



Shire of Derby /  
West Kimberley

# STRATEGIC COMMUNITY PLAN 2012-2021



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# 1 FOREWORD

## Message from the President

It gives me great pleasure to introduce the Council's Strategic Community Plan 2012-2021. This is the first 10 year Strategic Community Plan that has been developed by the Council, and aligns with the Western Australian Government's Integrated Planning Framework.

In preparing this plan, we have consulted widely with our local communities, business and government to identify the important issues and opportunities that will shape the future of the Shire. Based on that consultation the Plan provides a succinct Vision for our Community:

"A friendly and diverse place with awesome opportunities"

The Vision aims to keep in mind the attributes that make the Shire a great place to live, visit and work, and also aims to focus us on the huge potential for further beneficial growth. The Plan outlines the goals, outcomes and strategies to achieve this Vision and fulfil our Mission as an efficient and effective Local Government body. Consistent with the broad role of Local Government, the Plan is structured into four major goal areas:

- Community wellbeing
- A balance between the natural and built environments
- A strong and diverse local economy
- Good governance and an effective organisation

The Shire is already a major contributor to the Kimberley Region's economy and is well placed to achieve further significant economic growth for our community. The goals and outcomes within the Plan reflect the need to strive for a balance between infrastructure development and the natural environment. Importantly the focus on the wellbeing of the community demonstrates the Council's commitment to not only providing a range of facilities and services, but continuing to provide a representative voice for the community in lobbying the State and Commonwealth governments for improvements.

Our Shire is one of the fastest growing in the State and together we have the opportunity to secure a very bright future in a unique Australian region and a place of enviable and awesome opportunity.

**Elsia Archer**  
**President**



## 2 YOUR COUNCILLORS 2012



**ELSIA ARCHER**  
(PRESIDENT)  
Term Expires 2013



**PAUL WHITE**  
(DEPUTY PRESIDENT)  
Term Expires 2013



**BRENDA (MIDGE) BROWN**  
Term Expires 2015



**PETER KNEEBONE**  
Term Expires 2013



**PETER MCCUMSTIE**  
Term Expires 2013



**IRIS PROUSE**  
Term Expires 2015



**ROSS SULLIVAN**  
Term Expires 2015



**CHRIS TRAVERS**  
Term Expires 2015



**ANDREW TWADDLE**  
Term Expires 2015



## 3 ABOUT THIS PLAN

This Strategic Community Plan has been developed to deliver clear direction as the Shire continues to provide leadership in a changing environment. This plan will support the development of improved services and outcomes for the people of the Shire.

The **Strategic Community Plan 2012 – 2022** has been developed with reference to the plans and strategies of the Shire, Regional and State plans, and input from a community and stakeholder engagement process.

Community and stakeholder input to the planning process has included:

- A community survey sent out to 1500 Shire residents in 2010
- A Suicide Youth Forum conducted by the Kimberley Aboriginal Medical Service (KAMS) with approximately 40 youths in November 2011
- A survey of library, visitor centre and pool visitors in January 2012
- Town meetings in Derby and Fitzroy Crossing in February/March 2012
- Interviews with community representatives and businesses in Fitzroy Crossing in February/March 2012
- Interviews with key stakeholders including the the Derby Interagency Working Group, Fitzroy Futures Forum, the Small Business Centre and the Kimberley Development Commission
- An Elected Members and Executive workshop in March 2012
- Shire staff workshops at Derby and Fitzroy Crossing in March 2012
- Individual Submissions received by the Shire in March 2012



The Vision (*where we want to be*) and the Shire's Mission (*why we exist, whom we serve, what we deliver*) has enabled the development of key goals (*high level outcomes linked to achieving the Vision*), which have in turn provided the framework for development of outcomes (*to attain goals*) and strategies (*specific activities to achieve outcomes and fulfil the Vision and Mission*).

Individual actions or processes will be developed to implement the strategies in this Plan. These actions or processes are defined at the Shire's Department and team level on an annual basis (*Business Planning*) and the diagram below illustrates the interrelationship of these parts of the Strategic Planning process.

