



Community Safety Plan

2019 - 2022



Town of
Port Hedland



BHP



The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of the Port Hedland lands. We recognise their strength and resilience and pay our respects to their Elders past and present. We extend that respect to all Aboriginal & Torres Strait Islander people of the local community and recognise their rich cultures and their continuing connection to land and waters.

Advice

This document may contain images of Aboriginal and Torres Strait Islander people who have passed away.



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Message from the CEO



Feeling safe in our community is a fundamental right. The Town of Port Hedland is committed to building a connected and resilient community, ensuring that community safety is central to planning.

Our commitment to looking at what we have done in the past gives us the ability to improve what we do going forward. We worked with the University of Western Australia's Community Justice Research team, who provided valuable insights and suggestions on how we can be more effective in our practices and business with community safety. How we can use place-based data and evidence-based practice, so we are accountable and transparent in our actions.

This work also broadened our focus. Community safety is not just crime specific but much broader. Our role in ensuring community safety is ongoing, as is our commitment. We identified four focus areas that capture what the community wants for better community safety:

- Personal Safety
- Safe Open Spaces and Parks
- Resilient Communities
- Powerful Partnerships

These have been developed from feedback taken directly from the community and what they want our agenda to be. We cannot raise the standards of safety in Hedland alone, and partnerships with other groups concerned with community safety are built into how we will plan and deliver over the next three years.

Working to this three-year cycle is in line with best international practice of sustainable development goals (SDGs) as established by the United Nations. Our commitment is to the long-term impacts of these goals. This allows the Town to remain committed and working to improving community safety, even if there are changes in Council priorities or turnover in staff- it is a sustainable and responsive approach.

We will focus on short-term goals, evaluating and adjusting every three years, so we are meeting current community needs. These goals support the big picture view of our community and how we can shape our decisions to support the future safe community we all want.

This new focus demonstrates the Town's commitment to building a resilient, connected and liveable community.

David Pentz
Chief Executive Officer
Town of Port Hedland



Terms and Acronyms

ABS	Australian Bureau of Statistics
AECD	Australian Early Development Census
AOD	Alcohol and Other Drugs
CSP	Community Safety Plan
CSR	Corporate Social Responsibility
DLG	District Leadership Group
DFV	Domestic & Family Violence
JR	Justice Reinvestment
NGO	Non-government organisations
PHAODMP	Port Hedland Alcohol and Other Drug Management Plan
RFQ	Request for quote
RSE	Relationship and Sexuality Education
SDG	Sustainable Development Goals
SEIFA	Socio-Economic Indexes for Areas
ToPH	Town of Port Hedland
UN	United Nations
WA	Western Australia



▲ Acknowledgments

The Town of Port Hedland would like to acknowledge and thank BHP for their ongoing commitment and investment in community safety in Port Hedland. Their financial contribution has funded the NGO Map and Gap analysis, CSP evaluation and future community safety developments over the next three years.

BHP

Our Vision

Hedland is a community where we feel connected to our **people**, place and **home**.





Our Purpose

The purpose of the Town of Port Hedland's Community Safety Plan 2019-2021 (CSP) is to identify actions that Council in partnership with governance groups can have a collective approach over the next three years that will improve safety in our community. We recognise that many groups in the town are already contributing to safety in a variety of ways. For this reason, we have connected many of the actions identified across community strategies and integrated them into this Plan to provide a comprehensive approach to safety. We aim to strengthen our partnerships and decision making by implementing initiatives informed by place-based data and evidence-based practice.

Our Background

The Town of Port Hedland is rich with diversity and culture. Community safety is at the forefront of our planning, which impacts all facets of our governance and community. We understand a collective response to developing and implementing this plan is based on the success of our partnerships by having a collective and informed response. Community Safety is not just crime and anti-social behaviour; it is a public health matter and is everyone's responsibility. The Town implemented its first Community Safety Plan in 2003 when the Office of Crime Prevention (no longer operational division of WA Police) coordinated local government plans to curb anti-social behaviour and target hardening approaches to curb crime. Since its inception, the Town has endorsed four Community Safety Plans (previously named Community Safety and Crime Prevention Plan's) with a governance group represented by various sectors of community and government.

Our Evaluation and Consultation

In 2018 the Town committed to doing business differently and worked with the University of Western Australia's, Law School Criminology team to provide an independent evaluation of our previous approaches. The evaluation outcomes identified:

- Previous practices and decision-making processes
- Community criminogenic profile
- Map and gap analysis of the Non-government organisation (NGO) sector

The objective of this evaluation was to inform the Town on how to improve our engagement, decision making, governance and implementation within the realm of community safety. The findings of our previous practices identified our need to have a metric and indicators for initiatives to improve data collection to understand community safety needs outside of the crime/ anti-social spectrum. Many of the strategies outlined in previous plans identified the need for the grassroots level of change and engagement. Additionally community surveys were conducted in 2017 and 2019.

Both surveys were released online with a heavy emphasis for the current survey to reach hard to target populations who would not normally access the online survey. Dr. Joe Clare provided the governance groups with a summary of recommendations from the 2017 surveys (as part of the RFQ work) to ensure the 2019 survey could improve on the efforts of previous community consultation methods. The following is a snapshot and findings from the 2019 survey responses: *Please note these numbers should be read with caution.*



Hedland (NGO): Map and Gap Services Report 2019

In 2019, the Town conducted a Map and Gap analysis in the Hedland NGO sector to understand the service provision in community. The objective was to map out support services in Port Hedland and identify gaps in service provision with the aim of strengthening the sector. In total 42 services participated in the project with an estimated 12 services opting not to participate.

