

Strategic Community Plan 2021-2031 Kimberley Regional Group



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Our Aspirations

Welcome to the Kimberley Regional Group (KRG) Strategic Community Plan. This plan has been developed based on the extensive research conducted by our member Shires.

Our members follow the Integrated Planning and Reporting Framework guidelines which satisfies the legislative requirements for all local governments to have a plan to shape the future.


The KRG is an alliance of the four Shires of the Kimberley, being the Shire of Broome, the Shire of Derby West Kimberley, the Shire of Halls Creek and the Shire of Wyndham East Kimberley. Collaboratively the group seeks to support outcomes for the region through improved social, economic and cultural outcomes.

Together, we aspire to enhance the rich diversity and liveability of the Kimberley for its people and the world, whilst generating intergenerational hope and opportunity for residents. Our values are expressed through:

- Our respect for the diversity of our people, landscape and culture.
- Commitment to innovation and positive outcomes across our vast region.
- Recognition of intergenerational benefits achieved through a reduction in harm.
- Valuing economic diversity in both scope and scale.
- The delivery of sustainability in balance with prosperity.
- Collaboration with integrity to achieve our collective vision.

Together we can achieve better outcomes across our region that will see future generations thrive physically, mentally, culturally and economically whilst looking after the place in which we all live.

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Message from the Chair

The Kimberley region is an incredibly diverse and exciting place, full of opportunity and challenges. Four Shires strive to deliver services that make the region a place that people want to live, develop business and become part of the generations that have gone before and are yet to come.

Few would argue that the Kimberley is special, a fusion of cultures, lifestyles and resources that are blended with a spirit that wants to ensure that we pass on the pristine environment we enjoy today.

With all of the promise comes the reality of poor infrastructure and people at risk of being lost to substance abuse, violence and poverty. As a group, the Shires believe such a future should not face anybody in our community and that everybody should have a real opportunity to succeed and thrive. As such we value the creation of role models and programs that enable intergenerational disadvantage to be overcome.

We want to support environmentally sustainable business growth across our diversifying economy and to embrace technology and innovation to become a leader on a global stage.

Ours is not a vision to be bound to the physical, social and economic limitations of the present, but to negotiate a shared pathway towards a future that sustains us and provides boundless opportunities for our children as they grow and mature in to tomorrow's leaders.

Chris Mitchell
Chair Kimberley Regional Group

Acknowledgment of Country

The Traditional Owners are key stakeholders in our region and we pay respect to the Elders, past, present and emerging and extend that respect to all Aboriginal Australians living within the Kimberley region. The Kimberley is home to Aboriginal people from 30 language groups with approximately 93.5 per cent of the region determined Native Title land.

Our Vision

Our Vision is to maintain and enhance the rich diversity and liveability of the Kimberley for its people and the world

The KRG is dedicated to improving the lives of residents and visitors across the Kimberley. This means working to improve and promote economic outcomes across agriculture, tourism, retail, the resource sectors as well as the multitude of small business that support those and other sectors. We recognise that there are impediments to growth, from under investment in key infrastructure to ensuring the next generation, and those that follow, do not fall behind the rest of Australia. This is no small task considering the isolation of this region, the dispersed population and the entrenched disadvantage for those that are disengaged from education, health and employment opportunities.

We:

- Respect the diversity of people, landscape and culture.
- Are committed to Kimberley outcomes in balance with the interests of member Shires.
- Recognise the need for intergenerational benefits and harm reduction.
- Value economic diversification and sustainable outcomes.
- Work proactively together in a spirit of integrity, openness and trust to achieve our collective vision.

This Strategic Community Plan provides a high level overview of our priorities and aspirations, which are linked together through our four pillars of people, place, prosperity and performance.

Our Structure

The Kimberley Regional Group (KRG) comprises the four Shires of the Kimberley and was formed to focus on key issues specific to this region. Operating under a Memorandum of Understanding, the Shires collaborate through a Board with one elected representative from each member with an alternate able to attend meetings along with the Shire CEOs. The Chair and Deputy Chair are elected after the Local Government elections are held, with the Shire that the Chair is from undertaking the Host Shire (Secretariat support) role including compliance and financial management.

Members of our Board and Executive

Our Board



The Kimberley Regional Group Board comprises a delegate and alternate from each Shire with the Shire of Broome the current Secretariate for the group. From left to right: Back Row. Sam Mastrolembro (CEO SoB and KRG Secretariate), Cr Chris Loessl (SoHC), Cr David Menzel (President SWEK), Amanda O'Halloran (CEO SDWK), Cr Chris Mitchell (Chair KRG, SoB), Cr Paul White (SDWK), Vernon Lawrance (CEO SWEK), Nick Sloan (CEO WALGA), Cr Malcolm Edwards (President SoHC). Front. Noel Mason (CEO SoHC), Cr Geoff Haerewa (President SDWK). Absent: Cr Harold Tracey (President SoB).

Our Pathway Forward

Our priorities focus on an inclusive community, free of disadvantage and placed to effectively engage in economic opportunity whilst respecting our history, culture and environment.

