>
 <p>9. A thriving economy</p>	<p>9.1 Diversify and strengthen the local economy. 9.2 Facilitate access to quality education and training to meet local needs.</p>
 <p>10. Effective governance and partnerships</p>	<p>10.1 Maintain a high standard of leadership, advocacy, governance and asset management. 10.2 Enhance community capacity by creating and supporting partnerships and volunteering opportunities.</p>
 <p>11. An engaged community that enjoys positive customer experiences</p>	<p>11.1 Enhance community engagement and customer experiences.</p>

Our role and responsibilities

Shire of Derby/West Kimberley exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. We strive to achieve the community vision, outcomes and objectives by delivering, partnering and advocating for facilities, infrastructure and services to meet local needs.

Deliver

Council is responsible for asset management, compliance and service delivery in accordance with Local Government regulations or as endorsed by Council.

Asset Management

Council maintains, upgrades and operates various public assets, including:

- Local roads
- Paths and trails
- Lighting
- Stormwater infrastructure
- Community buildings and public toilets
- Parks and playgrounds
- Sporting reserves
- Streetscapes
- Shire buildings, vehicles and equipment

Compliance

Council ensures compliance with local regulations, policies and by-laws relating to:

- Planning services
- Heritage services
- Universal access and inclusion
- Ranger services
- Waste management
- Environmental health services

Service Delivery

Council delivers a wide range of services to meet community needs, including:

- Community development
- Reconciliation
- Sport and recreation
- Art and culture
- Library services
- Museum services
- Community engagement
- Customer service
- Volunteer support services

Our role and responsibilities

Partner

Council builds strategic partnerships with Australian and State Government agencies, non-governmental organisations, the private sector and others whose work contributes to delivering the community vision and objectives.

Australian Government

The Australian Government plays a central role in managing national affairs and addressing issues that impact the country, including:

- Indigenous affairs
- Foreign affairs
- Immigration
- Defence
- Welfare programs
- National infrastructure
- Medicare
- Economic regulation
- Education: tertiary
- Environmental protection
- Emergency management

State Government

The Government of Western Australia addresses state-wide issues and needs, including:

- Police, law and order
- Public housing
- Hospitals
- Public health
- State roads
- Public transport
- Economic development
- Tourism
- Education: primary, secondary and vocational
- Land use planning
- Community services
- Emergency services

Other partners

Council collaborates with a range of other stakeholders to address community needs:

- Regional Development Commission
- Neighbouring councils
- Industry and peak bodies
- Major employers, including Rio Tinto, Mount Gibson Iron Limited, and Buru Energy Limited
- Local businesses
- Non-government organisations
- Environmental groups
- Community and cultural groups
- Sporting clubs
- Event organisers
- Funding bodies

Advocate

Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and private industry to bring about the best outcomes for our community.



Community values

Our shared community values represent what is most important to our community, helping to guide the way we act and the choices we make.

B	Belonging Everyone feels welcome, valued, and included.
O	Open-minded We listen, learn, and embrace different perspectives.
A	Accountable We act with integrity and take responsibility.
B	Better together We collaborate, support one another, and achieve more as one.
S	Sustainable We care for our environment and use resources responsibly.

Corporate Business Plan 2026/27-2029/30

Outcome 1

Diverse, inclusive and supported communities



Objective 1.1 Deliver inclusive facilities and services to enhance quality of life for all ages, cultures and abilities.

Service	Service description
Community services	Facilitate access to services and programs for children, youth, families and seniors to meet community needs across different ages and life stages. ♥
Universal access and inclusion	Maintain and update Shire facilities, services and communications to ensure universal access and inclusion for all ages, cultures and abilities. ♥

Supporting strategies and plans

Disability Access and Inclusion Plan

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Collaborate with private childcare providers to apply for federal and state government grants and advocate for extra support to meet local childcare and after school care requirements.		✓				
Advocate for the State Government to work more closely with Aboriginal Community Controlled Organisations, schools and businesses to strengthen local youth engagement and employment pathways , including developing more effective programs to address truancy.	Economic Development Strategy (Draft)	✓				
Review Shire facilities to ensure they meet universal access and inclusion standards and recommend a costed works program for Council's consideration to address requirements. ♥	Disability Access and Inclusion Plan	✓				

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 2

A sense of identity and belonging through culture, heritage and the arts



Objective 2.1 Raise awareness and respect for local history, heritage and cultural diversity.

Principal activities – what we will continue to do

Service	Service description
Heritage services	Support the preservation, maintenance and promotion of local heritage, including Wharfinger's House Museum, Boab Prison Tree, Old Derby Goal, Frosty's Pool, Myalls Bore and Cattle Trough, Derby jetty, cattle yards, Bungarun, The Centenary Pavillion, and Derby and Fitzroy Crossing pioneer cemeteries with cemetery records dating back to 1908.
Citizenship ceremonies	Host citizenship ceremonies to issue certificates and celebrate new Australian citizens.

Supporting strategies and plans

Economic Development Strategy (Draft)

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Identify and promote available grants, grant writing assistance and other support services to assist and encourage Aboriginal Community Controlled Organisations, local artists, schools and community groups to produce stories, film, social media content and town art to promote and celebrate local culture, history and heritage.	Economic Development Strategy (Draft)		\$			

✓ Covered by operating budget

\$ Additional funding or resources required

Objective 2.2 Grow participation in the arts, creative industries and community events.