Methodology: Organisations were requested to provide three years' of annual reports. There were a number of limitations to the data collection: some organisations did not have annual reports whilst others were national and state organisations therefore the information provided were not place-based specific.

Recommendations: University of Western Australia (UWA) outlined recommendations for the Community Safety governance groups to activate and advocate over the next three years¹.

1. Recommendations are listed in the Appendices section.

Hedland Health and Safety Consultation

Aim: The Town conducted public consultation to understand the community's perceptions and beliefs on community safety and public safety issues.

Methodology: Face to face, focus groups and online platforms were conducted to receive community feedback. There was an emphasis on engaging with hard to reach populations who would not normally engage in the online platforms. Limitations of the methodology outlined survey fatigue of the community as there were two unrelated surveys running concurrently.

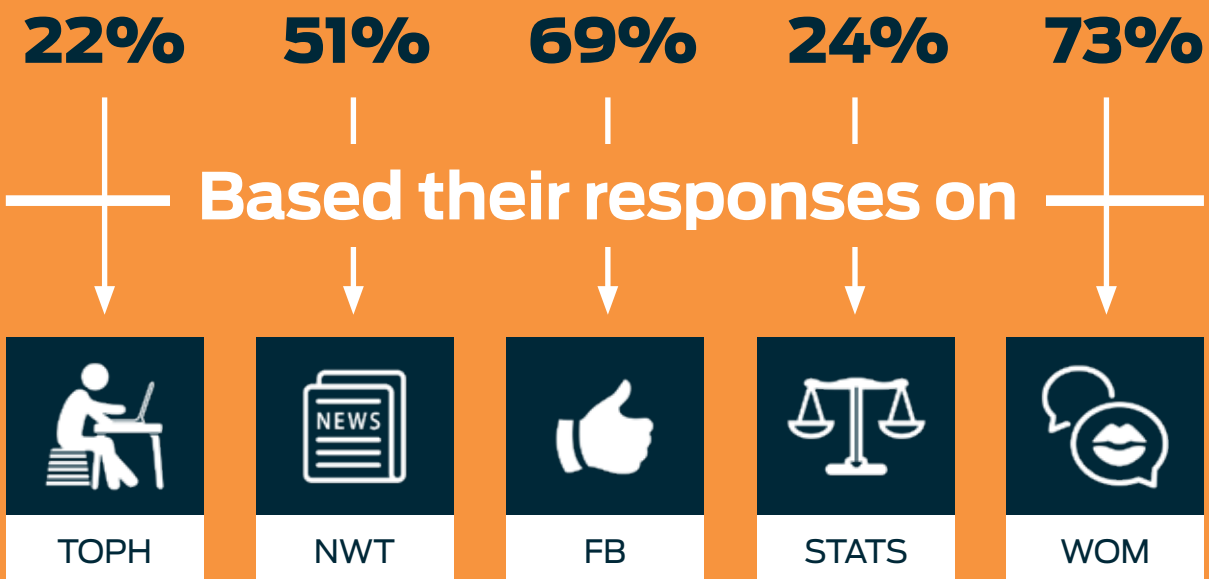
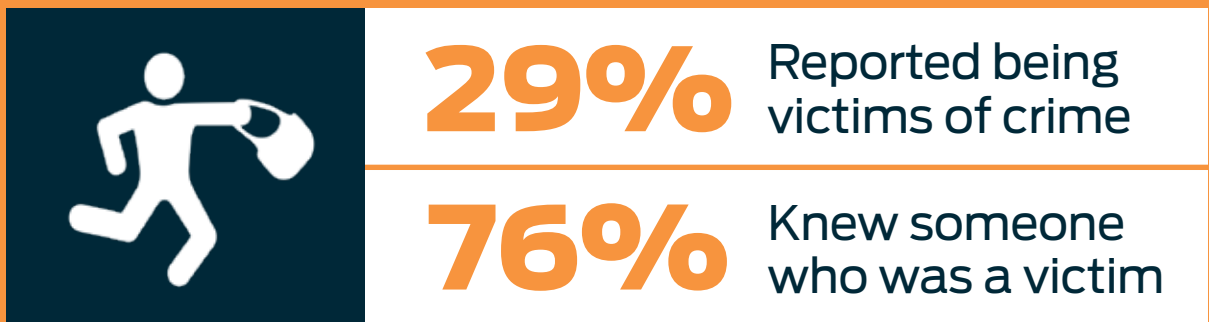
Findings: The responses were only reflective of 2.9% of the total Hedland population. The findings suggested community's awareness was low on established working groups and projects. As evidence suggest, victims of crime rates were low amongst respondents but a high percentage had based their responses on what they saw on social media and word of mouth.

Recommendations: The survey will be conducted in three year cycles in line with the development of the next plan as an indicative measurement. Improve program and working group awareness by creating a collective communications response.



Hedland

Health and Safety Summary



260
Respondents

35-44
years old

70%



30%



58%

Report feeling
unsafe

31%



Did not know how to **access assistance**
for non-life threatening matters

Community Snapshot



In 2018-19 the Town of Port Hedland commissioned work (part funded) with BHP to identify our community's criminogenic profile to understand trends and patterns to determine evidence supported strategies for the Community Safety Plan. The Request for Quote (RFQ) project focused on the WA Police Crime Statistics Portal in which crime data for local regions could be sourced and pre-dated from 2009. Assistant Professor, Dr Joe Clare from University of Western Australia analysed the available data and provided comparable rates between Port and South Hedland. Discretion must be noted on the limitation associated with public police recorded crime figures as outlined in the appendices section (i). A snapshot summary of the comparable crime rates are as followed:



Two stories presented through ABS Census data with crime and community safety in mind:

1

Town is relatively affluent but with a high SEIFA disadvantage score, low unemployment, and a disproportionate number of residents with a gross weekly income above \$1500 (The 'have and have nots' disproportionate).