Our four key pillars of People, Place, Prosperity and Performance provide the framework for more detailed actions and timeframes to be developed within the context of member Shire requirements. In addition to this ten-year Strategic Community Plan, a Business Plan is developed to cover the next four years with specific project outlines provided for matters in the work program for that financial year.

At all times we are mindful of the need for our performance to be managed within a strong governance framework which ensures compliance against all legislative and policy requirements.

Key Pillars



PEOPLE

A vibrant community based on equity, inclusion and opportunity for all.



PROSPERITY

The potential of the Kimberley as a strong and diversified economy is realised with benefits retained in the region and participation available to all.



PLACE

Our region will become a leader in creating a sense of place and liveability whilst preserving history, culture and our unique environment.



PERFORMANCE

As a collective, we will support the delivery of excellence in governance and service delivery that is relevant and of value.

To help us deliver on vision and priorities, six strategies are employed - we advocate, facilitate, partner, fund, promote and monitor. Through these strategies, we work with our member Shires and other relevant organisations to deliver our aspirations.

ADVOCATE

We are a key voice for the Kimberley and seek to influence funding and policy decisions for the betterment of our communities.

FACILITATE

We help to make regional goals possible by combining the strength of our member Shires to deliver outcomes.

PARTNER

We form strategic alliances where that alignment will help to deliver agreed regional outcomes.

FUND

We provide direct funding for key regional projects and research of common interest to Shires and seek third party grants.

PROMOTE

We provide coordinated information across the region for matters of high importance.

MONITOR

We monitor our region and our performance to inform decision making and highlight areas where greater focus is required.

What we have achieved since 2019

The Kimberley Regional Group continues to be extremely active in advocating for the region, however it can take years to break through and achieve the outcomes required for the region. An overview four of our key projects is provided below.



Reducing Alcohol Related Harm

The Kimberley Regional Group, in conjunction with the regional liquor accords, have been working to find a pathway that reduces alcohol related harm for the vulnerable whilst enabling social consumption.

Voluntary restrictions were explored prior to the State Government coming on board and supporting the inclusion of the Kimberley in the Banned Drinkers Register Trial. To facilitate this, the KRG and member Shires, along with the state, funded electronic takeaway alcohol management system (TAMS) equipment to reduce alcohol related harm and the unlawful onsale of alcohol.

Whilst still in its infancy, the approach has significantly reduced the need for police intervention, hospitalisation as a result of violence and other associated criminal activities. The movement of problem drinkers across the region is a potential problem being monitored.



Tanami Road Funding

The KRG made two delegations to Canberra to make representation on the benefit of investing in the Tanami Road, which takes 1,100km off the route between the south east and north west of Australia. The resulting reduction in freight cost will support the growth of business and industry across the north.

The road also services a number of Aboriginal communities and improving the seasonal closures, which can be up to six weeks, will assist in improving access to work and reducing the cost of living, including access to fresh fruit and vegetables.

The KRG has nominated the Tanami Road as the highest priority project due to the transformational nature of infrastructure improvement and the State and Federal Governments have now committed funding to commence the works, which will largely be undertaken by local contractors and the works team at the Shire of Halls Creek.

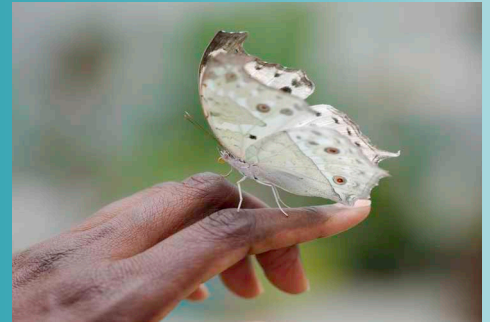


COVID-19

COVID-19 changed our understanding of the world and the ready access to regions, states and other nations. The KRG, through our member Shires, took early leadership on Shire borders to ensure that our vulnerable communities were protected.

Since that time the KRG has worked collaboratively with the leadership across the region to provide constructive feedback to the State Government on when Shire and regional borders should be relaxed and are now supporting promotion of vaccination campaigns to mitigate, as far as possible, the crushing impact of the virus.

The KRG will continue to monitor the economic impact and has already developed an Investment Prospectus as a guide to State and Federal Government investment to deliver both local economic stimulation and infrastructure to improve the liveability for the region.



Spotlight on Youth

Our youth live in a wonderful region, rich in culture and experiences. Sadly too many are suffering and are lost to suicide and self-harm.

As leaders, the KRG works with a range of organisations, supported by our Shires, to find ways to provide support for those in need and to create opportunities for those that excel.

The KRG initiated a Youth Strategy which was reviewed in 2020. Delegations have also met with relevant Ministers at state and Federal levels, recognising that this issue transcends individual agencies.

We will continue to advocate for better approaches to identifying and promoting opportunities for those demonstrating skills relevant to the regional, state, national and global stage whilst working hard to create a safe environment where education is valued for those at risk of being left behind.

About the Region

The Kimberley Regional Group (KRG) is an alliance of the four Shires of the Kimberley, being the Shire of Broome, the Shire of Derby West Kimberley, the Shire of Halls Creek and the Shire of Wyndham East Kimberley. Collaboratively the group seeks to improve the outcomes for the region through improved social, economic and cultural outcomes.

