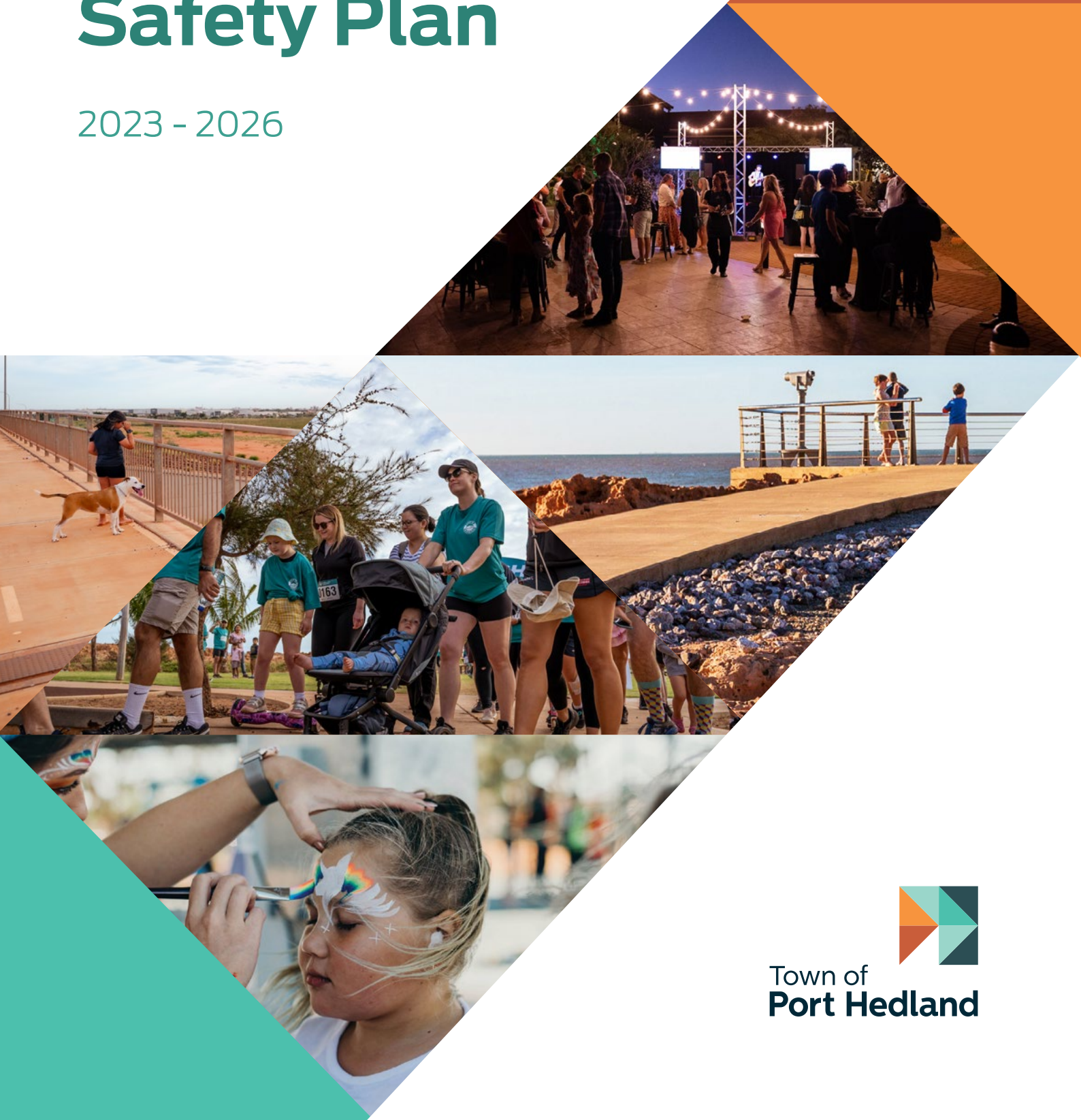


Community Safety Plan

2023 - 2026





Town of Port Hedland

The Town of Port Hedland would like to acknowledge the Kariyarra, Ngarla, and Nyamal people as the Traditional Custodians of the Port Hedland lands, to recognise their strength and resilience and to pay respects to their Elders past and present.