Principal activities – what we will continue to do

Service	Service description
Library services	Promote and deliver a range of art, culture and literacy services, programs and events at Derby Public Library.
Art, culture and community events	Host and support cultural, creative and community-building activities and events, such as the Kimberley Art and Photographic Prize and Community Citizen of the Year Awards.
	Support event managers, traders and stallholders to host events and work within the shire by issuing event, trader and stallholder permits.
	Promote local arts activities and events through the Shire’s website, “What’s on” community event calendar and local noticeboards.

Supporting strategies and plans

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Develop an Arts, Culture and Events Plan including plans to leverage key events like the 2028 Solar Eclipse.			\$			
Establish a new service delivery model for library services in Fitzroy Crossing and remote Aboriginal communities.		\$				

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 3

Community health and wellbeing



Objective 3.1 Improve access to quality health and community facilities, services and programs.

Principal activities – what we will continue to do

Service	Service description
Community health and wellbeing	Support local community organisations to deliver health and community services to meet local needs, including maternal and infant health and preventative health services (i.e. immunisations). ♥
	Deliver Department of Health community education initiatives to: <ul style="list-style-type: none"> Promote public health, food safety, healthy eating and active living Reduce the burden of chronic disease, infectious and communicable disease, and injury. ♥
	Advocate for improved access to health and community services to address local priorities. ♥
Environmental health services	Monitor registerable premises, such as food businesses, public/private swimming pools, caravan parks and camping grounds, public buildings and public events to identify, prevent and remedy health and environmental related hazards and risks. ♥
	Address environmental health complaints relating to mosquitos, rodents and other pests, food safety, light, noise and odour nuisances, asbestos, and hoarding and squalor. ♥
	Deliver environmental health services in remote Aboriginal communities, including community education, animal desexing program and mobile washing machine. ♥

Supporting strategies and plans

Public Health Plan

Strategic initiatives

Priority projects	26/27	27/28	28/29	29/30	Future
Advocate for integrated health and community service centres to be established in Derby and Fitzroy Crossing - one-stop hubs to improve access to coordinated medical, health and community services, especially for community members who must travel to access these services. ♥	✓				
Advocate for the Australian Government to fund and deliver mobile dental services in Derby, Fitzroy Crossing and Aboriginal communities. ♥	✓				
Advocate for a local drug and alcohol rehabilitation centre and support services. ♥	✓				

Objective 3.2 Grow participation in sport and recreation activities.

Principal activities – what we will continue to do

Service	Service description
Sport and recreation	Maintain recreational facilities, including Derby Recreation Centre, Fitzroy Crossing Recreation Precinct, Derby Memorial Swimming Pool, Fitzroy Crossing Swimming Pool, and Derby Golf Course. ♥
	Maintain town ovals, including Derby Town Oval and Fitzroy Crossing Town Oval. ♥
	Facilitate access to sport, recreation and leisure programs. ♥
	Manage facility and equipment hire to support sport and recreation activities and events. ♥
	Support sporting clubs and community groups to access grant funding with letters of support and other assistance. ♥
	Promote local sports and recreational activities and events through the Shire’s website, “What’s on” community event calendar and local noticeboards. ♥

Supporting strategies and plans

Sport and Recreation Strategy: Derby and Fitzroy Crossing

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Complete a feasibility study to build a centralised recreation facility in Derby. ♥	Kimberley Investment Prospectus 2021		✓			
Install lights on Derby Oval . ♥		\$				

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 4

Community safety and resilience



Objective 4.1 Support Police and other key partners to reduce crime and improve community safety.

Principal activities – what we will continue to do

Service	Service description
Law, order and public safety	Facilitate an inter-agency approach to crime reduction planning and programs, with participation in regional forums for improved coordination across local, state and federal agencies. ♥
	Host the Shire's CCTV network and lighting in public places, with continued advocacy for State Government to expand and fund improvements and ongoing maintenance programs. ♥
	Adopt Crime Prevention Through Environmental Design (CPTED) concepts to facilitate provision of safe buildings and spaces in all town planning and urban renewal projects. ♥
	Promote community engagement initiatives to improve community safety. ♥

Strategic initiatives

Priority projects	26/27	27/28	28/29	29/30	Future
Identify streets and public places with poor lighting , then advocate for relevant government agencies to fund and deliver improvements. ♥		\$			
Seek Government support for injury-prevention initiatives to reduce harm from broken glass, such as grants for clean-up programs and street sweeping services. ♥		\$			
Develop a Community Safety Plan . ♥	✓				

✓ Covered by operating budget

\$ Additional funding or resources required

Objective 4.2 Improve the ability to prepare for, respond to and recover from natural disasters and emergencies.

Principal activities – what we will continue to do					
Service	Service description				
Emergency management	Provide and maintain sufficient facilities, with Federal and State government funding, to enable the community to respond to cyclones, flooding, bushfires and other natural disasters and emergencies. ♥				

Strategic initiatives					
Priority projects	26/27	27/28	28/29	29/30	Future
Scope requirements to upgrade multipurpose recreation / evacuation centres in Derby and Fitzroy Crossing to ensure facilities are safe and fit for purpose (with air-conditioning, accessible toilets etc). ♥	\$	\$			
Build cash reserves to enable the Shire to respond to immediate requests following a natural disaster or emergency. ♥	✓	✓	✓	✓	✓

Objective 4.3 Encourage responsible animal management.

