



THE SHIRE OF BROOME STRATEGIC ACTION PLAN 2004 – 2009



*Adopted by Council on 30th
November 2004*

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INTRODUCTION BY SHIRE PRESIDENT



Cr Tom Vinnicombe

It is my great pleasure to present the Shire of Broome Strategic Action Plan 2004-2009.

In the preparation of this Strategic Action Plan, Council has tried hard to produce a plan that recognizes the uniquely diverse nature of our community. We recognize that for the plan to be effective, there needs to be a sense of ownership by Council, Shire staff and perhaps most importantly the community. We have worked hard to engage the community and provide opportunity for all to have input into determining future direction of the Shire. We will only be successful in achieving our vision by working in partnership with the community.

The constructive input and the level of participation at the community workshops and through written submissions were encouraging. It was particularly pleasing to note that there was more agreement on the key issues than disagreement. Thank you to everyone that has provided input.

The Shire of Broome acknowledges that the Aboriginal people are the original inhabitants of Broome. We also acknowledge the broad range of backgrounds from which other members of our community

originate. Throughout the plan, much thought and effort has been put into achieving a balance between what may first appear to be competing interests, to find the best approach for all. We sincerely hope that this document will be a valuable tool in achieving our vision

We invite you to join us in making this vision a reality.

Tom Vinnicombe

Shire President

Broome In Context – A Place of Unique Beauty and Character

About the Shire

The Shire of Broome covers a region of 56,000 sq kilometres having a coastline of 900 kilometres, comprising the town of Broome, outlying communities and a large hinterland. Broome has experienced rapid and continued growth over the last decade to become one of the fastest growing towns in the State. The population of the Shire according to the June 2001 Census is 13,239 with projections that the population in the Shire of Broome will reach 18,000 by 2006.

Broome is a municipality of unique natural beauty, charm and character with a wealth of cultural heritage and environmental assets. The area has for many years experienced strong population growth and it is expected that this trend will continue within the new decade.

One of the central challenges for this new municipality will be to manage that growth and development in a sustainable way without compromising the landscape cultural and natural heritage values and features that attracts people to Broome.

Broome's continuing growth presents the Council with a number of challenges to provide essential services and meet community needs in terms of human and community services and infrastructure requirements.

As the resident population of the town increases yearly, and tourist numbers double the population during the dry season May to November, the Shire has to address a number of issues that require long term planning and community consultation.

Issues of greatest concern to the general community and key groups representing the economic, social, cultural and environmental interests within the Shire and are as follows:

1. Achieving a balance between tourist development and local community requirements
2. A sustainable land plan to guide and control all future development in Broome

3. The availability of affordable land
4. Protecting the “Broome lifestyle”
5. The availability of public services including health and education

Reconciliation remains a priority and this issue is paramount to the Council and the community. The success of the Rubibi Working Group demonstrates the positive benefits of appropriate and effective consultation mechanisms.

The Council is committed to improving the level of communication and consultation with the community and encourages active participation and feedback from the whole community to facilitate decision-making processes that are truly representative. The area's geographical location, unique heritage/environment, economic opportunity and its inviting weather shapes the communities within the Broome Shire. The Council is faced with the challenge and responsibility of meeting many of the community's expectations and needs. This Strategic Action Plan sets the broad framework, for the way in which the Council intends to deal with those issues and it will provide a clear strategic direction for the community.

Preamble – Planning and Providing Direction

The Council strives to represent, plan and provide responsive leadership and quality services to all people so as to enhance individual and community well being.

This Strategic Action Plan reflects what is important to Council and its community over the next five years. It is linked with the five year Strategic Financial Plan and Principal Activity Plan.

It documents the vision and defines Council's mission in terms of key goals and expected strategy results.

The Plan will be reviewed annually to update any changes in direction and emphasis.

Strategic Action Plan In Brief

The directions of the Strategic Action Plan are expressed in four strategic functional areas with a number of strategies/actions.