Covering 419,558sq/kms and home to 36,000 people, with approximately half of those identifying as Aboriginal, the region is undergoing a transformation. The agricultural sector is diversifying from its pastoral roots with significant irrigated agricultural production through the Ord River Scheme now complimented by centre pivot irrigation that makes use of the underground water reserves. Aquaculture is emerging as a potentially significant contributor to the region.

The history and culture of the region, along with the incredible landscapes, is a draw-card for tourists across the state, the nation and the globe. Lack of resilient infrastructure, particularly in the wet season, inhibits growth however the emerging Aboriginal tourism experience is a drawcard. COVID-19 curtailed international tourism, particularly cruise ships, however increased state and national travel to the region.

Whilst the opportunities are significant, remoteness and intergenerational disadvantage are key issues needing to be addressed and play out through poor health and educational outcomes. In turn this leads to lifelong unemployment and dependency on the welfare system for some, with an increasing issue of substance abuse and family violence impacting on the next generation.

A key issue for the Kimberley is the impact of out-of- region workers. This is not limited to mining “FIFO” workers, rather it includes doctors, social workers and a myriad of other professional and semi-professional positions. Comparing labour force statistics and resident tax data, it is estimated that approximately a third of the workforce live outside of the region, with higher levels during periods of growth.

Unemployment is extremely high in some locations, with a contrasting shortage of workers to fill key positions in construction, tourism, hospitality and agriculture. This conundrum between work availability and availability of a job ready local workforce has been tackled through training however the lack of work experience can be a significant barrier to permanent work. A focus on future job-seekers, prior to leaving school, is seen as a critical component of filling local jobs with local workers.



Shire of Halls Creek

The Shire of Halls Creek has significant resource sector opportunities including, gold, copper and dysprosium. With a population of just under 3,300 with 74% identifying as Aboriginal, the Shire covers an area of 143,030sq/km including significant Aboriginal communities, World Heritage listed Purnululu National Park and Lake Gregory, along with significant pastoral interests.



Shire of Wyndham East Kimberley

The Shire of Wyndham East Kimberley covers some 117,514 sq/km and includes Wyndham Port, the Argyle Diamond Mine, the town of Kununurra and the Ord River Scheme. The region is home to 7,148 people and renowned for its unspoilt natural beauty and a number of attractions including the El Questro Wilderness Park, national parks, nature reserves as well as conservation and marine parks. The Shire also has a number of Aboriginal communities.



**Shire of Derby /
West Kimberley**

Shire of Derby West Kimberley

The Shire of Derby-West Kimberley has a population of 8,253 and covers an area of 119,842 square kilometres. Spanning from Derby to Fitzroy Crossing and beyond, the Shire includes much of the Fitzroy River catchment along with popular tourist attractions such as the western end of the Gibb River Road, Tunnel Creek, Windjana Gorge and Horizontal Falls. The Shire provides services to 54 Aboriginal Communities throughout the Fitzroy Valley.

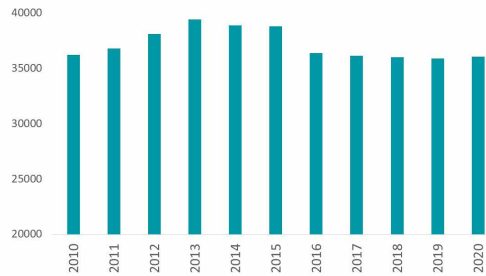


Shire of Broome

The Shire of Broome is located in the south-west Kimberley and covers approximately 56,000 square kilometres. Boasting a coastline of 900 kilometres including the world-famous Cable Beach and much of the Dampier Peninsula, the Shire is home to 16,222 people and has the largest town in the Kimberley (Broome).

The Kimberley at a Glance

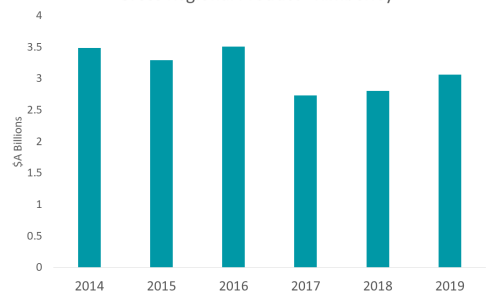
Kimberley Population Change 2010-2020



Population

The population of the Kimberley fits with the Australia wide trend of high net intrastate migration to more urbanised areas, often seeking services or improved education outcomes. In 2019-20 net internal migration saw 586 people leave the region, compared to 865 in 2016-17. Part of the contraction may be attributed to the move to non-resident government staffing for some services, however the overall economic downturn was also a factor. Net overseas migration is positive, with 133 in 2016-17 rising to 250 in 2019-20. Natural increase is relatively steady in the mid 400's per annum. Overall the Kimberley population has contracted from the high in 2013 of 38,729 to 36,054 in 2020. The recent uplift in economic activity, including progress on key projects, has seen housing shortages emerging, which is an early indicator of population growth not yet evident in the available data.