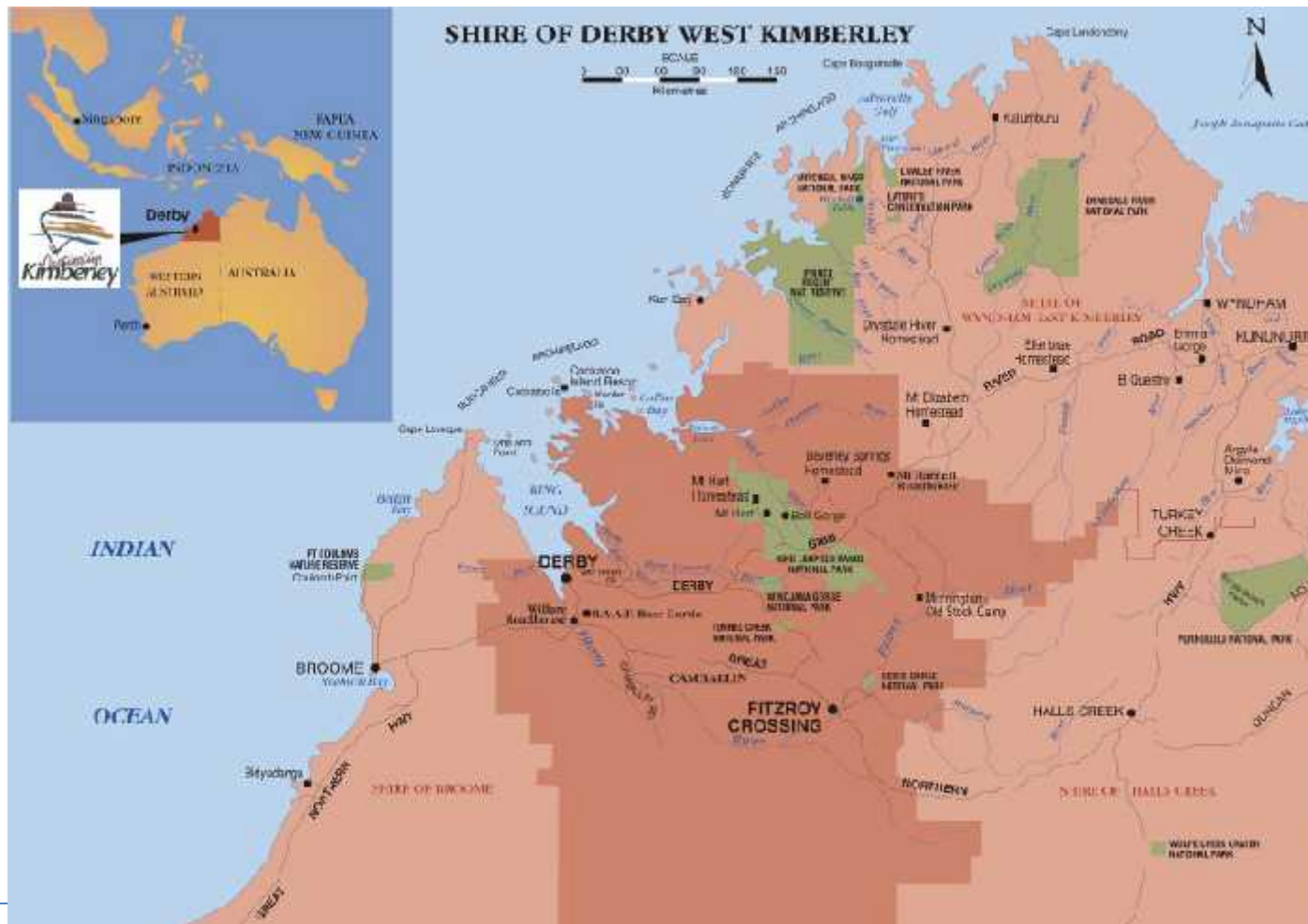
### The Strategic Planning Pyramid



# Shire of Derby / West Kimberley

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## 4 Shire Snapshot



The Shire of Derby West Kimberley covers 118,560 square kilometres and is located 2,300 km north of Perth. The Shire has three significant towns and many Aboriginal communities, many of which are located in the Fitzroy Valley.