Principal activities – what we will continue to do					
Service	Service description				
Animal management	Deliver ranger services, including public education, patrols, investigation of complaints relating to barking, wandering and lost pets, dog attacks etc. and issuing infringements to encourage responsible animal ownership and compliance with local laws. ♥				
	Promote animal advocacy and protection services delivered by key partners. This includes the RSPCA which is responsible for investigating concerns relating to animal cruelty, welfare, neglect or abandonment, and animal shelters that care for and rehome abandoned pets.				

Strategic initiatives					
Priority projects	26/27	27/28	28/29	29/30	Future
Research and introduce new initiatives to improve dog control – aiming to reduce the incidence of stray dogs and dog attacks. ♥	✓	✓	✓	✓	
Subject to State Government reforms to the <i>Cat Act 2011</i> , promote legislative changes and encourage cat owners to adopt cat containment practices to reduce local impacts on native wildlife.	✓	✓	✓	✓	

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 5

A healthy and sustainable natural environment



Objective 5.1 Increase awareness and adoption of sustainable practices to care for local resources, habitats and ecosystems.

Principal activities – what we will continue to do

Service	Service description
Conservation and environmental management	Support key stakeholders, including the Government, Derby Landcare Group, local businesses and community to manage and conserve local nature reserves and wetlands, including feral animal management.
Pest and mosquito management	Support pest control and public education programs to address priority environmental health concerns, including mosquitos, Cane Toads and Sentinel Chickens (through Department of Health Sentinel Chicken Program). ♥
Water management	Promote efficient use and management of water resources.
	Promote safe and effective disposal of wastewater.
Waste management	Deliver waste management services including landfill site management, waste collection, operation of septic tanks and litter control.
	Deliver community education campaigns on waste separation, resource recovery, and circular economy practices.
	Promote the Containers for Change scheme; delivered by Nirrumbuk Environmental Health and Services in Derby and the Foundation for Indigenous Sustainable Health (FISH) in Fitzroy Crossing.

Supporting strategies and plans

Economic Development Strategy (Draft)

Strategic initiatives						
Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Develop a Waste Management Strategy with consideration for a regional approach to recycling, materials recovery, green waste composting and landfill.	Economic Development Strategy (Draft)	✓				
Close and rehabilitate Derby landfill site as this site has reached the end of useful life., new site to be progressed					\$6.6M	
Collaborate with key partners, such as Horizon Power, Energy WA and the Cooperative Research Centre for Developing Northern Australia, to pilot community-scale renewable microgrids in priority locations.	Economic Development Strategy (Draft)			\$		
Collaborate with key partners, such as Aboriginal ranger organisations and the Department of Biodiversity, Conservation and Attractions, to investigate opportunities for a pilot carbon offset or biodiversity restoration project .	Economic Development Strategy (Draft)			\$		
Advocate for inclusion of local energy innovation projects in the Northern Australian Action Plan 2024-2029 and State Government renewable energy transition programs.	Economic Development Strategy (Draft)			\$		

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 6

Responsible urban design and housing diversity



Objective 6.1 Support responsible planning and development to meet changing economic and population needs.

Principal activities – what we will continue to do

Service	Service description
Town planning	Advocate for government and private industry to deliver sufficient, fit for purpose land, infrastructure and utilities, including telecommunication and internet services, to meet current and changing needs.
	Oversee implementation of the Local Planning Strategy and Local Planning Scheme, and assessment of planning applications, to ensure sufficient land availability and optimal land use.

Supporting strategies and plans

Local Planning Strategy, Local Planning Scheme and Economic Development Strategy (Draft)

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Advocate for the Government to repurpose underutilised Crown land for housing. Identify and promote opportunities to release industrial and commercial land to support economic development.	Economic Development Strategy (draft)	✓				
Develop Precinct Plans for key sites including Derby Wharf, Derby town centre and Fitzroy Crossing to guide coordinated investment, infrastructure and housing infill projects.	Economic Development Strategy (draft)		\$			
Implement subdivision strategies to release land for new housing. Promote land release incentives and flexible development pathways for private sector developers and community housing providers.	Economic Development Strategy (draft)		✓			
Work with community to identify sites and land tenure agreements to be investment-ready for renewable infrastructure projects .	Economic Development Strategy (draft)		✓			
Continue to review the Local Planning Scheme and infrastructure policies to encourage investment readiness , consistent with infrastructure and workforce goals.	Economic Development Strategy (draft)	✓	✓	✓	✓	

Objective 6.2 Increase access to diverse and affordable housing options for everyone

Principal activities – what we will continue to do

Service	Service description
Housing advocacy	Advocate for and support the Australian Government, State Government, private industry and community service providers to deliver diverse and affordable housing to meet local community needs.
Planning and building approvals	Provide planning and building approvals in a timely manner to support land and property owners to increase housing supply and quality.
Worker housing	Provide staff housing to attract and retain essential Shire workers.