The key aspects of the direction in this Strategic Action Plan can be summarised as follows:

- provide civic leadership and direction for Broome
- provide a framework for sustainable development
- consult and encourage citizens to participate in community and Council affairs
- keep people informed of the activities both current and proposed

- provide quality services responsive to the needs of the community
- ensure that facilities and staffing is appropriate to meet those needs
- responsible financial and resource management

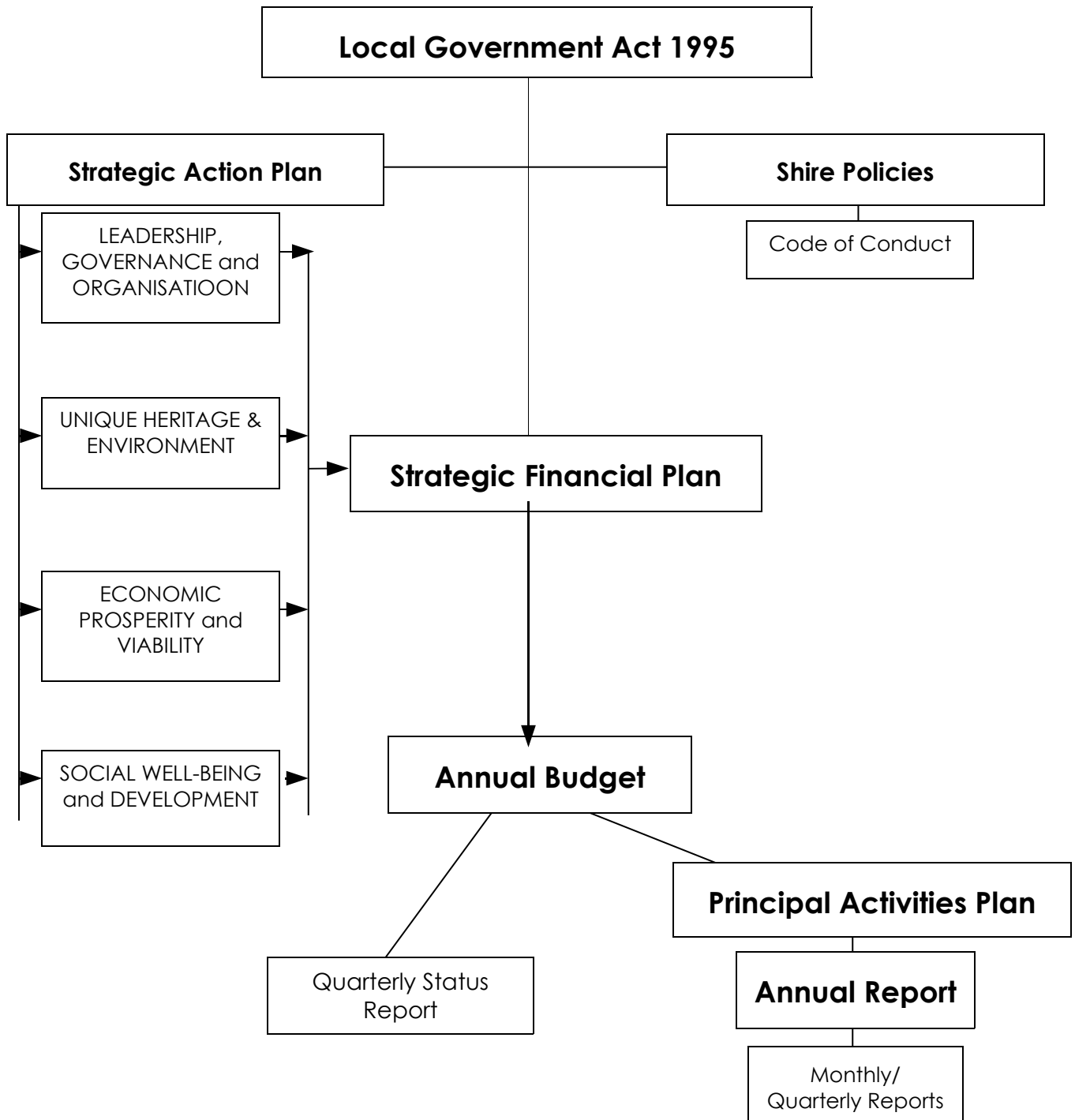
The Strategic Action Planning process is an on-going process that requires constant review, assessment and appropriate amendment, which will occur through the release of annual reports and updates..