2

High ATSI population (2.0 times greater than Regional WA generally), high levels of rentals (2.1 times greater than the region) including high levels of social housing rentals (1.6 times greater than the region), high levels of households with 5 or more people (1.3 times the region), and an estimate of 172+ homeless people.

2016-17 rates of recorded selected offences in Port Hedland are comparable to or lower than the patterns of the whole of WA for all offences except breach violence restraining order (VRO, 2.1 times greater).

In comparison, 2016-17 rates of recorded selected offences shows a different crime profile in South Hedland relative to the rest of WA. The top 5 ranked offences were:

1. Assault (family) 6.5 time greater than the State
2. Threats (Family) 4.8 times greater than the State
3. Arson 4.8 times greater than the State
4. Assaults (non- Family) 4.8 times greater than the State
5. Threats (non-Family) 3.7 times greater than the State.

*Note: Other large volumes were contributed by drug offences (17%)

In 2018:

- 1061 reported Family Violence incidents
- 563 of these incidents involved alcohol
- 532 assaults
- 428 of the assaults were female victims
- 785 liquor restricted premises checks
- 353 public places patrol
- 215 licensed premises checks

Information provided by WAPOL- Pilbara

Decrease in Burglary Port:
-32% / South: -52%

Decrease in Property Damage, Port:
-48% / South: -9%

Our Governance

Good governance and leadership is at the forefront of our commitment to make Hedland a place where everyone can call home. We understand community safety is multifaceted therefore addressing a singular issue requires robust analysis of community place-based data with evidence-based correlations. The governance groups established a commitment to maintain grassroots engagement at the core of community partnership and culture. Resulting in the establishment of two distinct groups with specified decision-making levels and connections. The Town of Port Hedland is the primary organisation in which each group is independent of Council. The establishment of this framework moves away from the traditional models of community safety governance in Local Government and exemplifies the need for a collective approach to addressing community safety agendas from all tiers of government and front line agencies.

The establishment of the Hedland Community Safety Advisory Forum (HCSAF) is a strategic leadership group comprising of lead Federal, State, Industry, Aboriginal Elders and an independent research body. This governance group works collectively with the Hedland Community Safety Action Group (HCSAG) comprising of front line support services and established working groups in the community. The ideology of the governance structure is to have front line services implement and provide place-based data to inform the decision making from the Advisory Forum.