Supporting strategies and plans

Local Planning Strategy, Local Planning Scheme and Economic Development Strategy (Draft)

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Host annual Regional Housing Forums with key partners, including Government, private and community representatives, to agree on an approach to address local housing needs and fast-track delivery of new housing.	Economic Development Strategy (draft)	✓	✓	✓	✓	
Advocate to the responsible agencies to renovate, demolish and fast-track replacement of houses that are no longer suitable for the Government Regional Officer Housing Program.		✓	✓	✓	✓	
Prepare and promote a register of sites suitable for new housing developments, including social, affordable and modular homes.	Economic Development Strategy (draft)	✓				
Investigate opportunities to fast-track approval processes for modular and prefabricated housing and housing projects.	Economic Development Strategy (draft)		✓			
Investigate workforce and migration programs to address skills shortages in the construction and housing maintenance sectors.	Economic Development Strategy (draft)		✓			

✓ Covered by operating budget

§ Additional funding or resources required

Outcome 7

Attractive and welcoming public places



Objective 7.1 Enhance community buildings, parks, streetscapes and other public places.

Principal activities – what we will continue to do

Service	Service description
Facilities management	Maintain public buildings and facilities, including Derby Civic Centre and public toilets.
Parks and playgrounds management	Maintain local parks and playgrounds. In Derby, this includes Apex Park, Lytton Park, Madi's Playground, Nicholson Square, Wharf Park and Stanley Square. In Fitzroy Crossing, this includes Fitzroy Gardens and Fitzroy Crossing Park.
Streetscapes	Maintain nature strips and streetscapes, including the planting and maintenance of street trees.

Supporting strategies and plans

Economic Development Strategy (Draft)

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Undertake a comprehensive audit of community facilities , including ovals, youth centres, skateparks, town halls and swimming pools, to assess current condition and undertake community consultation to prioritise required works to include in the Capital Works Program. ♥	Economic Development Strategy (Draft); Capital Works Program	✓				
Develop a Community Facilities Renewal Program to upgrade and activate community, sport and youth facilities in Derby and Fitzroy Crossing. ♥	Economic Development Strategy (Draft)	✓				
Develop a Derby and Fitzroy Main Street Masterplans to create a welcoming and vibrant main street experience for community members and visitors to Derby and Fitzroy Crossing.			✓			

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Prepare a Public Realm Masterplan for Derby and Fitzroy Crossing to: <ul style="list-style-type: none"> • Identify priority streets, intersections and public spaces for improvement. • Install new street furniture, shaded seating, murals and lighting. • Improve pedestrian connectivity between key civic, retail and tourism nodes. • Provide landscaping, wayfinding and shaded community gathering areas to enhance accessibility and comfort. • Build toilets at Derby and Fitzroy Crossing Cemetery. 	Economic Development Strategy (Draft)		\$			
Prepare a business case and seek funding to deliver a safer boat ramp in Derby.		\$				
Develop a Derby Jetty Master Plan with consideration for a restaurant on the wharf and a tramway to connect Derby Jetty with the Woolshed.			✓			
Develop a costed Wayfinding and Interpretative Signage Plan to include Derby and Fitzroy Crossing entry statements, Gibb River Road junctions and key tourism attractions.	Economic Development Strategy (Draft)		\$			

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 8

Safe, efficient and sustainable transport networks



Objective 8.1 Facilitate the delivery of safe roads, paths, supporting infrastructure and transport services.

Principal activities – what we will continue to do

Service	Service description
Roads	Design, construct and maintain local roads and carparks.
Paths and trails	Design, construct and maintain local footpaths and trails.
Transport licensing	Support vehicle registration and licensing services on behalf of Department of Transport.

Supporting strategies and plans

Road Management Plan 2024-2029 – Sealed Roads
 Kimberley Investment Prospectus 2021
 Sport and Recreation Strategy: Derby and Fitzroy Crossing
 Trails Plan and Playground Strategy
 Kimberley 2050 Cycling Strategy (Department of Transport)

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Lobby for management of Camballin Road and Camballin Myroodah Road to be transferred to Main Roads WA and for these roads to be resealed to provide a safe, all-weather connection to Looma Aboriginal community .	Kimberley Investment Prospectus 2021					
Carry out the Works Program in the Road Management Plan 2024-2029 – Sealed Roads.	Road Management Plan 2024-2029 – Sealed Roads	\$	\$			
Complete the Fairbairn Street Upgrade construction phase.		✓				
Advocate for Government to maintain unclassified, orphan roads .		✓				

✓ Covered by operating budget

\$ Additional funding or resources required

Outcome 9

A thriving economy



Objective 9.1 Diversify and strengthen the local economy.

Principal activities – what we will continue to do	
Service	Service description
Economic development	Support Derby Chamber of Commerce to facilitate business development.
	Participate in economic development forums and meetings to strengthen relations and collaborations across different agencies and partners, including Kimberley Development Commission, Regional Development Australia: Kimberley, Aboriginal Community Controlled Organisations, Kimberley Ports Authority, and other major employers and service providers.
	Manage film permits to support independent filmmakers to work within the shire.
Tourism services	Continue to engage in the Regional Development Commission working group to identify and prioritise activities to grow tourism.
	Support the development and promotion of local tourist attractions, including: <ul style="list-style-type: none"> • Boab Prison Tree • Sculptures on the Marsh • Joonjoo Botanical Trail • Wharfinger’s Museum • Historical sites • Gibb River Road • Buccaneer Archipelago • Bandilngan (Windjana Gorge) • Dimalurru (Tunnel Creek) National Park • Danggu National Park and Geiki Gorge
Airport management	Operate and maintain local airport facilities.