The Plan also provides a focus or theme for the future direction of the Council to guide activities and resource allocation, providing a medium for the Council to clearly communicate with all stakeholders.

Shire of Broome – Planning Framework

The Strategic Action Plan is integrated with a range of statutory requirements and planning processes and includes the principles of sustainability. The following chart illustrates the current key documents and elements:

SHIRE OF BROOME CORPORATE DOCUMENT FRAMEWORK



Leadership and the Organisation

Councillors

Councillors are appointed for a four-year term and provide leadership on behalf of the citizens. The Council is responsible for the adoption, monitoring and reporting on the implementation of this Strategic Plan.

The Councillors as at November 2004, are as follows:

Cr Tom Vinnicombe – Shire President

Cr Nik Wevers – Deputy Shire President

Cr Allan Griffiths

Cr Chris Mitchell

Cr Peter Mitchell

Cr Allen Grosse

Cr Graeme Campbell

Cr Elsta Foy

Cr Mark McKenzie

Management

Management of the organisation is through the Chief Executive Officer, and the various Directors of the Council. The Management Team and Structure responsible for implementing the STRATEGIC ACTION PLAN is attached in APPENDIX 1.

The Vision for Our Future

Our Vision describes where and what we want to be by the year 2034 – this vision reflects the united aspirations of the community and council:

"A Sustainable Community that is inclusive, attractive, healthy and pleasant to live in, that uses our land so as to preserve our history and environment, respects the rights and equality of our citizens and manages our future growth wisely."

The themes behind this vision include:

Attractive, Healthy and Liveable Community

Manage growth and development for Broome through collaboration and partnerships with the traditional custodians, our private investors, local businesses and citizens, community groups, government authorities and the Shire Council as the lead local planning authority.

If You Don't Have a History, You Don't Have a Future

Ensure our growth and development is respectful of our heritage, traditional custodians rights, the Broome lifestyle for old and new citizens and recognise that those who invest in the community will contribute to our future and will call Broome home.

A Place Our Kids Will Want To Be Part Of Or Come Back To

Develop a community where our young can stay or return to contribute and belong.

A Safe Place for People To Live and Visit

Create a safe and harmonious community environment through mutual respect and ownership of shared values and aspirations.

Affordable Lifestyle for Everyone

Provide an affordable lifestyle with economic and social infrastructure that meets the needs of the community.

Use Tourism and Growth to the Benefit of the Community

Recognise that tourism, and a broadening economic base are the key ingredients to sustaining the unique character of our town and expanding the benefits into the future.

Vision (Continued).....

Our Vision will be realised in accordance with the following principles and aims:

Unique Features: the municipality has an abundance of attractive areas with unique features, coastal attractions, significant streetscapes, historic precincts and a mix of old and new urban developments within a beautiful landscape.

A key priority for the Council will be to balance the pressure for growth and the need to conserve the character of the area and the lifestyle.

Reconciliation: is an aspiration of this community and part of a unique way of life in Broome. It will be demonstrated by a community that is sensitive to the unique features and importance of land, culture and relationships with each other. Our success will come from our community's ability to achieve social, economic, environmental and spiritual well-being in an environment of respect, peace and harmony.

Lifestyle: assists in providing a unique lifestyle for all the community that is supported by economic opportunity and a framework to protect and enhance the unique lifestyle and cultural diversity.

Environment: to maintain, protect and improve the Broome environment, both natural and developed, for which the area is renowned.

Growth: to add value to the existing businesses and encourage appropriate investment opportunities, to provide a diverse economic base, which increases employment and economic benefit for future generations.

Ecologically Sustainable Development or Sustainable Development: using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased'.

Balanced Development: to allow carefully planned development whilst recognising the competing demands of growth, conservation and environment. Low rise/low impact development (no higher than the vegetation line (two storeys)) is desired.

Creative and Artistic Wealth: a community that includes creative people and recognises/celebrates the significance of an artistic community and a diverse cultural heritage. Encourage best practice in promoting and marketing artistic endeavour.

Tourism: to recognise and promote the unique opportunities of Broome and the Kimberley to our own community and to all other Australian and international visitors in a manner that brings prosperity to the region while protecting the culture, lifestyle and assets of the residents.