This respect is extended to all Aboriginal and Torres Strait Islander people of the local community, whose rich cultures and continuing connection to land and waters are recognised.

Advice

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

Disclaimer

The opinions expressed in this document are made in good faith and while every care has been taken in formulating this document, the Town of Port Hedland makes no representations and gives no warranties of whatever nature in respect of this document, including but not limited to the accuracy or completeness of any information, facts and/or opinions contained within. The Town of Port Hedland, its Elected Members, staff and consultants cannot be held responsible for the use of and reliance on the opinions, estimates, forecasts, recommendations and findings of this document.

General disclaimers about the results and recommendations presented within this report: (1) this report cannot be considered as either endorsed by or an expression of the policies/views of the Government departments whose data has been summarised within; and (2) any errors of omission or commission included within this report are not the responsibility of any other party.



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Message from the Mayor



Feeling safe in our community is a basic right, and the Town of Port Hedland is committed to creating a strong and connected community where safety is at the heart of all our plans.

This edition of the Town's Community Safety Plan draws on findings from the review of the previous Plan. We are learning from our previous efforts and seeking to improve. We have worked with the University of Western Australia to help develop this Plan into a user-friendly document that will maximise the role the Town plays in keeping the community safe. As explained in this document, we are going to adopt a data-driven approach to implementing practices that work, with clear planning and reporting to ensure we can be accountable and open about what we do.

Community safety is about more than just preventing crime. Our overarching community safety goal is ongoing, and we have listened to the community's feedback when developing this plan. We are redefining the Town's role in community safety – clarifying our key safety business-as-usual, along with identifying

deliverable measures. We are highlighting the importance of partnerships in sustainable safety and crime prevention success, and we see the Town as a crucial facilitator and connector in the network of local agencies focused on delivering safety and wellbeing improvements to our residents. We are also going to draw on best practice frameworks to implement some targeted, problem-prevention strategies. These strategies will be developed, implemented, and evaluated through the lifecycle of this safety plan, with the Town taking the lead facilitatory role in achieving these goals working in partnership with appropriate local stakeholders.

We know we cannot achieve these goals working on our own. Instead, we are planning to work with the community to make Hedland a safer and more resilient community over the next three years.

Peter Carter
Mayor

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Integrating this plan with other Town strategic documents

The interlink of the following strategic documents to community safety have been considered in the development of this plan.

- **Strategic Community Plan 2018-2028:** a ten-year plan that guides the future direction of the Town and every activity that it undertakes.
- **Corporate Business Plan 2023-2027:** a four-year plan supporting the strategic response in the strategic community plan, including community safety.
- **Community Development Plan 2022-2027:** Hedland is viewed as a safe community where all residents feel connected to people, place, and home.
- **Town of Port Hedland Youth Development Plan 2022-2025:** a three-year strategic plan with a focus on improving the safety of our young people through the development of youth specific community safety initiatives.
- **Ngalikuru Kuma Marri Plan 2023-2027** (to be adopted): Increasing recognition of the culture, history, challenges, and achievements of Aboriginal and Torres Strait islander people in Hedland and aligning actions on issues affecting the community.
- **South Hedland Place Plan 2022-2024:** place-based approach targeting the specific circumstances of a place, providing a roadmap for how the Town Centre should be activated, and possibly altered over a short- and medium-term period to generate a desirable place.
- **Economic Development and Tourism Strategy 2022:** access to quality social and community infrastructure, including, education, childcare, community facilities, and amenity contributing to the Town's liveability.
- **Access and Inclusion Plan 2023-2026:** a three-year plan providing safe and accessible community facilities, services, events, and open spaces that connect people.



Our Vision

Together, we create a thriving, resilient and inclusive future for our diverse community.

Our Mission

To guide the growth and development of the Hedland community, economy and environment through the provision of strong civic leadership, provision of high-quality services and facilitation of active community participation.



Understanding everyone's role in crime prevention and community safety

The Town's role in prevention and safety

It is important to define the Town's role and responsibilities within the broader structure of Government in Australia, as the responsibility for ensuring community safety is distributed across all three levels of Government.