**Derby**, the Shire's main centre lies in the western portion of the Shire and is located at the southern end of King Sound. Derby was the first town to be settled in the Kimberley and today houses the Shire's administrative centre. In 2006 there were 3,200 residents of which 44% were Indigenous people. Derby is a supply point for the pastoral, mining, oil and tourist industries. It is also a major centre for a range of services including health, education and corrective services. There is a Royal Australian Air Force base and Immigration Detention Facility at Curtin, south of Derby. Derby is the main access point to the Gibb River Road, Windjana Gorge National Park, and the small islands of the Buccaneer Archipelago.



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## Fitzroy Crossing

Fitzroy Crossing is the next largest centre, located 259km south east of Derby and 290 km west of Halls Creek. It is situated on a low rise surrounded by the floodplains of the Fitzroy River and its tributary the Margaret River. In 2006 the population of Fitzroy Crossing was 928. The Fitzroy Valley extends for a radius of approximately 150 km from Fitzroy Crossing. There are more than 40 Aboriginal Communities in the Valley, with a population estimated to be 3,500 people (2009), of whom 80% are Indigenous. Government services, tourism, mining and cattle are the main industry activities in the area. Fitzroy Crossing provides access to the Geikie Gorge and Windjana Gorge National Parks.

## Camballin

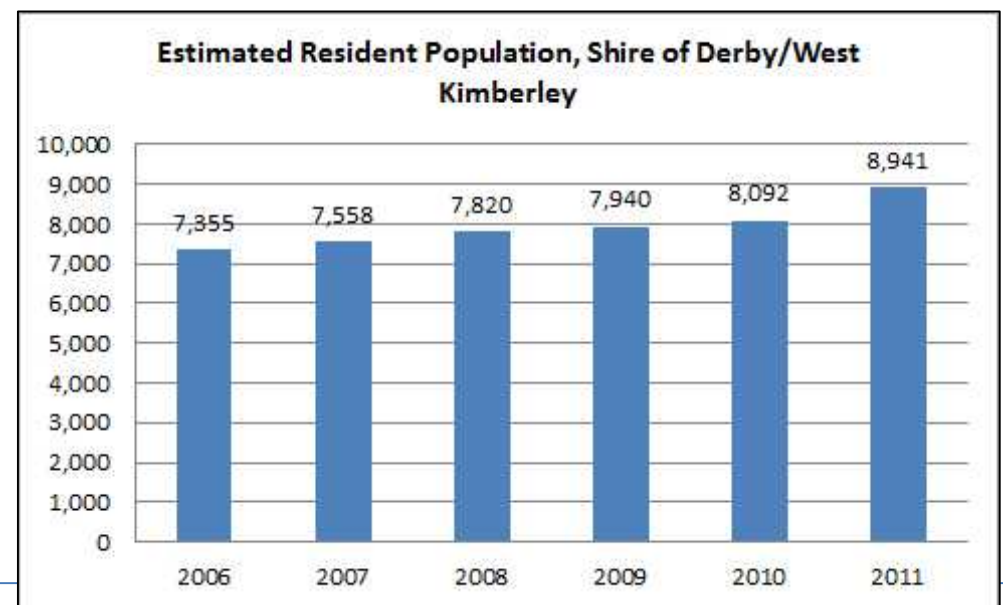
Camballin is a small town located about 110 km south of Derby, near the Fitzroy River. The town was originally established by the Public Works Department of Western Australia to service the now abandoned Camballin Irrigation Scheme. As at the 2006 census, Camballin and surrounding communities and outstations had a combined population of 702. The town now houses personnel who work at the nearby Looma Aboriginal Community. The power station provides power to the Looma and New Looma communities.

## Population

The Shire of Derby / West Kimberly has had a stable population growth over the past 6 years. The Preliminary Census of Population and Housing data from the Australian Bureau of Statistics (ABS) estimates the resident population for the Shire at 8,941 people in 2011. This accounts for 22% of the total population in the Kimberley region.

According to the 2006 ABS Census, in comparison to the Kimberley Region, there was a larger proportion of people in the younger (0 to 14) age groups ie 28.8% compared to 26% regionally and a similar proportion of people in the older (55+) age groups ie 12.5% compared to 12.1% regionally.