Security: actively working with our citizens to ensure that we live in a safe, caring and secure community, mindful of the local and global factors that may influence the social environment in which we live.

Human Services: to ensure that the community has access to affordable and well maintained health, educational, recreational, community and cultural facilities and services. Council will act as a partner to all spheres of government, not for profit groups and private sector providers. Council needs to ensure that a fair and equitable access to services for all is delivered.

Open Government: to achieve open communication and consultation with all citizens to allow fair, equitable and accountable representation in decision-making.

Council Administration: That the Shire of Broome is a professionally managed and progressive local Government that is customer focused and provides a quality, value for money service. It strives to be a leader in good local governance in both the Kimberley and WA.

Participation: Council will seek to encourage and facilitate participation in all aspects of local democracy by residents of all ages. This is supported by a commitment to uniting the community. Council will engage the broad skills base of the community and embrace community capacity building.

Shire's Mission

Mission Statement (Our mission outlines the purpose and core business of the Shire of Broome):

“We provide a quality range of affordable and sustainable services to our community with a strong commitment to customer focus so that our citizens and visitors enjoy a quality lifestyle.”

The Council provides representative leadership on behalf of its community. This is driven by a vision and a primary mission supported by core values.

Core Values of The Shire

The value statements outline the underlying philosophy of how the Shire operates to undertake its business in relation to its customers, staff and key stakeholders.

The core values that underpin the achievement of the mission will be based on a strong customer service focus and a positive attitude:

Communication: actively consult, collaborate and communicate with the community, internal/external customers and stakeholders.

Respect: always recognise and respect the individual and unique requirements of all people cultures and groups.

Integrity: to be honest, equitable and ethical in all business dealings and the way in which we work with residents, staff and all stakeholders.

Transparency: to ensure that there is a high level of openness and accountability in all activities.

Courtesy: to provide courteous service and helpful solutions to customer enquiries and needs.

Key Success Factors

Our Key Success Factors are used to measure how effectively the Shire of Broome is achieving its Vision and Mission on a year-by-year basis. The Council will be monitoring and reporting on the following indicators of success:

- Timeliness and effectiveness of implementing the Strategic Action Plan initiatives
 - Improved Customer/Community Satisfaction
 - Maintenance of Assets to ensure that overall value is maintained or increased
 - Operating within approved operating and capital budgets (Delivering On time & On Budget)
 - Maintain Debt Service Ratio below 10%
 - Improved correspondence, enquiry and application turnaround times
 - No breaches under the annual Statutory Compliance Return
 - Above average results of market testing of selected service comparisons with a sample of comparative local governments or appropriate businesses
 - Finalising Strategic Plan Targets on time and to the required quality
 - Reduced staff turnover rate
 - Maximise external funding
 - Retain the funding ratio at 65/35 (operating/capital)
 - Implement a review of an agreed number of existing processes to improve service
 - Environmental Compliance and Performance.
-

Functional Area 1: Leadership/Governance and Organisation

Scope:

Leadership/Governance and Organisation Includes:

- Administration
- Elected members
- Financial Management
- Governance and Statutory Compliance
- Communication between the Shire and the community
- Shire image/public relations
- Human resources development
- Customer service
- Regional Cooperation
- Strategic Planning
- Information Technology
- Risk and Emergency Management
- Environmental Performance

Key Objectives:

The Shire of Broome's objectives are to:

- Provide open, transparent and good governance to the community
- Provide quality services that meet community expectations
- Improve communication between Community, Shire and stakeholders
- Improve organisational performance
- Build community leadership capacity
- Improve Organisation's Environmental performance

Key Outcomes:

The Shire will pursue the above objectives to achieve the following outcomes:

- Efficient and effective management of the Shire's resources
- A professional "customer focused" service team
- Council is an informed and respected decision making body/community leader
- Improved access by the community to Shire's services and information
- Improved two way communication between Council and the community
- Compliance with statutory and legislative requirements
- Sustainable financial viability
- Effective engagement with traditional owners
- Develop and implement environmental management systems.