The **Commonwealth Government** is tasked with guiding policy implementation for crime and justice. It addresses intricate issues in the context of crime prevention and community safety. Additionally, it allocates funds to support research projects and programs.

The **State Government** plays an integral role in the funding and delivery of crime prevention and community safety services and initiatives. These include the police, and emergency services, as well as administering social housing, education, and health services.

Local Governments play a crucial role in community safety and the Town recognises that it is a significant stakeholder with substantial capacity to positively contribute and influence Hedland's future. The Town has identified six possible roles that it can play, in achieving the community safety and crime prevention goals:

- 1 Advocate**
the Town acts as the leadership voice for the Hedland community, promoting community aspirations and needs to appropriate government agencies and industry/business stakeholders
- 2 Facilitator**
the Town 'opens doors' to enable community priorities to happen
- 3 Provider**
the Town delivers a range of services and facilities to meet community interests and needs
- 4 Funder**
the Town funds strategic initiatives, including local groups to further the aspirations of the community
- 5 Partner**
the Town forms strategic alliances and collaborative partnerships to further Hedland community aspirations, needs and priorities
- 6 Regulator**
the Town has legal responsibilities to ensure high standards in relation to a series of building, health and security issues

The broader responsibility for prevention and safety

The responsibility for sustainable, successful crime prevention strategy implementation depends on partnerships. Partnerships are crucial for the following reasons:

- Collaborative efforts to allow partners (such as police, community groups, and the Local Government) to pool their resources, knowledge, and expertise to tackle problems effectively.
- Local stakeholders feel empowered to take an active role in problem prevention, which can contribute to the development, implementation, and sustainability of crime prevention initiatives.
- Holistic solutions can be developed, with diverse stakeholders bringing unique perspectives and insights, which can foster innovative strategies that target underlying causes of problems and target multiple risk factors.
- Distributing responsibility across key stakeholders maximises the likelihood of prevention efforts continuing in the event of changes in leadership, funding, or partnerships.
- Resources can be optimised, making action more efficient and cost-effective, reducing duplication of work, and enhancing results.
- Data can be shared with partners able to exchange information, providing the optimal platform for evidence-based decision making and targeting resources where they are most needed.
- Ensuring that the social impact is understood by the community and incorporated into the prevention work that is being done.
- Flexibility and adaptability to emerging challenges is most likely when a team-based approach is developed.

These relationships are vital in sustainable strategy implementation, as they bring together diverse perspectives, resources and expertise, fostering collaboration and community engagement. By working together, stakeholders can develop effective, holistic, and adaptable approaches to reduce and prevent local problems.

All community members need to take responsibility for the role that they can play in ensuring the goals articulated in this plan are achieved. To this end, residents of the Town of Port Hedland are encouraged to play their part in maximising community safety and preventing crime by:



Getting to know their neighbours: social cohesion and community collaboration can help prevent crime through guardianship, passive surveillance, and informal social control.



Keeping an eye on vulnerable members of the community to ensure they are safe and included.



Taking advantage of locally available information that can enhance your awareness of local issues and reduce the risks of victimisation and injury.



Taking responsibility to report things that need actioning – from community maintenance and damage to public property through to crime.

What does the current data tell us about crime and safety?

Who are we? Our Hedland Community profile

Data from the 2021 Census captured a wide range of information relevant to Hedland's demographics, diversity, education, housing, income, and elements of community socio-economic disadvantage. This information informs the Town and its stakeholders in planning for improved community safety outcomes.

Census variable 2021	Town of Port Hedland	WA	Australia
Median age	32	38	38
ATSI population	18.6%	3.3%	3.2%
Households renting	66.7%	27.3%	30.6%
Households mortgaged	17.4%	40.0%	35.0%
University qualification	12.8%	23.8%	26.3%
Unemployment	3.5%	5.1%	5.1%
Families with one parent	14.3%	15.1%	15.9%
Households – 5 or more people	15.7%	12.5%	10.7%
Unoccupied private dwellings	23.6%	10.9%	10.1%
Completed Year 12 or equivalent	58.2%	66.4%	66.7%
SEIFA disadvantage (2016)	1,019	1,015	1,002
Median weekly household income	\$2,865	\$1,815	\$1,746
Place of residence 1 year ago (not Town of Port Hedland)	10.5%	0.9%	-
Multicultural community	18.8%	-	-