Overall, 38% of total families were couple families with children, and 20.7% were one-parent families, compared with 37% and 16.2% respectively for the Kimberley Region.





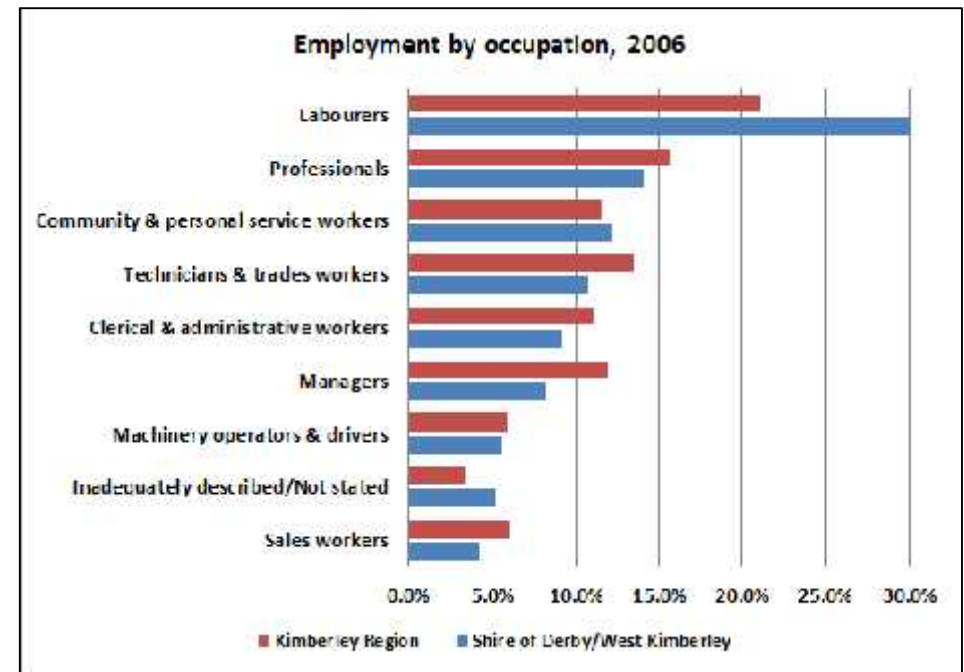
# Shire of Derby / West Kimberley

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## Workforce

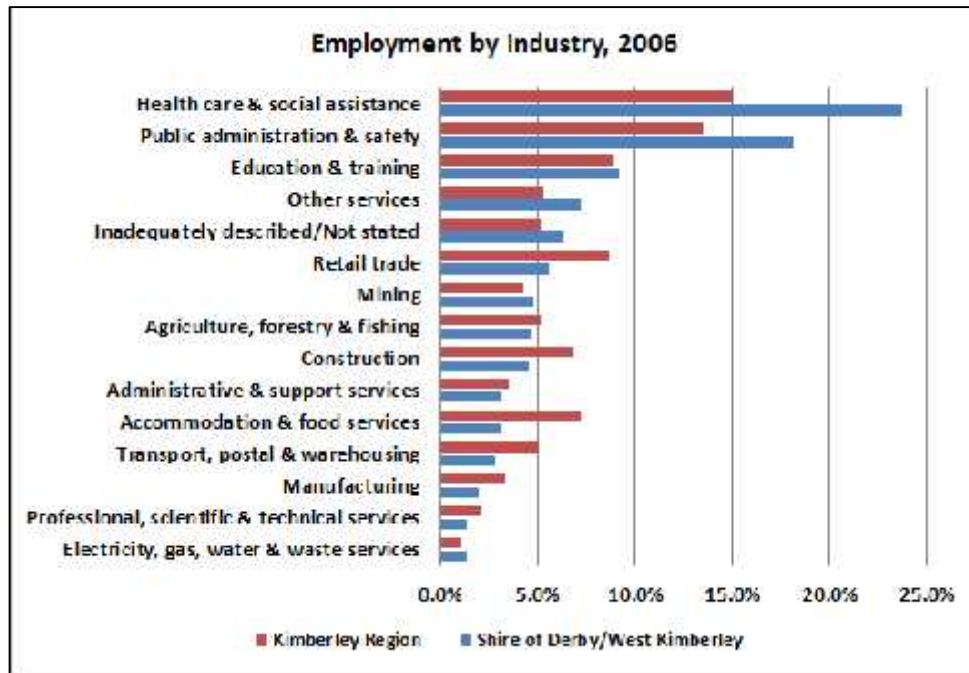
The size of the Shire's labour force in 2006 was 2,922 persons; of which 1,141 were employed part-time (39.1%) and 1,462 (50%) were full time workers. Analysis of the Shire's employment status in comparison to the Kimberley region in 2006 shows that there was a similar proportion of employed, ie 96.4% compared to 96.2% regionally and unemployed 3.6% compared to 3.8% regionally.