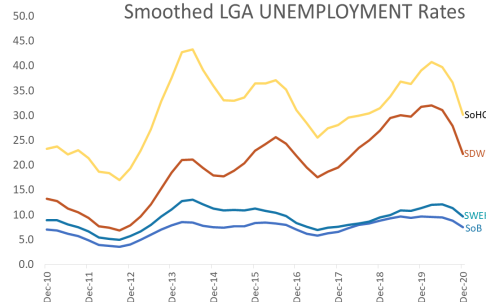
Gross Regional Product - Kimberley



Regional Economy

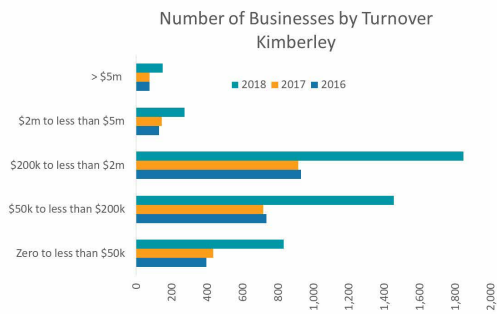
The Kimberley regional economy is recovering after disruption to some key projects over the last three years and closure of operations such as the Argyle Diamond mine. This impacted on both public and private investment in the region. With recovery now underway, the real Gross Regional Product (GRP) has risen from \$2.794B in 2017 to \$3.013 in 2019, still well short of the \$3.653B in 2016 (all based on 2018 prices). Of the 2018 GRP, 49.7% was contributed in the Shire of Broome, with activity in the Shire of Wyndham East Kimberley delivering 25.4%. The output for the region was \$5.7B. Resource production in the Kimberley is dynamic and varies over time. Production in the sector is valued at \$765 million (2019-2020) and dominated by iron ore and petroleum (\$334m), followed by diamonds and nickel (\$298m) and gold, copper and silver (\$110million). The balance of \$23m includes cobalt, rare earth oxide, construction materials and dimension stone.

Smoothed LGA UNEMPLOYMENT Rates



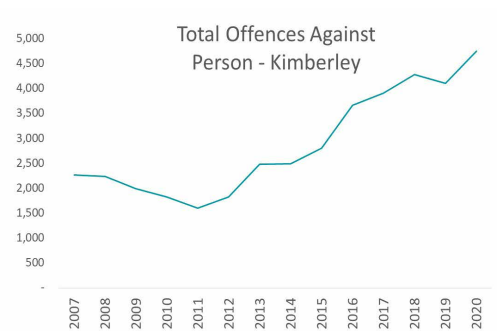
Labour Force

Employment in predominantly government supported sectors including health care, social assistance, education, training and public administration, make up three of the top four employment categories in the Kimberley with 38% of the workforce. The building and construction sector is a major contributor to the local economy with 1186 jobs, however food services and accommodation has more at 1428. Significant contributors to the regional economy, such as mining and agriculture are smaller employers at 640 and 872 jobs respectively. Those projects, however, provide significant flow-on work to local businesses across a broad range of services from maintenance to catering, making them a very significant contributor through their multiplier effect. With more projects in the pipeline, opportunities should continue to emerge for local businesses.



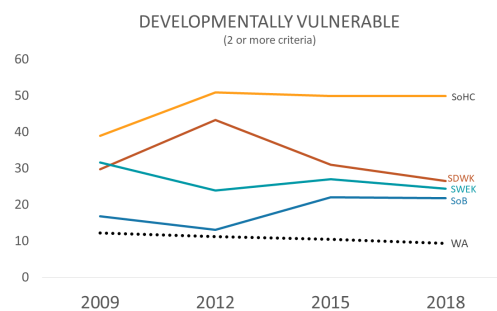
Business

The construction sector has the highest number of businesses registered in in the region (431) with 59 percent non employing. Rental, Hiring and Real Estate Services is second with 243 business registered, 80 percent of which are non-employing. Rounding out the top three with 243 businesses registered is Agriculture, Forestry and Fishing with 200 businesses of which 64 percent are non employing. Larger businesses, those with over 20 employees are found in Agriculture/Forestry/Fishing sector (19) Accommodation and Food Services (16) and Retail Trade (18). No locally registered business has over 200 employees. Overall, 57 percent of businesses are non-employing in the Kimberley with a further 39 percent having less than 20 employees.



Crime

Crime across the Kimberley has been a high priority for the community. Of growing concern is the steep increase in crimes against the person. Family assault has risen steadily from 796 in 2011 to 3070 in 2020, with serious family assaults rising from 359 to 912 over the same period. Stealing of motor vehicles reached a new high in 2019 with 546, with stolen cars increasingly being destroyed. Whilst numbers fell to 319 in 2020, 122 vehicles were stolen in the first three months of 2021. Appropriate police resources has a material impact on the capacity to reduce crime. The second component is appropriate responses through the courts and fit for purpose custodial facilities in the Kimberley.