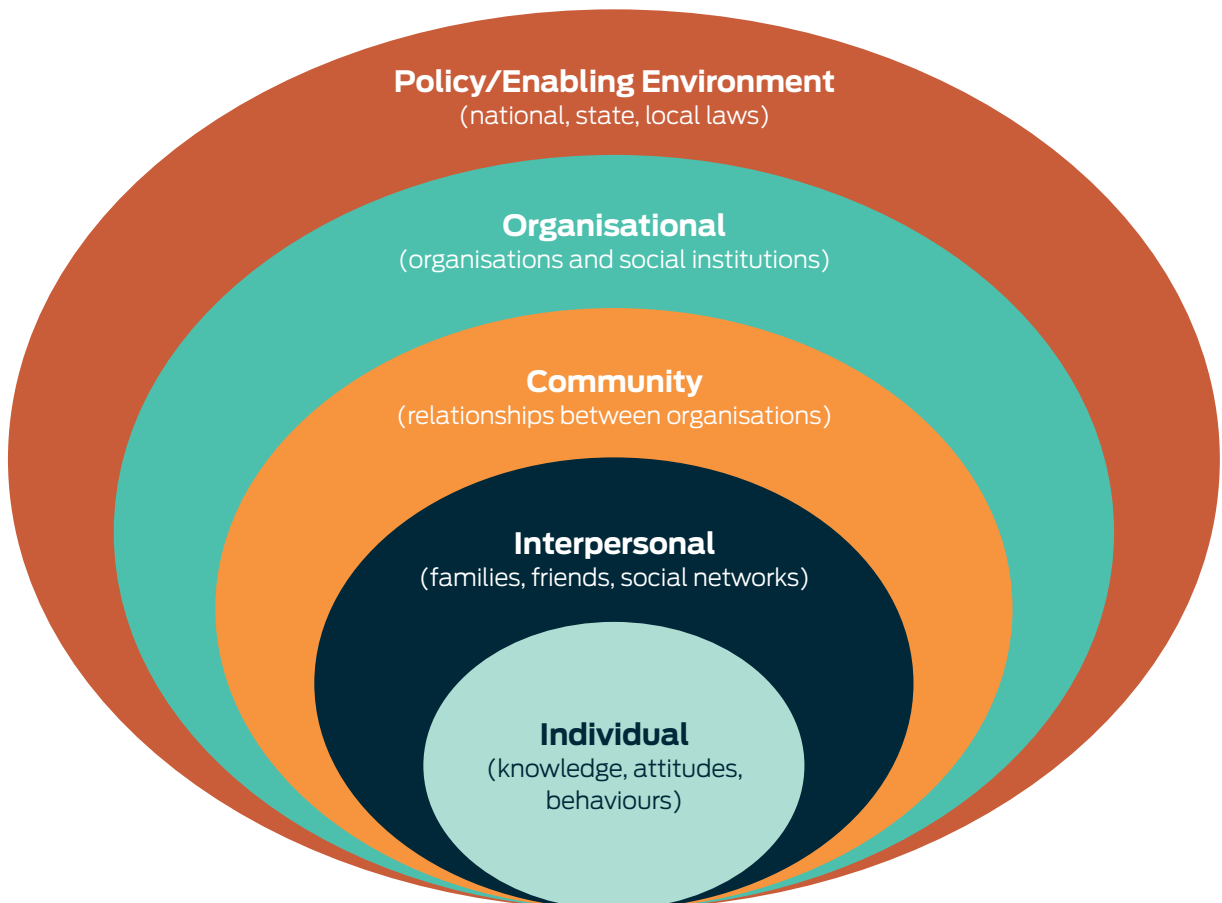


Figure 1: Socio-Ecological Model

Community Safety Plan 2019-2021: Governance Group Structure

Hedland is a community where we feel connected to people, place and home.

Decision Makers

Hedland Community Safety Advisory Forum

Strategic leadership group comprising of Federal, State, Local Government, Industry, Aboriginal Leadership groups, Independent research body.

- Town of Port Hedland
- BHP Billiton
- Roy Hill
- FMGL
- Hedland Aboriginal Strong Leaders
- Department of Social Services
- Department of Human Services
- Department of Education
- Department of Health
- Department of Prime Minister and Cabinet
- Department of Justice
- Department of Communities – CPFS/Housing
- WA Police
- Member of Pilbara
- University of Western Australia

Decision Making Framework

1. Identity Profiles:

- i. Personal Safety
- ii. Safe Open Spaces and Parks
- iii. Resilient Community
- iv. Powerful Partnerships

2. Identity Community Assets to priorities:

- i. Existing working groups
- ii. Place based data
- iii. Programs/initiatives
- iv. Previous/current partnerships
- v. Evaluating models for previous approaches
- vi. Community champions and drivers
- vii. Map and gap of servicing – what is working well and how can it strengthen, what are the gaps.

3. Outline strategies and risks:

- i. Potential long term benefits of implementation
- ii. Sustainability planning
- iii. Public policies
- iv. Evidence-based practice
- v. Linkage to local, state and federal strategies

4. Implement and Monitor:

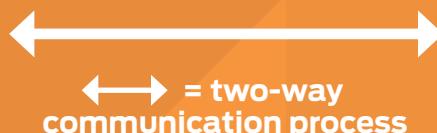
- i. Impacts on community and three year life cycle of Community Safety Plan
- ii. Review and evaluation of timeframes and KPI's
- iii. Quarterly adjustments and or evaluation

Implementors

Hedland Community Safety Action Group

Grassroots organisations and established working groups with the collective focus of implementing community safety strategies and providing grassroots knowledge.

- Hedland Youth Stakeholder Action Group (HYSAG)
- Port Hedland Alcohol and Other Drugs Management Plan Group (PHAODMPG)
- Hedland Collective
- Hedland Road Wise Group
- Hedland Early Years Network
- Pilbara Community Legal Services
- Hedland Women's Refuge
- Department of Health: Aged Care Services
- Hedland Family Violence Action Group
- Mackillop Family Services
- Department of Education: Senior High School
- WA Council of Social Services





Focus Areas, Outcomes and Strategies

The initiatives outlined in this plan are aimed at building on our current assets in community, as well as understanding our gaps. The integrity of this plan is based on our need to ensure we maintain a balance of empirical and quantitative data of community safety agenda and issues. Therefore we would like to acknowledge the community and academic data which helped shape the basis of the foundational initiatives outlined in our implementation table below.

PHASE 1 (2019-2022): Foundational Phase

PHASE 2 (2023-2026): Implementation Phase

PHASE 3 (2027-2030): Succession Phase

GOAL 1: Personal Safety – People experience and contribute to a caring, respectful and responsive community.

Do I feel safe within myself, my family and home environment?

No	Target Goal	Actions	Proposed Indicators	Stakeholder/ Working Group	>6-12 months	<24 months	<2-3 years.	Resource Implication
1.1	By 2030, each family in Hedland will be equipped and supported to raise children who are healthy, thriving, and ready to learn.	Strengthen the Early Years sector by developing a Collective Impact approach to servicing and implementing a long term strategy to support effective partnerships, inclusive of child care demands. Strengthen the Early Years sector by developing a Collective Impact approach to servicing and implementing a long term strategy to support effective partnerships, inclusive of child care demands. ⁱⁱⁱ	<ol style="list-style-type: none"> Hedland school enrolment no. Hedland school attendance no. Hedland school non-attendance no. (categorised: severe-at risk) FASD community perception/ awareness responses- Telethon Kids Institute 	Town of Port Hedland and Hedland Early Years Network/ Agencies.			■	
		Advocate for a coordinated approach to parent and care giver educational programming and identify strategies to empower strong family governance.	<ol style="list-style-type: none"> Age Standardized Death Rates in children aged 0-14yrs Total birth rates % of low birth weight babies over all live births. 	Hedland Early Years Network/ Agencies.		■		
		Implement recommendations 6.1 (a-e) and 6.12 (a-d) from the Royal Commission into Institutional Responses to Child Sexual Abuse: Final Report Recommendation (2018.) ²	<ol style="list-style-type: none"> Teenage mother birth-rates National Headline Indicators from Australian Institute of Health and Welfare (AIHW) 	Hedland Early Years Network and Department of Education.		■		NEW
		Activate a collective response to implement a Relationship and Sexuality Education (RSE) strategy with existing working groups with a focus on train the trainer programming to build community skills. ^{vi,vii} With a particular focus on: <ul style="list-style-type: none"> Consent and boundaries Healthy/ respectful relationship and communication skills Personal health and hygiene. 	<ol style="list-style-type: none"> Use % of children fully immunized at 2yrs of age (24months) Play group attendance data ABS SEIFA score Positive parenting/ Ngala program attendance ID Community population projection no. 	Hedland Community Safety Action Group, Hedland Family Violence Action Group and Hedland Youth Stakeholder Action Group.			■	NEW

² Refer to the appendix of this document for the list of recommendations.