Supporting strategies and plans
Economic Development Strategy (Draft) The Kimberley Regional Tourism Development Strategy 2023-2033 Jina Western Australian Aboriginal Tourism Action Plan 2021-2025

Strategic initiatives						
Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Support the Derby Chamber of Commerce to develop and embed a Supplier Mentoring Program to help businesses and organisations to meet tendering and compliance requirements.	Economic Development Strategy (Draft)	✓				
Support Derby Chamber of Commerce to facilitate seed funding and business development workshops to help new and emerging businesses and organisations to access grants and finance.	Economic Development Strategy (Draft)	✓				
Advocate for Kimberley Development Commission to assess tourism accommodation gaps and develop an investment attraction strategy to attract new providers, such as luxury hotels, self-contained accommodation, caravan and camping sites, and experiential accommodation (i.e. Aboriginal sites, station stays, agritourism and glamping).	The Kimberley Regional Tourism Development Strategy 2023-2033; Economic Development Strategy (Draft)	✓				
Collaborate with key partner Derby Chamber of Commerce, to advocate for and promote Aboriginal-led cultural tourism experiences and cross-promote Aboriginal enterprises.	Economic Development Strategy (Draft)	\$				
Upgrade Fitzroy Crossing Airport .	Long Term Financial Plan					\$30M

✓ Covered by operating budget

\$ Additional funding or resources required

Objective 9.4 Facilitate access to quality education and training to meet local needs.

Principal activities – what we will continue to do

Service	Service description
Education and life-long learning	Advocate for improved access to quality education and life-long learning opportunities within the shire to support present and changing social and economic needs, including resume writing and IT training to utilise important government websites such as MyGov.
	Collaborate with key partners to deliver local literacy programs.

Supporting strategies and plans

WA Regional Education Strategy (a State Government strategy)
Economic Development Strategy (Draft)

Strategic initiatives

Priority projects	Linked strategies	26/27	27/28	28/29	29/30	Future
Introduce a local employment and training clause in major Shire contracts with a requirement for suppliers to demonstrate local workforce training and participation.	Economic Development Strategy (Draft)	✓				
Incorporate training and skills development opportunities for local technicians, apprentices and Aboriginal ranger organisations to participate in renewable energy construction and maintenance.	Economic Development Strategy (Draft)	✓				
Introduce education and local employment programs linked to recycling and waste reduction initiatives, especially to reuse old tyres, vehicles and “ghost nets” (lost, abandoned or discarded fishing nets).	Economic Development Strategy (Draft)		\$			

✓ Covered by operating budget

\$ Additional funding or resources required



Objective 10.1 Maintain a high standard of leadership, advocacy, governance and asset management.

Principal activities – what we will continue to do	
Service	Service description
Leadership and governance	Develop and oversee local laws, regulation and policies.
	Administer integrated planning and reporting requirements, including the development and administration of a Strategic Community Plan, Corporate Business Plan, Long-Term Financial Plan, Annual Budget, Asset Management Plan, Workforce Plan, Risk Management Framework, and various supporting plans and strategies.
	Develop human resource management policies, procedures and systems for current and future workforce needs.
Asset management	Provide responsible management of Shire assets including council buildings, staff housing, vehicles, machinery and the depot.
Stakeholder management	Work collaboratively with other local government authorities in the Kimberley region, and represent and promote the Shire at appropriate regional, State and Federal forums.
	Broker meetings with State and Federal officers, Ministers, and departmental executives to advance critical issues and stakeholder proposals.

Supporting strategies and plans
Council Plan (integrated Strategic Community Plan and Corporate Business Plan)
Long-term Financial Plan
Annual Budget
Asset Management Plan
Workforce Plan
Risk Management Framework
Rating and Property Strategy (proposed)
Disability Access and Inclusion Plan

Strategic initiatives					
Priority projects	26/27	27/28	28/29	29/30	Future
Prepare a Regional Advocacy and Investment Prospectus highlighting priority projects and funding opportunities	✓				
Develop a Rating and Property Strategy to ensure fair and sustainable revenue generation to fund, maintain and deliver public services and infrastructure.	✓				
Review and update Shire IT applications to meet universal access and inclusion standards for staff with disability or medical conditions.	✓	✓	✓	✓	✓

Objective 10.2 Enhance community capacity by creating and supporting partnerships and volunteering opportunities.

Principal activities – what we will continue to do	
Service	Service description
Community partnerships	Establish and manage relationships and community partnership agreements with community partners.
Volunteer services	Deliver volunteer support services to grow and strengthen community capacity.
Grant management	Fund, promote and deliver grant programs.

Strategic initiatives					
Priority projects	26/27	27/28	28/29	29/30	Future
Facilitate the Derby/West Kimberley Prisoner Work Partnership Program.	✓				
Develop a Volunteer Management and Support Strategy.		✓			

Outcome 11

An engaged community that enjoys positive customer experiences



Objective 11.1 Enhance community engagement and customer experiences.

Principal activities – what we will continue to do	
Service	Service description
Community engagement	Engage with the community to seek feedback and input into Council decisions.
Communications	Inform community members and other key stakeholders about local services, facilities, projects and Council decisions through Shire of Derby/West Kimberley communication channels, including the website, social media pages, newsletters and noticeboards.
Customer service	Deliver excellent customer service.

Supporting strategies and plans
Community Engagement Strategy (proposed) Social Media Strategy 2024

Strategic initiatives					
Priority projects	26/27	27/28	28/29	29/30	Future
Develop a Community Engagement Strategy .					