Children and Youth

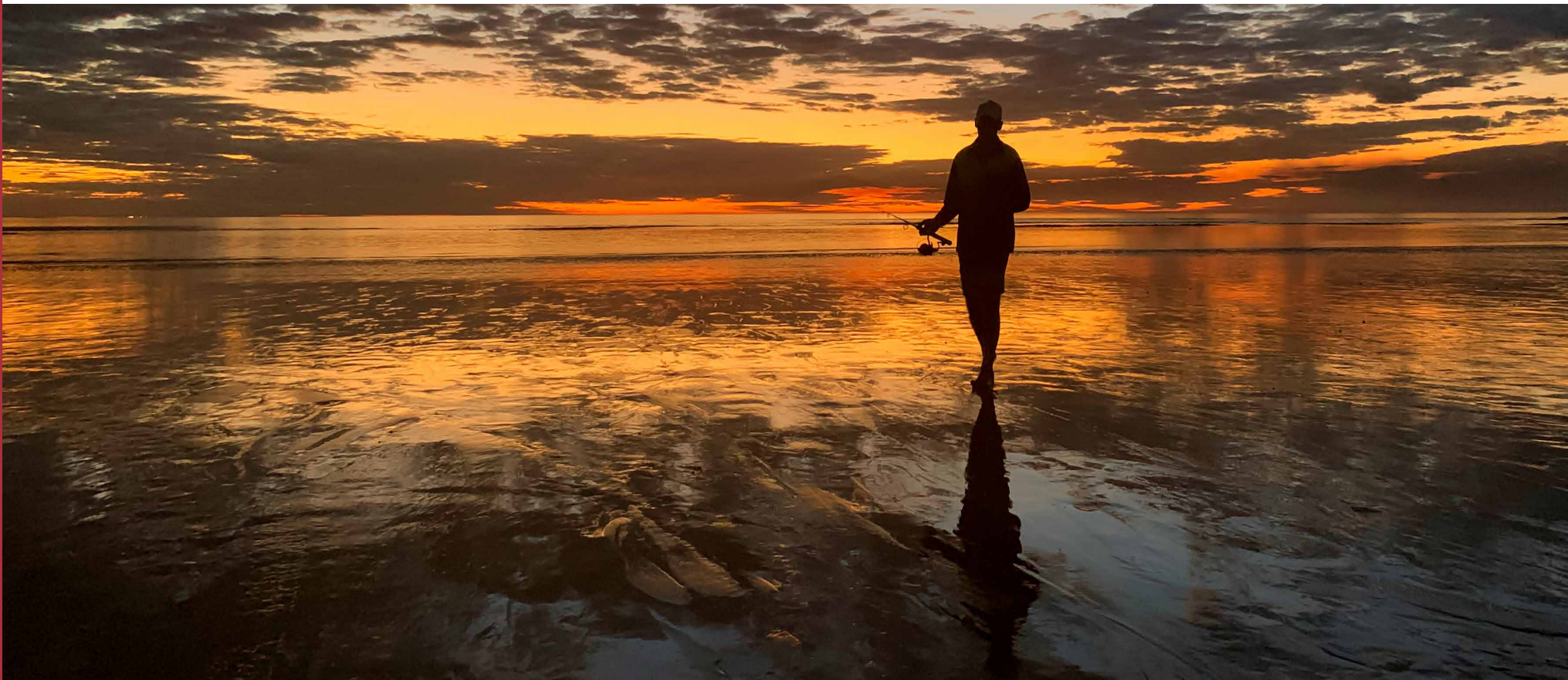
Our children have significant opportunities however many are suffering from severe disadvantage. In 2012, 43 percent of children in the SDWK were assessed as developmentally vulnerable against two or more criteria, contracting to 27% in 2018. In Halls Creek 50 percent of children were assessed as developmentally vulnerable and this had not improved by 2018. Whilst the 2016 rate of 13% in the SoB was close to the WA average of 11percent in 2012, the rate nearly doubled to 24 percent by 2018. The SWEK has varied little from the 24 percent baseline in 2012. Importantly the State average has fallen to just 9 percent in 2018, demonstrating the acute vulnerability of children across the Kimberley. Attendance rates at many schools across the region, across most year levels, has fallen from 2016 to 2020.

Our People

1. A vibrant community based on equity, inclusion and opportunity for all.

Challenges & Opportunities

The people in the Kimberley experience a variety of lifestyles from relatively urban environments in larger towns to remote pastoral stations which need to be self sufficient over long periods. Significant numbers of Aboriginal Communities operating under the direction of the State Government, may experience extreme seasonal isolation. All people in the Kimberley want to live in safety, where there are facilities and opportunities. We recognise that boredom, peer pressure, family disruption and substance abuse tarnish the potential of many. We are seeking a future where people can participate, grow and flourish to their full potential and where children can learn and grow to become productive, involved citizens that are proud to live in this dynamic multicultural region.



Role of Shires

- Shires provide, fund and partner in programs to support the community.
- Community facilities are provided and maintained, including sports grounds, pools, parks, playgrounds and libraries.
- Safety infrastructure, including street lighting and CCTV are provided, as well as beach safety patrols and other ranger programs such as animal management.
- Services, including for youth, seniors and families are delivered along with inclusion for those with disabilities.
- Our heritage and culture are preserved and protected through museums and preservation works and celebrated through festivals and events.

Role of the KRG

- The KRG, through the combined efforts of all Shires, advocates for the region to highlight the needs of our people. This includes seeking solutions to substance abuse and family violence, improved liveability and capacity to engage in the workforce of a growing and diversified economy.
- We investigate and promote opportunities to “do things differently” to enable breakthrough change that can improve the lives of our people.
- We monitor progress and ensure that State and Federal Governments are aware of the challenges facing our people and proposed pathways forward.