Functional Area 1: Leadership/Governance and Organisation

Strategic Actions	Timeframe					Resources		Responsible Officer
	2004/5	2005/6	2006/7	2007/8	2008/9	Existing	Other	
1. Prepare Communication Plan for Council (including community consultation, education, media liaison, promotion, public relations etc).	√							CEO
2. Arrange inductions, ongoing training and leadership development for elected members.	√							CEO
3. Continue support for the Emergency Management roles & responsibilities (for LEMC and DEMC). Complete the risk analysis and update of the LEMC plan.			√					DES
4. Improve the standard of customer service through effective training, coaching, mentoring and monitoring of customer satisfaction, on an ongoing basis.	√	√	√	√	√			CEO

5. Improve the web site to enhance customer service and improve organisational efficiencies.		√	√	√				DCS
6. Prepare a 5-year Information Technology requirements and replacement plan, including a working intranet site, LAN/WAN infrastructure, Property Information System and GIS).	√							DCS
7. Prepare a Human Resources Management Plan including the improvement of attracting, training, retention, OH&S and performance development of high quality staff. ❖ Commit to additional traineeships/ apprenticeships at the Shire. ❖ Incorporate cross-cultural training as integral to staff induction and professional development.	√							DCS DCS DCS

8. Prepare a 5 year Strategic Financial Plan to sustainably manage the Shire's financial affairs and review this plan annually. Including differential rating, contributions to community organisations and funding split between locals and tourists.	√	√	√	√	√			DCS
9. Establish business plans with detailed performance indicators for each relevant Directorate to encourage a more "business like" approach in Shire affairs and to meet EBA requirements.	√							CEO
10. Undertake a continuous improvement program based on process review and market testing a number of Shire services each year. ❖ Improve Planning and Building Approvals process and involve industry in reducing turnaround times.	√	√	√	√	√			CEO DDS
11. Conduct a total review of the Shire's costing system and accounting system.			√					DCS

12. Establish a Marketing Plan for Shire of Broome. Review the organisation's branding and logos to ensure that they are aligned with the Shire's strategic direction and marketing priorities.			√					CEO
13. Actively lead, encourage and participate in regional interests, improvements and affairs for the benefit of Broome and the Kimberly Region.	√	√	√	√	√			CEO
14. Review all existing Council policies and procedures on an annual basis and amend and develop where required.	√	√	√	√	√			CEO
15. Review and implement the recommendations of the revised Native Title Audit	√	√	√	√	√			CEO
16. Review interim agreement and improve Shire engagement and reconciliation with Traditional Owners and indigenous communities ❖ Review the Coastal Management Plan and expand to include all coastal areas.		√						CEO
		√						DDS

❖ Complete Vehicle Management Plan.	√							DCOMS
❖ Review and alter existing Coastal Park Committee and establish clear roles and responsibilities.								DCOMS
❖ Actively engage in the negotiations to resolve native title and provide a comprehensive status report to Council and public information brochure.	√							CEO
❖ Facilitate the sustainable release of more land	√	√						DCOMS
17. Facilitate community leadership capacity building programs			√					DCOMS
18. Conduct a risk assessment of Council facilities and activities				√	√			DCS
19. Develop Records management Plan to comply with the State Records Act and meet Organisations needs		√						DCS
20. Review the 5-year rating strategy and other funding options to ensure Council can meet the required resources for the Strategic Action Plan.	√							DCS

Functional Area 2: Unique Heritage and Environment

Scope:

Natural Resource Management Includes:

- Coastal and Reserve management
- Native Title
- Biodiversity
- Environment Management including Health, Noise, Water, Energy and Air pollution
- Waste Management and Grey Water
- Effluent reuse
- Land use planning
- Fire Management
- Minerals and basic raw materials
- Remnant bushland vegetation
- Environmental Cultural Corridors
- Landscape value appearance
- Soil conservation and land conservation
- Urban and Wetland Drainage
- Renewable Energy
- Reserve management
- Heritage (Indigenous and Non-Indigenous)
- Building Control
- Built Heritage
- Weed Management

Key Objectives:

The Shire of Broome's objectives are to:

- Facilitate the community's involvement in Native Title determination
- Protect and enhance the natural and built environment
- Ensure that development of the district is sustainable, low rise and low impact/density
- Maintain the special attributes/character of the district which makes it an attractive place to live.
- Retain and encourage neighbourhood communities that provide a sense of place for its residents
- Maintain a sustainable waste strategy
- Promote and encourage renewable energy use
- Deliver high standard Population and Environmental Health Service
- Ensure sustainable, orderly and proper Town Planning

Key Outcomes:

The Shire will pursue the above objectives to achieve the following outcomes:

- Protected biodiversity and clean environment
- Land use planning which provides for:
 - Choice of living environments
 - Viable pastoral and horticulture industries
 - Safe neighbourhood communities
 - Sustainable population growth
- A more informed and educated community on the care, protection and management of natural resources
- Improved Fire management of both public and private land.
- A reduction in waste to landfill
- Increased commitment to use of renewable energy.
- Protected and Enhanced natural and built heritage.
- Greenhouse Gas reduction

Functional Area 2: Unique Heritage and Environment

Strategic Actions	Timeframe					Resources		Responsible Officer
	2004/5	2005/6	2006/7	2007/8	2008/9	Existing	Other	
1. Review, update and implement the Environmental Strategy to ensure that it is a comprehensive Management Plan. ❖ Establish a management mechanism to control, protect and enhance remnant bushland, all other reserves under Shire care and control and the Environmental /Cultural Corridors (including Song Cycle).		√		√				DDS DDS
2. Review the Town Planning Scheme and strategic town planning documents/policies to reflect the vision of this Strategic Plan in particular ensure preservation and enhancement of the built environment, including low rise, low impact & low	√	√	√					DDS

density development.								
3. Ensure the Municipal Heritage Inventory is maintained and implemented.	√	√	√	√	√			DDS
4. Prepare a waste management effluent re-use strategy.	√	√	√	√	√			DDS DES
5. Review the current sub catchment drainage plans for Broome and consolidate into the plans into an overall drainage strategy for the townsite.			√	√				DES
6. Introduce recycling services to commercial properties in Broome.				√				DDS
7. Finalise and implement the Cable Beach residential and tourism precincts drainage strategy	√							DES
8. Finalise and implement the Cable Beach Tourist Master Plan, which provides guidelines for all public infrastructure and funding options.	√							DDS
9. Participate in the development of an Indigenous Heritage Management Plan for	√	√	√	√	√			DDS

Broome.								
10. Prepare a policy that ensures that minerals and basic raw materials are reserved wherever possible for future use in mining and road building purposes.					√			DES
11. Continue to participate in the Broome Planning Review as facilitated by the DPI.	√	√	√	√	√			DDS
12. Participate in the preparation of the proposed Roebuck Bay Management plan and implementation committee	√	√	√	√	√			DDS
13. Facilitate the redevelopment of the museum site for expansion.	√	√	√	√	√			DDS
14. Facilitate the rationalisation of reserves and implement the Town Beach concept Plan	√	√	√	√	√			DES
15. Formulate and implement a Weed Management Strategy	√							DES

16. Maintain and monitor the significant tree register.	√	√	√	√	√			DES
17. Continue to implement the Chinatown Development Strategy recommendations.	√	√	√	√	√			DDS DES
18. Review: ❖ Broome Housing Strategy ❖ Broome Commercial Strategy ❖ Chinatown Development Strategy		√ √						DDS DDS DDS
19. Negotiate an agreement with the Heritage Council of WA to provide delegation with appropriate safeguards to the Shire of Broome to deal with applications that comply with the adopted Chinatown Development Strategy	√							DDS
20. Lobby and facilitate the relocation of the Broome Airport to the new identified site.	√							DDS
21. Complete and implement the conservation plan for the Old Broome Police Lock up and Boab Tree.	√							DDS