GOAL 1: Personal Safety – People experience and contribute to a caring, respectful and responsive community (Continued). Do I feel safe within myself, my family and home environment?

No	Target Goal	Actions	Proposed Indicators	Stakeholder/ Working Group	>6-12 months	<24 months	<2-3 years	Resource Implication
1.2	By 2030, Hedland has a strong, function and resilient response to community mental health and wellbeing.	Develop a targeted communications strategy on service awareness when particular safety issues spike in community, informed by place-based data.	15. Social housing population 16. Child Protection intake/assessment indicators 17. Notifiable infectious diseases for 0-14 years	Town of Port Hedland and relevant working groups.	■			
		Advocate and champion the Pilbara Mentors program to increase volunteer base with a strong focus on increasing Industry participation and champions.	18. DFV triage intake no.-WAPOL 19. Child care waiting list numbers 20. ToPH - % of children assessed as vulnerable on one or more domains (AECD)	Hedland Collective-Resources Working Group.	■			
		Develop policy, guidelines and tools to increase cultural competency and encourage the delivery of language services.	21. Crime portal data 22. Court referral of AOD related	Hedland Community Safety Action Group.				
1.3	By 2030, community narratives of historical and cultural spaces are visible and celebrated.	Map and identify the 42 recommendations outlined in the 'Inquest into the 13 Deaths of Children and Young Persons in the Kimberly Region' to identify community assets and gaps on how to strengthen the mental health sector in Hedland.	23. Work for dole no. 24. Tafe admission no. 25. Tafe completion/ discontinued course no. 26. Mentor no. 27. Mentee registrations 28. Child protection notifications.	Hedland Community Safety Action Group.		■		NEW
		Invoke a sense of identity and place in the community through encouraging community and visitor participation in the cultural history of Port Hedland in meaningful and relevant ways. Examples: <ul style="list-style-type: none"> Advocacy to strengthen cultural tourism Incorporating Aboriginal language in public spaces and facilities. Cultural awareness training for community 	29. Long-term custody orders. 30. YIC admission no. 31. Child protection residential no. 32. Mental health/ suicide/ self-harm admissions for youth 33. NAPLAN results from my school-Children in year 5 achieving national minimum standards for 34. Annual Mission Australia- Youth Survey (Pilbara/ Mid-West) responses 35. Killara House patron no. 36. Outreach health program no. (WACHS, AMS, NGO's)			■		

GOAL 2: Safe Streets and Open Spaces – Liveable, accessible and safe streets and surroundings. Do I feel safe when I access my neighbourhood, streets, parks and public facilities?

No	Target Goal	Actions	Proposed Indicators	Stakeholder/ Working Group	>6-12 months	<24 months	<2-3 years	Resource Implication
2.2	By 2030, Hedland has pride in their street space and strong communication levels with their neighbours.	Pilot a co-design (evidenced-based) 'Neighbourhood Watch or Block' program for problematic streets with high police attendance and graffiti/ litter issues. ³	37. Public inebriation no. 38. No. liquor licenses 39. No. existing permits 40. Liquor License applications for past 12 months	Town of Port Hedland and WA Police.		■		
		Assess the s152 'Liquor Restricted Premises' outcomes by identifying effectiveness of strategy <ul style="list-style-type: none"> • Timeline of properties: 6 months before/after implementation of LRP • Referral identification • Consequences of call outs before/after • Reduction of call outs since LRP instalment. 	41. Health and Wellbeing Survey for % of risky drinkers in ToPH for Short and Long Term Harms 42. Alcohol related deaths (non-individual identifying) 43. Assault no. 44. Property damage	Port Hedland Alcohol and Other Drug Management Plan Group.	■			
2.3	By 2030, community feel safe accessing public spaces and facilities at all time during the day/night.	Identify 3 'hot spot' locations and pilot Crime Prevention through Environmental Design (CPTED) assessments for South Hedland CDB (encompassing the Shopping Centre, Skate Park, Aquatic Centre, Small Businesses outlets and Liquor Stores).	45. Crash statistics 46. Graffiti 47. Categorized and recorded noise complaints 48. Clean up costs associated with events and licensed premises	Town of Port Hedland & WA Police.		■		NEW
		Support the development and implementation of policies that reduce or prevent alcohol related harm, and encourage, create and support low-risk drinking settings, particularly where children and young people are present.	49. Litter volume collected 50. Type of litter 51. Community patrol no. 52. DOC-Housing complaints by residents	Port Hedland Alcohol and Other Drug Management Plan Group.		■		
		Support reforms of alcohol taxation and pricing that will discourage harmful alcohol consumption.	53. Public perception and awareness responses of AOD survey 54. No. of incidents and costs associated with alcohol-related property damage, damage to bus stops, flora and fauna. 55. Cleaning costs (alcohol-related litter)	Town of Port Hedland.		■		NEW
		Support reforms of alcohol taxation and pricing that will discourage harmful alcohol consumption.	54. No. of incidents and costs associated with alcohol-related property damage, damage to bus stops, flora and fauna. 55. Cleaning costs (alcohol-related litter)	Town of Port Hedland and Port Hedland Alcohol and Other Drug Management Plan Group.	■			NEW
		Develop a community alcohol profile as a support role for the Port Hedland Alcohol and Other Drug Management Plan Group. (As outlined in the WALGA: Managing Alcohol in Our Communities, A Guide for Local Government.)	56. Community safety survey responses 57. SNAP, SEND & SOLVE data 58. Customer complaints register	Town of Port Hedland.		■		NEW
		Complement population approaches with targeted programs that are culturally-secure and/or meet the needs of people at greater risk of experiencing alcohol-related harm or who are particularly vulnerable to the harmful effects of alcohol use.	59. Neighbourhood grant application no. 60. Annual Industry staff survey responses 61. Town annual survey responses. 62. Banned Drinkers Register	Town of Port Hedland.		■		NEW