<i>WHAT THE FUTURE LOOKS LIKE (Outcomes)</i>		<i>WHAT WE WILL DO (Strategy)</i>	
1.1	Substance abuse and associated harm is reduced.	1.1.1	Monitor alcohol management indicators across the Kimberley to ensure that it is fit for purpose.
		1.1.2	Advocate for fit for purpose and consistent alcohol management systems in the Kimberley.
1.2	Kimberley regional health outcomes improve.	1.2.1	Advocate for key health equipment, such as dialysis machines, to be available throughout the Kimberley.
		1.2.2	Advocate for funding to address preventable health issues, such as dental and hearing.
		1.2.3	Advocate for fit for purpose aged care.
1.3	Crime is reduced both across the region and by location.	1.3.1	Advocate for improved youth services.
		1.3.2	Advocate for improved management of youth anti-social behaviour including funding for diversion programs.
		1.3.3	Advocate for appropriate youth and adult custodial facilities in the Kimberley.
1.4	Towns are vibrant and inclusive with strong participation and volunteering culture.	1.4.1	Promote participation in community activities.
		1.4.2	Advocate for regional funding of supporting programs.
1.5	School attendance improves with a higher number of students graduating year 12.	1.5.1	Advocate for fit for purpose education facilities and pedagogy.
		1.5.2	Advocate for enhanced post school employment pathways.
1.6	Fit for purpose housing is available to meet individual and community needs.	1.6.1	Advocate for appropriate housing typology, location and volume to meet the changing needs of the community.
1.7	Appropriate and adequate services are delivered throughout the region.	1.7.1	Advocate for improvement in service delivery.

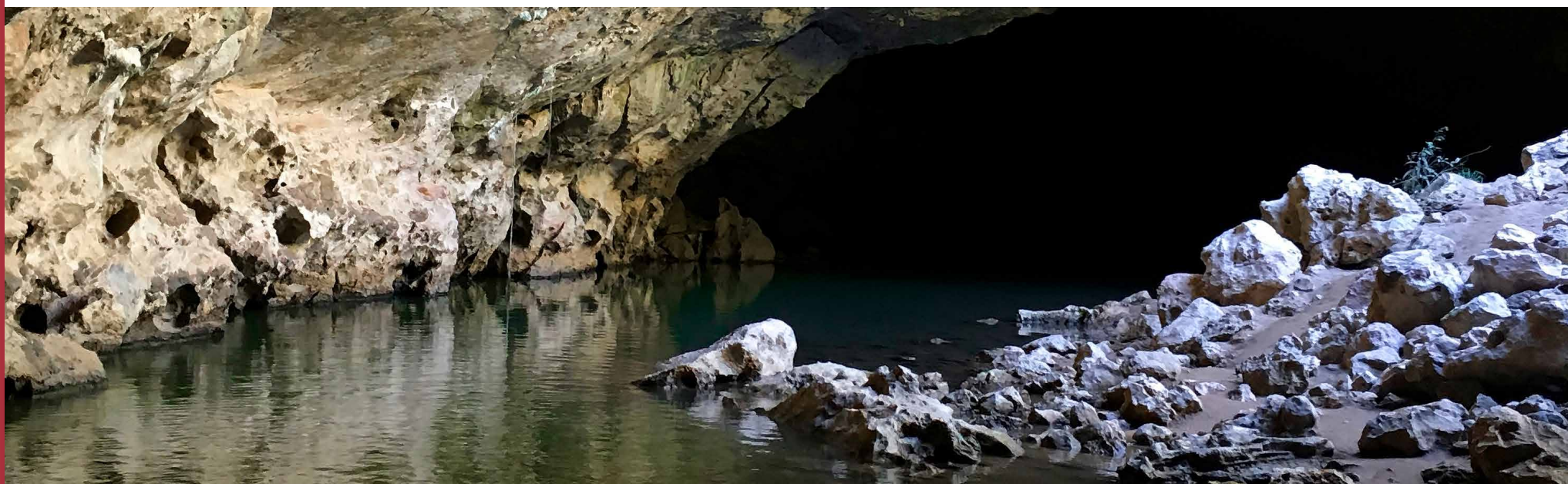
Our Place

2. Our region will become a leader in creating a sense of place and liveability whilst preserving history, culture and our unique environment.

Challenges & Opportunities

Liveability remains key to our economic future and there is no “one place” in the Kimberley. We have tourist hubs, residential areas, remote towns and communities and those that fall outside of those areas but visit and utilise those places. Our services are hierarchical, meaning people have to travel vast distances in some cases to access services. Urban amenity varies significantly between regions with significant variation in relation to access to quality sporting and recreational facilities. Whilst larger towns are likely to have district and regional facilities, we see some places with limited or no appropriate facilities. This inequity has devastating effects locally but also places undue demand on facilities in larger towns. We strive to have a balance that enables access at a local, district and regional level to facilities.