The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. According to the 2006 ABS Census, the labour force participation rate for the Shire was 63.1% compared to 61.7% regionally.



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The top three industry sectors for employment in 2006 were Health care and social assistance (670 persons or 23.8%), Public administration and safety (512 persons or 18.2%), Education and training (258 persons or 9.2%). These three industries employed 1440 people or 49.3% of the total labour force. In comparison, of those employed in the Kimberley region, 15% were in Health care and social assistance; 13.5% were in Public administration & safety and 8.9% were in Education and training.

The top three occupations for employment in 2006 were Labourers (863 persons or 30.6%), Professionals (395 persons or 14%), and Community & personal service workers (343 persons or 12.2%). In combination these three occupations accounted for 1,601 people or 56.8% of those employed. In comparison, of those employed in the Kimberley region, 21% were Labourers; 15.6% were Professionals; and 11.5% were Community & personal service workers.





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## 5 VISION

A friendly and diverse place with awesome opportunities

## 6 MISSION

To provide leadership, infrastructure and services that meet the needs of the local and wider communities

## 7 VALUES

- **Respectful** *by being helpful, friendly and supportive*
- **Integrity** *through honesty, accountability and ethical behaviour*
- **Leadership** *by the Shire at the local and regional level and through encouragement of community leaders*
- **Knowledgeable** *by being well informed and accurate in what we do*
- **Building Good Relationships** *by being communicative, responsive and inclusive*

## 8 STRATEGIC PLAN FRAMEWORK

The table below provides an overview of the Shire's strategic Goals and Outcomes.

Goals	Community wellbeing	A balance between the natural and built environments	A strong and diverse local economy	Good governance and an effective organisation
Outcomes	<ul style="list-style-type: none"> <li>• Accessible health and family support services that meet the needs of our community</li> <li>• Public and environmental health protection</li> <li>• Access to affordable housing options</li> <li>• An inclusive and participative community</li> <li>• Sport, recreation and leisure opportunities that support community health and well-being</li> <li>• Opportunities for development and participation of our youth</li> <li>• Quality of life for the aged and disabled</li> <li>• Access to learning, cultural and arts opportunities that support community growth and diversity</li> <li>• A safe and responsible community</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate development that enhances the unique character and heritage of the Shire's townships</li> <li>• Attractive streetscapes, open spaces, parks and gardens</li> <li>• Reliable and safe transport infrastructure</li> <li>• Shire buildings and facilities that meet community needs</li> <li>• Assets and infrastructure managed over the long term to meet current and future needs</li> <li>• Protection of the natural environment</li> <li>• Access to renewable energy options</li> <li>• Integrated waste management</li> <li>• Efficient use and management of water resources</li> <li>• Safe and effective disposal of wastewater</li> </ul>	<ul style="list-style-type: none"> <li>• Local business development and employment opportunities</li> <li>• Strong and diverse industry base providing community benefits</li> <li>• Vibrant and strong tourism industry</li> <li>• Appropriate infrastructure that supports economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Effective governance and leadership</li> <li>• Effective engagement with the community and stakeholders</li> <li>• Accessible and effective customer services and information systems</li> <li>• Financial sustainability and accountability for performance</li> <li>• Skilled, committed and professional staff in a supportive environment</li> </ul>