³ i.e. Community Events – building relationships through establishing events to bring together the community Government Referrals – identifying individuals / families who require government / NGO support (Police / CPFS / Housing)





GOAL 3: Resilient Communities – a dynamic and connected community.

Do I feel safe my community embraces diversity, has the capacity to support vulnerable groups and has inclusive participation framework?

No	Target Goal	Actions	Proposed Indicators	Stakeholder/ Working Group	>6-12 months	<24 months	<2-3 years	Resource Implication
3.1	By 2030, support the delivery of a whole of local government youth engagement mechanism that brings together young people in Hedland to share their ideas and insights into policy and programs with the funding bodies and service providers.	Advocate and partner with other LG's for a Pilbara wide tri-annual Youth conference.	63. Short term strategy findings from previous research 64. Homelessness no. 65. Sobering up Shelter no.	Hedland Youth Stakeholder Action Group.			■	NEW
		Investigate and identify an appropriate short-term accommodation strategy and facilities. Specifically addressing and identifying transiency and homelessness needs and issues.	66. Community patrol geographical nos. 67. Displacement no. 68. RFQ/RFT application no. 69. Planning/Building applications	District Leadership Group.			■	
		Develop and co-fund a Youth Strategic Plan which is co-facilitated by Hedland Youth Stakeholder Action Group (HYSAG).	70. EHO application no. 71. Corrective and Youth Justice community-based order no.	Town of Port Hedland.		■		NEW
3.2	By 2030, community is adaptable and responsive to transient members and their needs.	Increase awareness and access to interpreter services by increasing demand for service.	72. Annual Mission Australia- Youth Survey (Pilbara/ Mid-West) responses	Hedland Community Safety Action Group.		■		
		Identify and scope a culturally appropriate transiency framework to promote social/ community inclusion to improve community integration.	73. Killara House patron no. 74. Outreach health program no. (WACHS, AMS, NGO's) 75. Court referrals no.	Hedland Community Safety Advisory Forum.			■	
		Mapping of outreach services to remote communities to promote Hedland services, upcoming events and health campaign strategies.	76. Court bail program admissions 77. Social services recipient no. (types)	Hedland Community Safety Action Group.	■			

GOAL 3: Resilient Communities – a dynamic and connected community. (Continued)

Do I feel safe my community embraces diversity, has the capacity to support vulnerable groups and has inclusive participation framework?

No	Target Goal	Actions	Proposed Indicators	Stakeholder/ Working Group	>6-12 months	<24 months	<2-3 years	Resource Implication
3.3	By 2030, vulnerable groups in community have a pro-active participation with services, spaces and social connectivity.	Identify a needs assessment of the senior's population and co-design a 5-10 year strategy whilst assessing quick win initiatives on: <ul style="list-style-type: none"> Transport Social inclusion and connectedness Quality of life impacts. 	78. Trust/ Corporation membership no. 79. ToPH conciliation action plan's KPI's	Town of Port Hedland, WA Country Health Services (WACHS) and Yorgum Aboriginal Corporation.				NEW
		Support and facilitate the development of a safe space for Men i.e. Men's Shed or Breathing Space House.	80. Industry conciliation Action Plan's KPI's. 81. Incarceration rates of aboriginal / no-aboriginal adults and young people.	Hedland, Family Violence Action Group.				NEW
		Advocate and invest in social enterprise for vulnerable groups including the development of asset-based community development principles.		Hedland Community Safety Advisory Forum.				
3.4	By 2030, the Hedland community will have a collective justice re-investment model^{viii} to reduce the socio-economic costs of criminal justice participation and promote community reintegration and connection.	Investigate and scope the need of a Justice Reinvestment (JR) model in Hedland to build partnerships with existing JR projects nationally. <ul style="list-style-type: none"> Identify current JR models Map current intervention services and programs Identify and implement culturally appropriate outcomes Scope with local stakeholders and government agencies for the need of JR in our community Identify socio-economic cost of return in investment of JR in comparison to current justice models. 		Hedland Community Safety Advisory Forum and District Leadership Group.				NEW

GOAL 4: Powerful Partnerships.

Do I feel safe government agencies and support services are delivering services which reflect current community needs and that governance groups are making informed – decisions and are accountable for their actions?