Our towns, regardless of location, should be safe and well connected. Street lighting, CCTV and high speed broadband amongst other infrastructure are enablers for a safe community. Importantly, we need fit for purpose housing, planned and delivered in a timely way to avoid the housing droughts that accompany spikes in economic opportunity. We need public places that offer shade and amenity and support the growth of our community physically, intellectually, culturally and emotionally. Shires are key influencers of place however are reliant on grants from State and Federal Governments to rejuvenate areas and undertake projects.



Role of Shires

- Planning and building services.
- Streetscapes, urban renewal and project management.
- Asset Management, streetscapes, cycleways, trails, footpaths, verges and trees.
- Marine facilities.
- Roads, drainage and parking.
- Emergency management.
- Pest and mosquito control.
- Ranger services, waste and environmental management.

Role of the KRG

- To advocate on behalf of members for funding for key projects and initiatives.
- Undertake research to support the identification of needs and gaps.

	<i>WHAT THE FUTURE LOOKS LIKE (Outcomes)</i>		<i>WHAT WE WILL DO (Strategy)</i>
2.1	Our towns provide a variety of public spaces that welcome local residents and visitors with shaded spaces and safe access.	2.1.1	Advocate for funding to support master planning and urban renewal.
2.2	Our streets are safe day and night and leverage smart technology.	2.2.1	Advocate for fit-for-purpose street lighting and safety equipment such as CCTV.
		2.2.2	Advocate for mitigation and reduction of key road safety factors across our region.
2.3	We have liveability attractors including sufficient and fit for purpose recreation areas, aquatic facilities, libraries, sporting facilities and a variety of leisure experiences.	2.3.1	Advocate for funding for liveability attractors.
2.4	Our regional character endures across generations with culture and a sense of place preserved in our architecture and locations.	2.4.1	Promote the need for the preservation of the unique Kimberley character in future development.
2.5	A reduced ecological footprint for the region.	2.5.1	Advocate for recycling services throughout the Kimberley.
		2.5.2	Promote opportunities for waste to landfill to be minimised.
		2.5.3	Advocate for, and facilitate, an integrated waste management plan to limit unlicensed tips and improve waste diversion.
		2.5.4	Advocate for affordable and reliable energy with a lower carbon footprint.
		2.5.5	Advocate for improved water use and reuse.

Our Prosperity

3. The potential of the Kimberley as a strong and diversified economy is realised with benefits retained in the region and the opportunity to participate available to all.

Challenges & Opportunities

The Kimberley region has vast agricultural opportunities through significant projects like the Ord River Scheme and some of the world's largest pastoral stations and our seas create opportunities for new aquaculture ventures. We are rich in the rare earth metals which will be vital over the coming decades, as well as the key economic building material of iron ore. Our natural landscape is a global tourism drawcard along with our unique and ancient culture. We are remote in Australia, but close to Asian markets.

We need sustainable, affordable energy to power our future economic development and we need high quality access through roads, airports, ports and telecommunications, yet some of our key infrastructure lags behind economic opportunity. In some cases the poor infrastructure stifles development and the future prosperity for the region and the people that live here. Investment is required to ensure our towns are liveable and barriers to employment such as childcare availability are addressed. Community prosperity often trails investment creating considerable challenges for Shires in their role of facilitating economic development whilst delivering services and outcomes to current residents.



Prosperity

The Role of Shires

- Place activation, redevelopment and urban amenity in public places
- Provision of visitor centre facilities.
- Destination marketing and event management for promotion and attraction of visitors.
- Focused economic development units and advocacy for key projects.
- Provider of last resort essential infrastructure, such as airports and ports.
- Many matters are outside the control of Shires with State, Federal and the private sector having key roles.
- Supporting and monitoring business through health inspections, food safety, licensing, signage etc.

Role of the KRG

- To support Shires as they work to enable key projects that will lead to economic growth and local jobs.
- Advocate for projects of regional significance.
- Promote key regional projects.
- Research and analyse economic progress.

	<i>WHAT THE FUTURE LOOKS LIKE (Outcomes)</i>		<i>WHAT WE WILL DO (Strategy)</i>
3.1	The Kimberley region is prosperous with a diversified and sustainable economy.	3.1.1	Advocate for the infrastructure required to attract and retain business and projects in the region.
3.2	Local businesses and jobs are enhanced through opportunity created through private and government investment.	3.2.1	Advocate for effective “buy local” requirements that meet the needs of the Kimberley.
		3.2.2	Advocate for local jobs creation in all new projects to reduce reliance on FIFO workforces.
3.3	Unemployment is reduced with less people dependent of welfare.	3.3.1	Advocate for enhanced school to work transition programs.
		3.3.2	Advocate for educational options which ensure employment appropriate literacy and numeracy skills are attained by all students.
3.4	Infrastructure is fit for purpose and mitigates the isolation of the region from Australian markets whilst maximising proximity to Asian and international markets.	3.4.1	Monitor infrastructure requirements and identify gaps.
		3.4.2	Advocate for funding for priority infrastructure projects including but not limited to roads, ports and airports.
3.5	Our infrastructure is protected from known and potential threats.	3.5.1	Advocate for improved protection and recovery from natural and other disasters.
		3.5.2	Advocate for improved protection from global threats.
3.6	Progress and achievements are monitored and reported.	3.6.1	Monitor key indicators.
		3.6.2	Promote key findings to the government and the community.