## **Goal 1: Community wellbeing**

**A diverse, caring and safe community providing opportunities for all its people**

- Outcome 1.1: Accessible health and family support services that meet the needs of our community**
- Strategy 1.1.1: Advocate for medical and hospital services within the region**
  - Strategy 1.1.2: Lobby government agencies to address family support service priorities including safe houses in towns**
  - Strategy 1.1.3: Work with private childcare providers to expand capacity of childcare and promote after school programs**
- Outcome 1.2: Public and environmental health protection**
- Strategy 1.2.1: Provide food premises inspections**
  - Strategy 1.2.2: Provide public building inspections**
  - Strategy 1.2.3: Undertake food safety and public health promotion**
  - Strategy 1.2.4: Develop and implement a community education program on infectious diseases and mosquito control measures**
- Outcome 1.3: Access to affordable housing options**
- Strategy 1.3.1: Encourage affordable housing through town planning, zoning and land release**
  - Strategy 1.3.2: Work with the Department of Housing and private sector developers on progressing housing development**
  - Strategy 1.3.3: Work with the Department of Housing on establishing a hostel in Derby for visiting families**
  - Strategy 1.3.4: Develop and implement a plan for Shire staff housing**



- Outcome 1.4: An inclusive and participative community**
- Strategy 1.4.1: Develop and implement a volunteer support strategy
  - Strategy 1.4.2: Actively promote and assist community groups and clubs
  - Strategy 1.4.3: Lobby the Department of Transport and private providers for improved public transport
- Outcome 1.5 Sport, recreation and leisure opportunities that support community health and well-being**
- Strategy 1.5.1: Maintain and improve sporting and recreation facilities
  - Strategy 1.5.2: Promote sporting, recreation and leisure facilities and programs
  - Strategy 1.5.3: Develop and implement a sport and recreation strategy
  - Strategy 1.5.4: Develop and implement a health and well-being strategy
- Outcome 1.6: Opportunities for development and participation of our youth**
- Strategy 1.6.1: Develop a youth services strategy for Derby
  - Strategy 1.6.2: Work with the Fitzroy Futures Youth Sub-Committee in the development and implementation of a youth strategy
  - Strategy 1.6.3: Support youth training and employment programs



**Outcome 1.7: Quality of life for the aged and disabled**

**Strategy 1.7.1: Lobby for support services and infrastructure for the aged and disabled**

**Strategy 1.7.2: Implement the Disability Access and Inclusion Plan**

**Outcome 1.8: Access to learning, cultural and arts opportunities that support community growth and diversity**

**Strategy 1.8.1: Provide library services and programs that help improve literacy and community engagement**

**Strategy 1.8.2: Advocate to Federal, State and Independent schools to improve secondary education and relevant infrastructure.**

**Strategy 1.8.3: Develop and implement a culture and arts community strategy**

**Strategy 1.8.4: Promote and support community and cultural events**





**Outcome 1.9: A safe and responsible community**

**Strategy 1.9.1: Develop and implement an animal management plan**

**Strategy 1.9.2: Support an interagency approach to crime reduction planning and programs**

**Strategy 1.9.3: Develop a strategy to prevent future glass problems and deal with existing removal of glass**

**Strategy 1.9.4: Advocate for appropriate lighting in streets and public places**

**Strategy 1.9.5: Develop and implement an emergency management and recovery plan**

**Strategy 1.9.6: Lobby for reinstatement and improvement of FESA administered Western Australian Natural Disaster Relief Arrangements (WANDRA)**

**Goal 2: A balance between the natural and built environments**

**Sustainable natural and built environments that meet the needs of the community and support future growth**



- Outcome 2.1: Appropriate development that enhances the unique character and heritage of the Shire's townships**
- Strategy 2.1.1: Review, update and implement the Shire's Local Planning Strategy**
  - Strategy 2.1.2: Develop and implement a subdivision strategy and guidelines**
  - Strategy 2.1.3: Provide supportive planning and development guidance and liaison on major land developments**
  - Strategy 2.1.4: Ensure quality, consistent and responsive development and building assessment approval processes and enforcement**
  - Strategy 2.1.5: Actively work with other government bodies on state, regional planning and development issues**
  - Strategy 2.1.6: Support the conservation and maintenance of heritage buildings, heritage items and places of interest**
- Outcome 2.2: Attractive streetscapes, open spaces, parks and gardens**
- Strategy 2.2.1: Manage and maintain the Shire's parks, gardens and open spaces at appropriate standards**
  - Strategy 2.2.2: Develop and implement a streetscape policy and strategy to encourage the involvement of local businesses**
  - Strategy 2.2.3: Develop and implement a parks and reserves strategy**