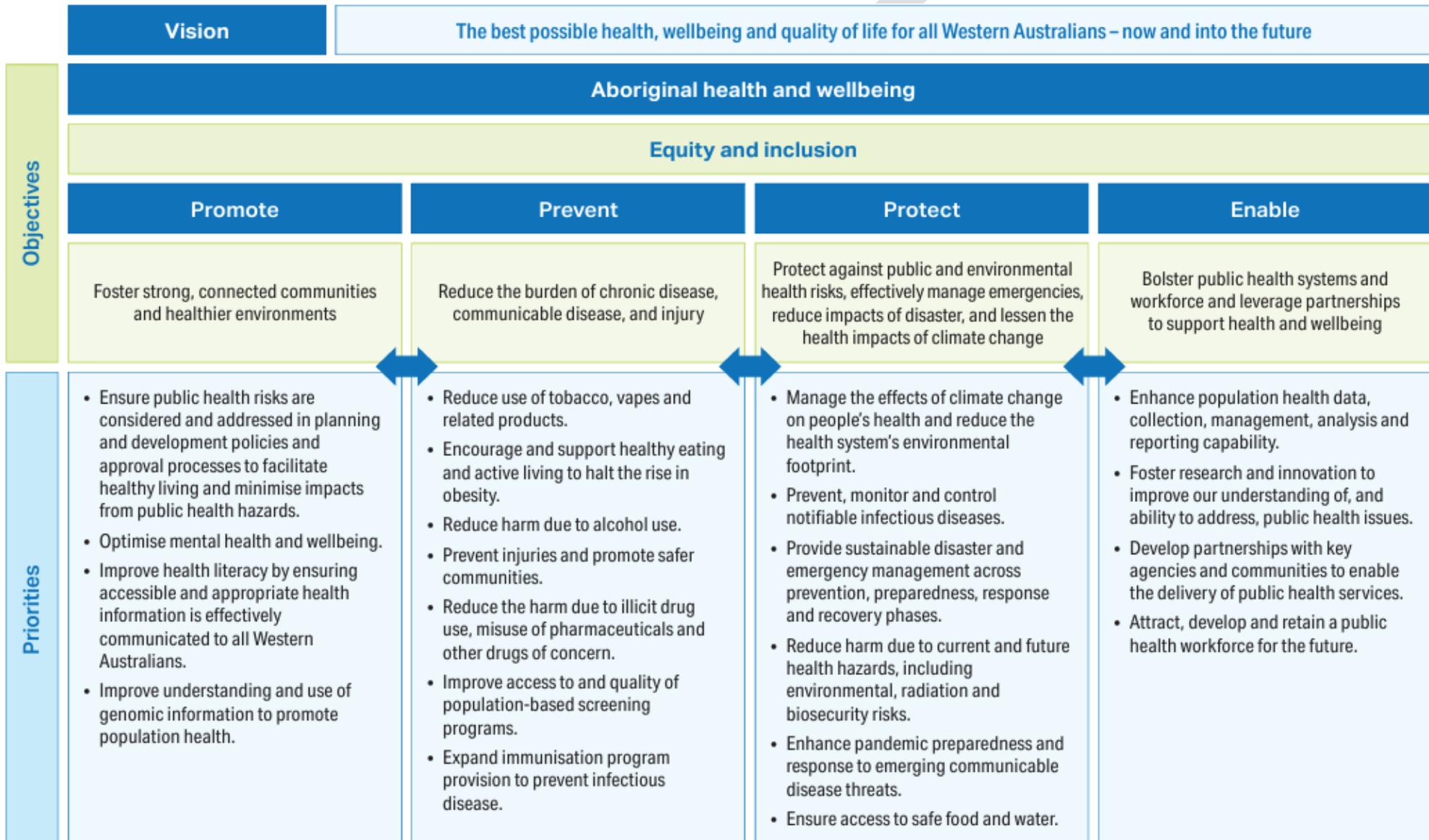
✓ Covered by operating budget

\$ Additional funding or resources secured

Public Health Plan

Public Health Plan

The Shire will support the State Government with localised achievement of objectives and priorities in the **State Public Health Plan for Western Australia** (illustrated in the diagram below) by implementing a range of services and projects that are indicated with a  symbol throughout this plan.



Supporting strategies and plans

Several strategies and plans informed the creation of this Council Plan and will continue to guide the Shire of Derby/West Kimberley to achieve the community's desired outcomes.

Long-Term Financial Plan

The Long-Term Financial Plan is Council's 10-year financial planning document. It is created with consideration for forecast income, cash flow, rate setting, financial position and equity statements. These statements are supported by details of assumptions on which the plan has been developed, projected income and expenditure, scenario modelling and sensitivity analysis, major capital works schedules, and risk assessments of major projects. As assumptions and forecasts may be impacted by unanticipated social and financial changes, this plan is regularly reviewed and adjusted.

Asset Management Plan

Effective management of local government assets is crucial to the sustainable delivery of services to meet community needs. Asset Management Plans are essential to ensure that assets are created, maintained, renewed and retired or replaced at appropriate intervals to ensure continuity of services at chosen service levels.

Workforce Plan

The Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies, and monitors and reports on key performance indicators.