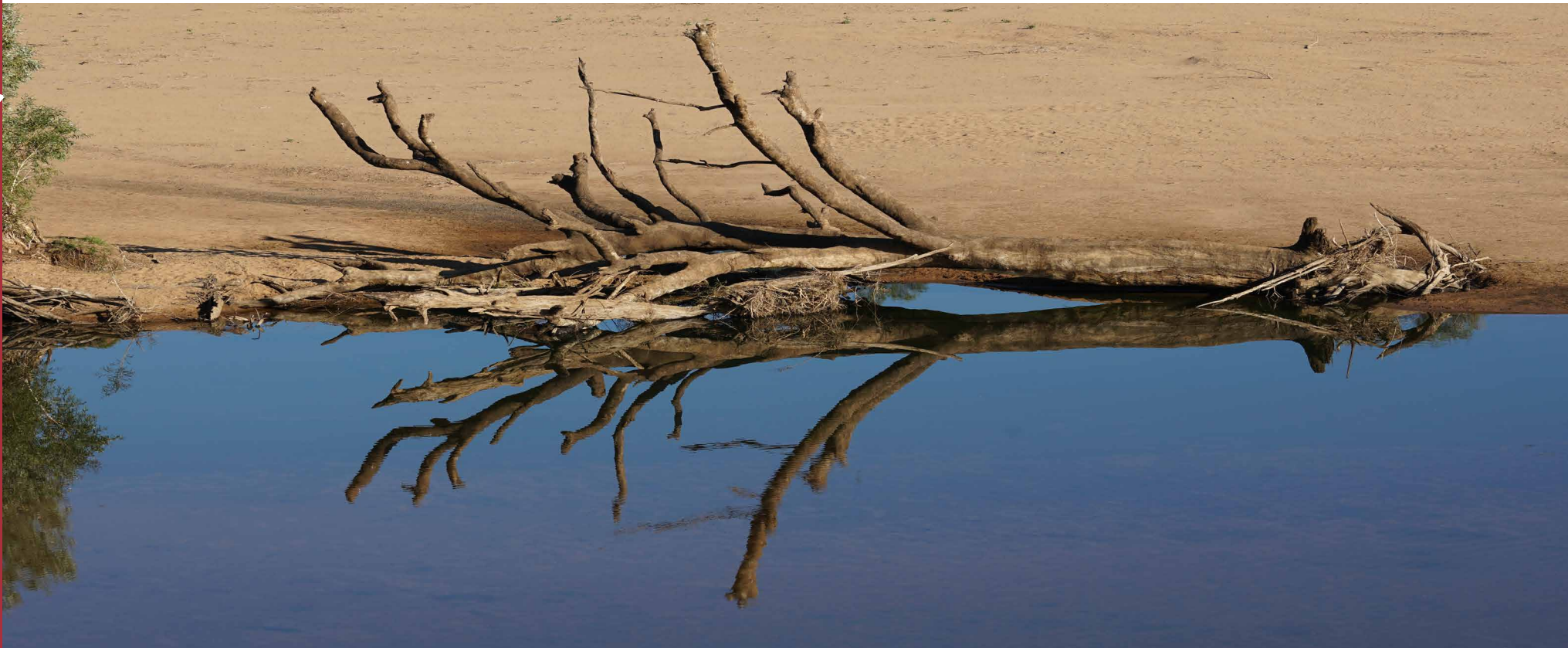
Our Performance

4. As a collective, we will support the delivery of excellence in governance and service delivery that is relevant and of value.

Challenges & Opportunities

Civic Leadership and delivery performance are challenged in the Kimberley due to the small rate payer base in some Shires and small, dispersed and diverse populations with an expectation of service scope that can exceed large metropolitan councils. Through the KRG, Shires try to maximise efficiencies and knowledge through shared professional development opportunities, and participate in purchasing arrangements that provide common benefits and deliver value for money.

Our performance is measured and reported against our Budget, Strategic Community Plan and Business Plan and the annual Performance Report as part of the KRG Memorandum of Understanding and requirements of the Kimberley Regional Group.



The Role of Shires

- Leadership, governance and law making (local laws) to set the operating framework for the region.
- Facilitation of collaboration between leadership groups within the Shire.
- Strategic and business planning, risk management and community consultation.
- Elections and polls, Council and Elector’s meetings.
- Workforce recruitment, management and job creation.
- Local communication and promotion.

Role of the KRG

- Regional collaboration on projects and policy development.
- Knowledge sharing and professional development between Shires.
- Ongoing monitoring of regional trends.

	<i>WHAT THE FUTURE LOOKS LIKE (Outcomes)</i>		<i>WHAT WE WILL DO (Strategy)</i>
4.1	Shire resources are maximised.	4.1.1	Facilitate shared tendering and contracting where regional benefit can be achieved.
4.2	Shire processes are streamlined and efficient.	4.2.1	Facilitate the sharing of knowledge and understanding between Shires for regional benefit.
4.3	The region is well placed to be responsive and adapt to change.	4.3.1	Ongoing monitoring to support region-wide understanding of trends.



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