No	Target Goal	Actions	Proposed Indicators	Stakeholder/ Working Group	>6-12 months	<24 months	<2-3 years.	Resource Implication	
4.1	By 2030, community safety governance exhibits strong partnerships which add value by aligning effort and resources of key stakeholders.	Evaluate and review governance membership and terms of reference on an annual basis to ensure all relevant stakeholders are participating in community safety governance, culture and decision making.	82. Annual report progress findings	Town of Port Hedland.	■				
		Empower our first nation's people in Hedland to create a safe healing plan and space. This will also identify how the community can participate in trauma-informed practice in all aspects of cultural engagement and social reinvestment.	83. Safety meeting minutes	Hedland Community Safety Advisory Forum/ Native Title Groups and Corporations.				■	
			84. Safety survey community responses to trauma informed awareness						
Advisory forum to advocate to State, Federal, Industry and philanthropic funding bodies to integrate outcome based funding for local support services. ⁴	85. No of trauma informed training delivered in Hedland	Hedland Community Safety Advisory Forum.				■	NEW		

⁴. Initiative: Attracting and retaining quality government employees to ToPH. Providing career and financial incentives to ensure consistency to the delivery of sustainable government services.



In working together, the knowledge, experience and expertise of diverse individuals, organisations and sectors are applied to finding effective solutions to complex issues. Successful partnerships are built on shared purpose; a culture of trust, openness and transparency; creative problem solving with opportunities to work and learn together; and agreed leadership and management practices.

Our advocacy is guided by the socio-ecological model for understanding multifaceted and interactive effects of personal and environmental factors that determine behaviours, and for identifying behavioural and organisational leverage for health promotion within organisations (Figure 1). Additionally the governance group also acknowledges the United Nations Guidelines for the Prevention of Crime (2002), outlining eight principles on which prevention should be based:

- 1) Government leadership: at all levels to create and maintain an institutional framework for effective crime prevention.
- 2) Socio-economic development and inclusion: integration of crime prevention into relevant social and economic policies, focus on integration of at risk communities, children, families and youth.
- 3) Cooperation and partnerships: between government organizations, civil society, and business sector.
- 4) Sustainability and accountability: adequate funding to establish and sustain programs and evaluation, and clear accountability for funding.
- 5) Use of a knowledge base: using evidence of proven practices as the basis for policies and programs.
- 6) Human rights/rule of law/culture of lawfulness: respect for human rights and promotion of a culture of lawfulness.
- 7) Interdependency: take account of links between local crime problems and international organized crime.
- 8) Differentiation: respecting different needs of men and women and vulnerable members of society.

The Town already has a number of advisory and working groups that bring together a diversity of voices and capability to deliver change. We also have experience in forming, supporting and participating in cross-functional collaborative mechanisms where a wide range of agencies work together on complex issues. We will continue to invest in, and build our expertise, in developing strong and effective partnerships with key stakeholders to deliver the best results for Hedland.





Implementation and Collaboration

The Town’s Hedland Community Safety Advisory Forum will oversee implementation of the Community Safety Plan and monitor and review progress. The Town’s Community Safety Action Group will be involved in the implementation of the Plan, together with key partners and other special working groups and services. Membership of both governance groups are reviewed on an annual basis. There will be Annual progress reports submitted to Council and governance group members at the June 2020 and 2021 Ordinary Council meetings.

Future Progression and Planning

The plan is a succession of future targets to aim for in 2030 therefore after each plan life cycle, it will be measured and evaluated. Consideration must be considered for an independent body to help facilitate the evaluation process to continue transparency and accountability of the plan and governance. The progression plan for this plan is outlined below:

Project Timeline

July 2020 – Annual progress report and governance review

July 2021 – Annual progress report and governance review

July-November 2022

- Independent evaluation – Community Safety Plan 2019-2022 outputs
- Community Safety Survey release and comparison with 2017 and 2019 survey
- Map and Gap Analysis (MGA) and evaluation with 2019 MGA

Release of Community Safety Plan 2023-2025 scheduled for January 2023, estimate date subject to change.



Policy Context

A range of strategies were reviewed in the development of this Plan

International

- UN Sustainable Development Goals (SDG)
- Universal Declaration of Human Rights

National

- A National Homeless Strategy: Why we need it 2017
- Aged Care Workforce Strategy Taskforce
- Australian Local Government Association: Strategic Plan 2017-2020
- Closing the Gap: Prime Ministers Report 2018
- National Alcohol Strategy 2018-2026
- National Crime Prevention Framework
- National Framework for Protecting Australia's Children 2009-2020
- National Plan to Reduce Violence against Women and their Children 2010-2022
- National STEM School Education Strategy 2015

State

- WA Carers Strategy
- State Housing Strategy 2020-2030
- Ageing with Choice: Future directions for seniors housing 2019-2024
- Affordable Housing Action Plan 2019-2020
- Elder Abuse Strategy
- 10 Year Women's Plan
- WA Youth Strategy
- Action Plan for At Risk Youth
- State Disability Plan
- 10 Year Strategy for Reducing Family and Domestic Violence
- Western Australian Mental Health, Alcohol and Other Drug Accommodation Support Strategy 2018-2025

Local

- Hedland Youth Charter
- Port Hedland Alcohol and Other Drug Management Plan 2018-2021
- Pilbara Ports City Growth Implementation Plan
- Reconciliation Action Plan 2016-2019
- Strategic Community Plan 2018-2028
- Transient Workforce Accommodation Strategy 2014
- Pilbara Ports City Growth Plan
- Long Term Financial Plan
- Disability Access and Inclusion Plan
- Corporate Business Plan 2018-2022
- Community Engagement Strategy 2014
- Asset Management Strategy 2014
- Asset Management Plan
- Coastal Hazard Risk Management and Adaption Plan
- Corporate Social Responsibility (CSR) – Industry
- Paths and Parks Strategy

Related strategies and initiatives being developed and implemented in Western Australia