Risk Management Framework

The Risk Management Framework comprises a Risk Management Policy and a Risk Management Plan. The Framework encourages and guides Councillors and officers to identify, analyse, evaluate, treat, monitor and communicate risks to maximise the potential to achieve goals and objectives and minimise potential for harm or loss.

Capital Works Program

The Capital Works Program describes planned works to improve Council-managed assets over the next five years, such as Council buildings and facilities, roads, footpaths, parks and gardens, sporting grounds and cemeteries. The Program includes a project description, estimated budget and funding sources.

Annual Budget

An Annual Budget is a financial plan adopted each financial year that outlines the anticipated revenue and expenditure to fund the delivery of services, infrastructure, and operations within the community.

Other supporting strategies and plans

Local government is required to fulfill statutory requirements through the provision of various documents, such as the Local Planning Scheme, Disability and Inclusion Plan and Public Health Plan. Council also prepares various plans and strategies to provide an in-depth review and assessment of strategic options to address local priorities.

Strategies, plans and frameworks may be downloaded at www.sdwk.wa.gov.au or requested from the Shire of Derby/West Kimberley.

Financial summary

Insert financial summary

DRAFT

Development and reporting

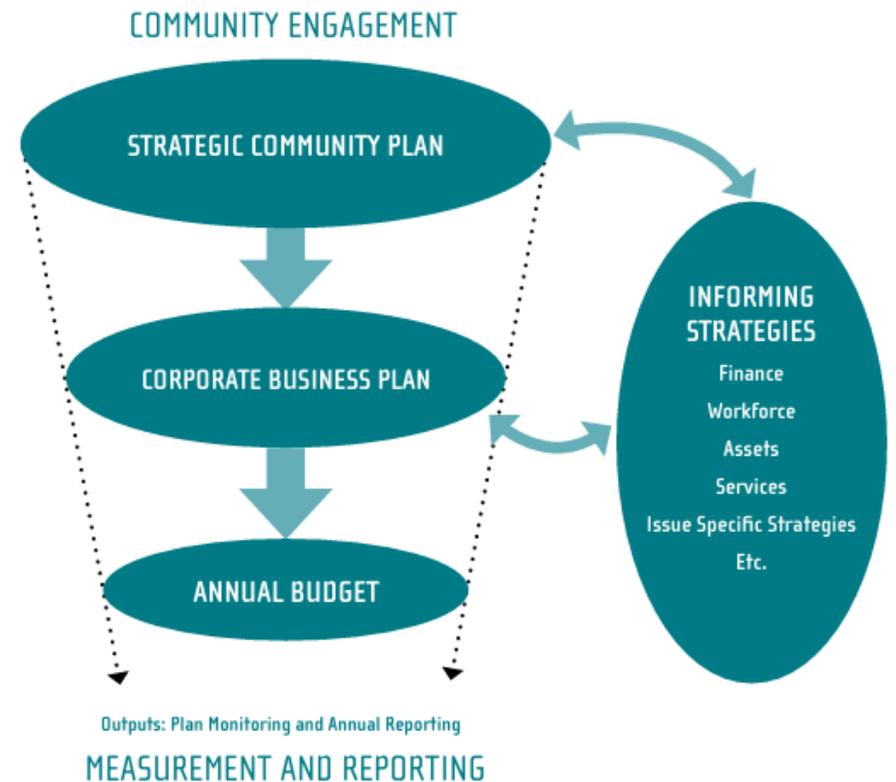
The *Local Government Act 1995* requires that all local governments have a plan for the future. As of 2025, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and an Annual Budget. The guidelines suggest these documents are integrated with informing strategies, including an asset management plan, workforce plan, and a long-term financial plan.

To streamline reporting and strengthen integration, the Shire of Derby / West Kimberley is following emerging best practice and has integrated the Strategic Community Plan and Corporate Business Plan into one succinct document and named it the Council Plan.

In 2025, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research.
- Detailed review of current plans and strategies to integrate outcomes and actions.
- Community survey and benchmarking using the MARKYT® Community Scorecard.
- Workshops with councillors, staff, key stakeholders and local community members.

We express our deepest thanks to community members who assisted with development of this Council Plan. We heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.



 MARKYT Community Scorecard	 MARKYT VoiceBank	 FUTYR Community Workshops
154 community members	3,186 word count of ideas and suggestions	3 Community workshops

Council will monitor delivery of this plan and publish regular updates to keep the community informed on progress. In line with the Integrated Planning and Reporting Framework and Guidelines, Strategic Community Plan components will be reviewed by Council once every two years, with a major review including community engagement once every four years. Corporate Business Plan components will be reviewed and updated by Council annually.

Measuring success

To track progress against outcomes in this plan, Council will use actual and perceived performance measures.