22. Prepare an Environmental Health Plan to address service priorities and to incorporate the Environmental Health Disaster & Emergency plan.		√						DDS
23. Investigate and where identified prepare Regional exception policies under the residential design Codes 2002 to facilitate development that is reflective of Broome's climate and lifestyle aspirations.		√						DDS
24. Establish procedures to ensure that Shire projects and events are processed similarly to other private or public applications.	√	√	√	√	√			DDS
25. Review and implement a Fire Management Plan				√				DComS
26. Implement a triple-bottom line, decision –making framework for Shire activities.		√	√					CEO
27. Participate in the ongoing development and implementation of the Local and Regional Emergency Services Plan								DES

for cyclones, emergencies and other natural disasters.								
28. Review roading, services and rating to pastoral leases and other commercial activities in pastoral areas.	√							DES DCS
29. Implement the Pioneer Cemetery Strategy	√	√	√	√	√			DES
30. Establish appropriate management control over the Broome Cemetery and implement improvement program.	√	√	√	√	√			DES

Functional Area 3: Economic Prosperity and Viability

Scope:

- Sustainable infrastructure including
 - Roads
 - Drainage
 - Pathways/Cycle ways
 - Street Lighting
 - Buildings
 - Bus Facilities
 - Boating Facilities
 - Car parks
 - Recreation Reserves, Parks and Gardens
 - Cemeteries
- Plant and Fleet Management
- Economic and employment development
- Infrastructure for economic growth eg Sewerage, gas, electricity
- Technology and communication systems
- Tourism – Marketing and Promotion of District
- Business Community Relationships

Key Objectives:

The Shire of Broome's objectives are to:

- Provide and improve sustainable infrastructure to service the changing needs of the community
- Encourage orderly economic and employment growth
- Maximise the tourism potential of our natural and built environment in a sustainable manner

Key Outcomes:

The Shire will pursue the above objectives to achieve the following outcomes:

- Safe and efficient transport systems
- Improved quality of telecommunications service and infrastructure
- Increased employment opportunities
- Increased investment and economic growth
- Increased attraction of government funding
- Improved utility infrastructure
- Improved availability of serviced industrial land
- Sustainable tourist/ visitor numbers and increased dollars spent in district.

Functional Area 3: Economic Prosperity and Viability

Strategy/Action Plan	Timeframe					Resources		Responsible Officer
	2004/5	2005/6	2006/7	2007/8	2008/9	Existing	Other	
1. Conduct annual review of the 10-year Capital Works Program and implement. (Includes Roads, Drainage, Bus Facilities, Boating Facilities, Paths, Car Parks and Street Lighting)	√	√	√	√	√			DES
2. Establish appropriate maintenance programs for all road, drainage and other works.	√	√	√	√	√			
3. Establish appropriate programs for all building maintenance works.	√	√	√	√	√			
4. Conduct annual review of the 10-year Capital Building Program to maintain buildings to an acceptable standard.	√	√	√	√	√			DDS
5. Improve the existing Plant Management practices, by investigating plant management software,		√						DES

charge out rates for plant and plant replacement strategies and policies.								
6. Finalise and implement Traffic Management Strategy for Chinatown to reduce traffic/parking/pedestrian conflict	√							DES
7. Establish a unique and representative Entry Statement for Broome			√					DCOMS
8. Complete the relocation of the Broome Visitor Centre.	√	√						DCS
9. Complete the implementation of the Streeters Jetty Project			√					DES
10. Review the Jetty to Jetty Project and explore approval processes and funding options		√	√	√	√			DDS
11. Lobby, facilitate and implement options for the Broome/Cape Leveque road upgrade.	√	√	√	√	√			DES
12. Lobby, facilitate and implement the Gubinge Road/Broome bypass project.	√	√	√	√	√			DES
13. Prepare an Economic Development Strategy that supports and promotes	√	√						CEO

existing local business and creates an environment for new business and employment development. (also includes tourism development, local purchasing and employment preference policy, traineeships and apprenticeships)								
14. Explore alternative funding sources to improve the Shire's financial viability and ability to improve services.	√	√	√	√	√			DCS
15. Review existing Shire Investment Strategy	√	√	√	√	√			DCS
16. Establish a "Markets" policy to address parking, itinerant traders, rating, traffic management and litter control.		√						DDS
17. Lobby Federal and State Government to provide a Marina/safe boat harbour in Broome.	√	√	√	√	√			DDS
18. Improve Interpretative Signage to ensure that it is coordinated and consistent and visually acceptable.			√					DES
19. Review existing Parks and Gardens functions and	√							DES

core service levels.								
20. Review all Council properties to ensure that appropriate management structures and lease arrangements are in place.		√						DCS