- Outcome 2.3: Reliable and safe transport infrastructure**
- Strategy 2.3.1: Develop a road maintenance and upgrading strategy
  - Strategy 2.3.2: Lobby the Department of Main Roads on highway safety
  - Strategy 2.3.3: Develop and implement a strategy for road kerbing, footpaths, drainage, signage and lighting
  - Strategy 2.3.4: Investigate and progress development opportunities for the Derby Airport
  - Strategy 2.3.5: Maintain wharves and lobby for funding
  - Strategy 2.3.6: Establish break up bay areas for road trains in Derby and Fitzroy Crossing
- Outcome 2.4: Shire buildings and facilities that meet community needs**
- Strategy 2.4.1: Ensure Shire buildings, facilities and public amenities are provided and maintained to an appropriate standard
  - Strategy 2.4.2: Develop new buildings and facilities in accordance with asset management principles and based on a planned and prioritised approach
- Outcome 2.5: Assets and infrastructure managed over the long term to meet current and future needs**
- Strategy 2.5.1: Develop and implement long-term asset management plans for all Shire assets, having regard for current and future asset needs and the Shire's long-term financial plan
  - Strategy 2.5.2: Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure



**Outcome 2.6: Protection of the natural environment**

**Strategy 2.6.1: Provide effective management and maintenance of the Shire's land and reserves**

**Strategy 2.6.2: Support the management of feral animals**

**Strategy 2.6.3: Develop and implement a weed management strategy on Shire road and other reserves**

**Strategy 2.6.4: Promote and support community based environmental initiatives**

**Outcome 2.7: Access to renewable energy options**

**Strategy 2.7.1: Investigate alternative energy sources for Shire facilities**

**Strategy 2.7.2: Provide lobbying and support for alternative energy sources and reinvestigate tidal power**

**Outcome 2.8: Integrated waste management**

**Strategy 2.8.1: Develop and implement a waste management strategy**

**Strategy 2.8.2: Manage rubbish collection and disposal services for the Shire's towns**

**Strategy 2.8.3: Investigate and implement a regional approach to waste recycling**

**Strategy 2.8.4: Investigate the establishment of new waste facility sites**



**Outcome 2.9: Efficient use and management of water resources**

**Strategy 2.9.1: Develop and implement a water management strategy for the Shire**

**Strategy 2.9.2: Promote effective water management practices**

**Strategy 2.9.3: Support a coordinated approach to local and regional water resource management**

**Outcome 2.10: Safe and effective disposal of wastewater**

**Strategy 2.10.1: Develop wastewater ponds in Fitzroy Crossing and Derby**

**Strategy 2.10.2: Lobby the State Government for funding to install more deep sewerage in townships**

**Strategy 2.10.3: Investigate waste water re-use**







### **Goal 3: A strong and diverse local economy**

**A strong local economy that is supported by a broad industry base with opportunities for business development and employment**





- Outcome 3.1: Local business development and employment opportunities**
- Strategy 3.1.1: Support the Chamber of Commerce and Small Business Centre to encourage business development**
  - Strategy 3.1.2: Lobby for employment opportunities**
  - Strategy 3.1.3: Lobby State government for apprentice/trainee opportunities**
- Outcome 3.2: A strong and diverse industry base providing community benefits**
- Strategy 3.2.1: Undertake community impact and opportunity analysis of major mining, oil and gas ventures**
  - Strategy 3.2.2: Investigate major joint ventures through a business and community benefits plan**
  - Strategy 3.2.3: Investigate agricultural or primary industry diversification opportunities**
- Outcome 3.3: A vibrant and strong tourism industry**
- Strategy 3.3.1: Support and promote local and regional tourism through the Fitzroy Crossing and Derby Visitor Centres and Australia's North West tourism organisation**
  - Strategy 3.3.2: Lobby State Government on behalf of the local tourism industry for infrastructure, services and funding**
  - Strategy 3.3.3: Develop and implement a tourist trail Masterplan**
  - Strategy 3.3.4: Investigate a Mangrove Boardwalk at Derby**