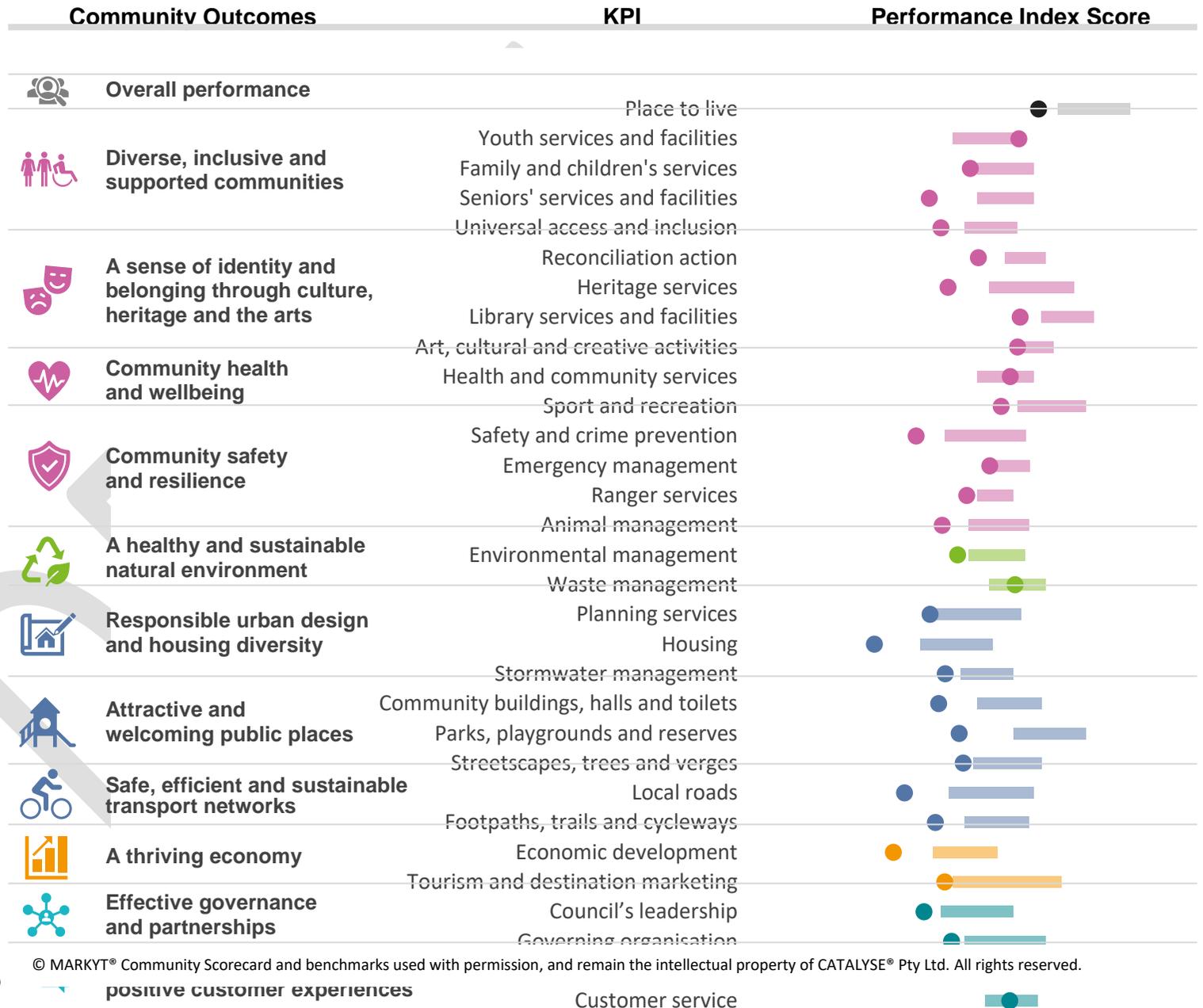
Actual performance data will be regularly updated and reported in the Annual Report.

Community perceptions of performance and service delivery have been measured and benchmarked against industry standards through completion of a MARKYT® Community Scorecard and participation in the MARKYT® Benchmarking Excellence Program.

Over the next 10 years, Council has set an aspirational target to be in the Target Performance Zone, shown as the shaded area in the illustration to the right, with performance ratings between industry average and the industry high score.

- **Council Performance Score**
Source: 2025 MARKYT® Community Scorecard

- **Target Performance Zone**
Shading shows industry average to industry high from the MARKYT® Benchmarking Excellence Program. For further information, visit catalyse.com.au



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Financial indicators

Replace with updated financial indicators

Ratio	Calculation	Indication	Minimum target
Current Ratio	current assets minus restricted assets current liabilities minus liabilities associated with restricted assets minus current liabilities associated with long term borrowings	A measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.	1.
Operating Surplus Ratio	operating revenue minus operating expense own source operating revenue	A measure of the extent to which own source revenues raised cover operational expenses.	1%
Own Source Revenue Coverage Ratio	own source operating revenue operating expense	A measure of the extent of the Shire's ability to cover costs using only discretionary revenue.	40%
Debt Service Coverage Ratio	Annual operating surplus before interest and depreciation principal and interest	A measure of the extent of the Shire's capacity to generate sufficient cash to cover debt payments.	3
Asset Consumption Ratio	depreciated replacement cost of assets current replacement cost of depreciation assets	A measure of the aged condition of the Shire's physical assets.	50%
Asset Sustainability Ratio	capital renewal and replacement expenditure depreciation expense	A measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives.	90%
Asset Renewal Funding Ratio	NPV of planned capital renewals over 10 years NPV of required capital expenditure over 10 years	The Shire's financial capacity to fund asset renewal to support existing service levels. (This ratio is based on the ten years forecast expenditure and as such is only able to be calculated of the first five years of the Plan).	75%

Do you have feedback or ideas to help the Shire of Derby/West Kimberley become a better place to live, work, invest and visit?

Please reach out to the Shire of Derby/West Kimberley to share your thoughts and ideas.

- Shire Office XX
- Postal Address XX
- Telephone XX
- Email XX
- Website XX