Functional Area 4: Social Wellbeing and Development

Scope:

People and Communities Includes:

- Indigenous Communities
- Recreation and Sport activities
- Community safety
- Community facilities and services including:
 - Child Care
 - Meeting halls/Community Centres
 - Libraries
 - Aged care
 - Schools
 - Youth facilities
- Volunteerism and capacity building
- Community development
- Arts, Crafts and Culture
- Festivals and Events
- Ranger Services
- Environmental Health (Well being)

Key Objectives:

The Shire of Broome's objectives are to:

- Maximise the social, recreational and cultural opportunities for our community
- Ensure that the Shire of Broome is a safe and healthy place to live, work and visit
- Encourage and facilitate family and community spirit, networks and cohesiveness within the community
- Provide local government services which recognise the diverse needs of the community (all age groups, indigenous and cultural backgrounds and disenfranchised groups)
- Lobby and build partnerships for improve services/facilities from other levels of government

Key Outcomes:

The Shire will pursue the above objectives to achieve the following outcomes:

- Improved community facilities and services
- A stronger volunteerism ethos
- Increased local pride
- A healthy, harmonious and safe community
- Affordable housing

Functional Area 4: Social Wellbeing and Development

Strategy/Action Plan	Timeframe					Resources		Responsible Officer
	2004/5	2005/6	2006/7	2007/8	2008/9	Existing	Other	
1. Prepare a Community Development Strategy (including opportunities for partnerships and establishing Council role/responsibility on child, youth, aged, recreation, sport, art, culture and social services).	√	√						DComS
2. Continue to provide to the five major indigenous communities planning, building and health services and investigate the viability to expand those services to other remote indigenous communities.								DDS
3. Continue to participate in the Management committee for the implementation of the service agreements to the five major indigenous communities								DDS

4. Facilitate government planning, land and housing agencies to provide affordable housing for residents.	√	√						DDS
5. Investigate ways in which to build and recognise “volunteerism”, encourage self-help and community capacity building.	√	√						DComS
6. Develop a Community Safety Strategy and partner with the Office of Crime Prevention to support existing programs such as HYPE and the reduction of vagrancy.	√							DCOMS
7. Implement recommendations of the Broome Sport and Recreation Strategic Plan, including BRAC Stages 2 and 3 and reformation of the Development Advisory Committee.	√	√	√	√	√			DCOMS
8. Facilitate and support community initiatives in the Arts/Crafts/Culture & Music within the Shire.	√	√	√	√	√			DCOMS
9. Seek additional Youth Activity programmes and increase support to and	√	√	√	√	√			DCOMS

feedback from the Youth Advisory Committee (YAC) on matters such as youth arts and music initiatives, the Skateboard Park and BMX track).								
10. Complete feasibility; commence implementation and construction of the Performing Arts Centre.	√	√						DCOMS
11. Develop a Centre For the Arts and Regional Gallery	√	√	√	√	√			DCOMS
12. Establish a Management Structure for the proposed Performing Arts Centre	√	√						DCOMS
13. Facilitate/lobby for improved Health and Educational facilities and services.	√	√	√	√	√			DCOMS
14. Explore a Community foundation for additional fundraising opportunities	√	√	√	√	√			DCOMS
15. Create a key events calendar of activities	√	√						DCOMS
16. Review the future of the Shire Directory	√							CEO
17. Improve level of access to disability services and facilities and implement the Disability Services Plan.	√	√	√	√	√			DCOMS

GLOSSARY

BRAC – Broome Recreation and Aquatic Centre

CEO – Chief Executive Officer

COUNCIL- The body of Elected Members (the “Board”.)

DCS – Director of Corporate Services

DComS - Director of Community Services

DES – Director of Engineering Services

DDS – Director of Development Services

EBA _ Enterprise Bargaining Agreement

GIS – Geographical Information System

HYPE – Helping Young People Engage

LAN/WAN- Local Area Network / Wide Area Network

LEMAC – Local Emergency Management Action Plan

OH&S – Occupational Health and Safety

SHIRE – The Shire of Broome as an organisation or a district

TBL –Triple Bottom Line – referring to the three aspects of environmental, social and economic considerations and outcomes