Appendices

2019 Hedland Map and Gap analysis:
Recommendations and Findings

Findings: Crime Data and Support Service Provision in Hedland

Several themes emerged from the crime data report generated as part of the project assessing community safety in Hedland, these included: housing issues (overcrowding, high levels of social housing rentals, and homelessness), and a greater proportion and increasing rate of assault offences (against family and non-family), violence restraining order breaches, and drug offences in South Hedland compared to the rest of WA. Additionally, respondents of the Hedland Community Safety Survey (2017) identified alcohol and other drug use (including needles), and violence (including domestic violence) as issues they were concerned about in Hedland. Two thirds of survey respondents also indicated that they were unaware of eyes on the street. In light of the demographic information and crime trends, as well as the NGO support services identified as part of this analysis, the following narrative emerges:

- Housing issues such as overcrowding, high levels of social housing rentals, and homelessness are a problem in Hedland. No NGOs exclusively provide housing support services in Hedland, and of those that do provide housing support as part of their portfolio of services, several have indicated that there is a shortage of housing availability, and that the Department of Housing general wait list can be up to seven years. Additionally, sourcing furniture for properties, and house abandonment continue to be issues for housing clients.
- Family violence is a crime problem in Hedland and this is reflected both in crime data, and public reporting and perception of family violence offences. Issues emerging from the review of support services in Hedland include the lack of crisis accommodation (none for men – closest is Perth), middle income earners not having free access to legal services and being put off by expensive court fees, long wait times for court hearings, the lack of solicitors for the number clients, a substantial wait list for public housing transfers (for women/ children escaping perpetrators of family violence), a lack of support programs holding the perpetrator accountable (i.e. men's behaviour change services), funding cuts to NGOs, and a lack of inter-organisational collaboration in addressing family violence using an integrated and multifaceted approach – for example, only four of the 42 NGOs explicitly identified being involved in the Hedland Family Violence Action Group.
- Alcohol and other drug offences are crime problems in Hedland as reflected in the crime data, public reporting and public perception of these offences. Issues emerging from the review of support services in Hedland include a lack of in-house treatment for AoD issues (aside from Yaandina Rehabilitation Facility the remainder of services involve infrequent client contact which do not remove the individual from entrenched AoD use in the community), lack of access to AoD support services for those most in need (lack of outreach services), and funding cuts to NGOs. One unique and promising support service in this space is the Community Patrol Service provided by Bloodwood which aims to minimise client's contact with the criminal justice system, reduce the level of harm caused by antisocial behaviour, and assist clients to access relevant support services. The Community Patrol Service also offers an additional presence to police in the community to reduce likelihood of crime. Bloodwood also operates the Sobering Up Centre that local police are able to transport intoxicated persons to, to reduce risk of harm to members of the community.

Recommendations

- Obtain more information on organisation KPIs and outcome measures to determine appropriateness of KPIs and efficacy and impact of support services in Hedland, specifically.
- Identify the geographical distribution of NGO service provision in the Hedland area more acutely (the range of service area for each NGO will differ based on their static or outreach mode of service delivery). This information will help to answer if there is significant overlap in the distribution of support services, and if there are some geographical areas that are being neglected and require more targeted support.
- Obtain a more complete picture of inter-organisational collaboration in delivering support services in Hedland. Identify gaps in organisational networks and facilitate inter-organisational collaboration in the targeted delivery of support services. One of the barriers to service provision that was identified by several NGOs was the lack of brand awareness; that is, other community services not being aware of the organisation's own services.
- Obtain more comprehensive information about organisation investment in the community to gain a greater understanding of operating expenses and provide a more informed basis in which to assess effective allocation of resources in the delivery of support services.

Request for Quote (RFQ)

Comments on public police recorded crime figures, acknowledges there is a number of limitations associated with public police recorded crime figures. Criminological research in other context talks to the importance of understanding:

- a) Other crime types, not included in these police selected offences,
- b) Sub-categories within crime types (for example, division within 'fraud' and 'drug offences' that might give insight into meaningful, distinct crime problems);
- c) Geographical and temporal specificity of crime (the 'where' and 'when' questions);
- d) The frequency of repeats- both offending and victimization (and here victims both as people and places; and
- e) The influences of pro-active police work and targeted operations on what is recorded by police. Future local analysis would benefit from addressing all of these limitations.

Royal Commission into Institutional Responses to Child Sexual Abuse, Final Report Recommendations, (2018):

Volume 6, making Institutions child safe recommendations: Creating Safe communities through prevention.

Recommendations 6.2

The national strategy to prevent child sexual abuse should encompass the following complementary initiatives:

- a) Social marketing campaigns to raise general community awareness and increase knowledge of child sexual abuse, to change problematic attitudes and behaviour relating to such abuse, and to promote and direct people to related prevention initiatives, information and help-seeking services.
- b) Prevention education delivered through pre-school, school and other community institutional settings that aims to increase children's knowledge of child sexual abuse and build practical skills to assist in strengthening self-protective skills and strategies. The education should be integrated into existing school curricula and link with related areas such as respectful relationships education and sexuality education. It should be mandatory for all preschools and schools.
- c) Prevention education for parents delivered through day-care, pre-school, school, sport and recreational settings, and other institutional and community settings. The education should aim to increase knowledge of child sexual abuse and its impacts, and build skills to help reduce the risks of child sexual abuse.
- d) Online safety education for children, delivered via schools. Ministers for education, through the Council of Australian Governments, should establish a nationally consistent curriculum for online safety education in schools. The Office of the eSafety Commissioner should be consulted on the design of the curriculum and contribute to the development of course content and approaches to delivery (see Recommendation 6.19).
- e) Online safety education for parents and other community members to better support children's safety online. Building on their current work, the Office of the eSafety Commissioner should oversee the delivery of this education nationally (see Recommendation 6.20).

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