**Outcome 3.4: Appropriate infrastructure that supports economic development**

**Strategy 3.4.1: Promote release of serviced industrial, commercial and residential land**

**Strategy 3.4.2: Advocate for improved provision of utility services across the region**

**Strategy 3.4.3: Advocate for improved telecommunications infrastructure in the region**

**Strategy 3.4.4: Advocate for the Point Torment port development**



**Goal 4: Good governance and an effective organisation**

**Leadership that provides strategic direction for the community, supported by efficient and effective service delivery**



**Outcome 4.1: Effective governance and leadership**

- Strategy 4.1.1: Provide leadership in balancing the needs of the community, government, industry and the environment**
- Strategy 4.1.2: Support strategic alliances, stakeholder forums and advisory committees that assist the Shire in policy development and service planning**
- Strategy 4.1.3: Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role**
- Strategy 4.1.4: Ensure governance policies and procedures are in accordance with legislative requirements**
- Strategy 4.1.5: Encourage community participation in Local Government elections**
- Strategy 4.1.6: Negotiate with all Native Title Groups to consult and establish appropriate Indigenous Land Use Agreement's and Memorandums Of Understanding**
- Strategy 4.1.7: Lobby the State Government for full funding for municipal services and associated infrastructure in Aboriginal communities**
- Strategy 4.1.8: Develop and maintain risk management policies and procedures**

**Outcome 4.2: Effective engagement with the community and stakeholders**

- Strategy 4.2.1: Develop a community engagement and communication strategy**
- Strategy 4.2.2: Work cooperatively with other Kimberley Shires and support the regional governance group**
- Strategy 4.2.3: Represent and promote the Shire at appropriate regional, State and Federal forums**



**Outcome 4.3: Accessible and effective customer services and information systems**

**Strategy 4.3.1: Provide and promote responsive customer services**

**Strategy 4.3.2: Ensure effective integration and management of information and communication technology systems**

**Strategy 4.3.3: Ensure the records management system is managed effectively and efficiently**

**Outcome 4.4: Financial sustainability and accountability for performance**

**Strategy 4.4.1: Develop, implement and maintain strategic, corporate and workforce plans**

**Strategy 4.4.2: Develop, implement and maintain long term financial plans**

**Strategy 4.4.3: Actively pursue alternative sources of income to fund the Shire's services and infrastructure**

**Strategy 4.4.4: Provide resources to support the Shire's operations and to meet planning, reporting and accountability requirements**

**Strategy 4.4.5: Develop, maintain and monitor rating and property strategies**



- Outcome 4.5: Skilled, committed and professional staff in a supportive environment**
- Strategy 4.5.1: Maintain and develop human resource management policies, procedures and systems for current and future workforce needs**
  - Strategy 4.5.2: Provide opportunities for the training and development of the Shire's employees**
  - Strategy 4.5.3: Ensure safe work practices through implementation of appropriate Occupational, Health, Safety and Welfare practices**
  - Strategy 4.5.4: Review, amend and implement staff attraction and retention initiatives**
  - Strategy 4.5.5: Review office accommodation plans and the options for funding and implementation**
  - Strategy 4.5.6: Promote cohesiveness and teamwork across the organisation**



### 9 STRATEGIC PLAN IMPLEMENTATION

Elements of the Integrated Planning Framework



The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the Shire’s Asset Management, Workforce and Long Term Financial Plans.

The integration of asset, service and financial plans means the Shire’s resource capabilities are matched to the Shire’s community’s needs.

Implementation of this Strategic Plan is achieved through the development of priority actions and projects as part of the Corporate Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.



# Shire of Derby / West Kimberley

Strategic Community Plan 2012-2021