32 years
median age

WA & Australian median age: 38

\$2,865
median household weekly income

\$1,815 (WA), \$1,746 (Aust)

3.5%
unemployment

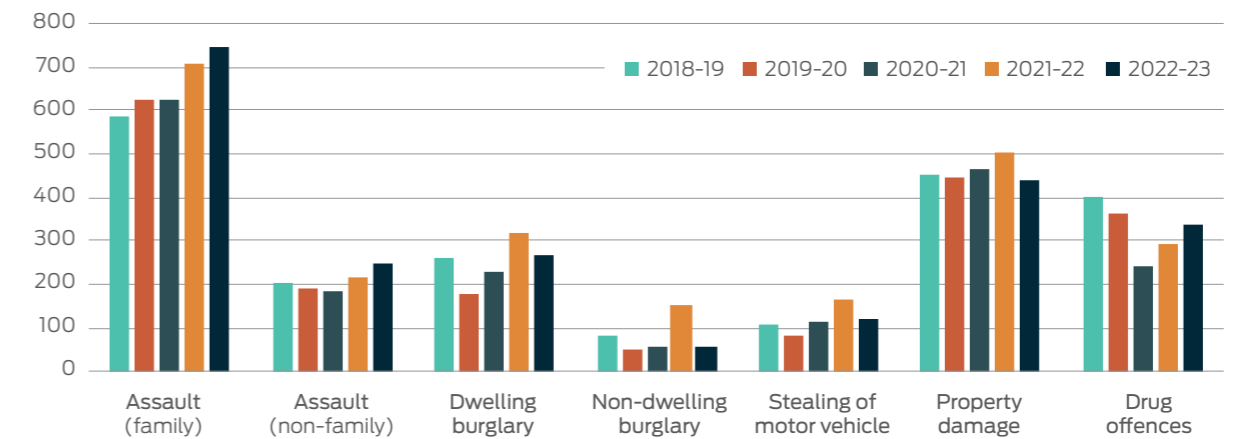
WA & Australia: 5.1%

58.2%
completed Year 12 or equivalent

66.4% (WA), 66.7% (Aust)

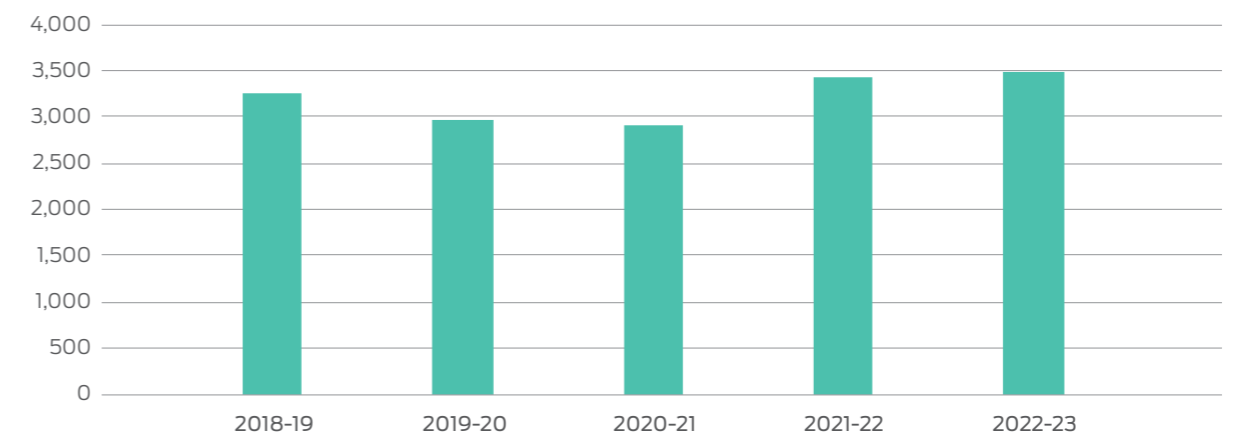
Insight available from local crime and safety data

Town of Port Hedland
5 year crime trends (by crime category)



Data in these figures represents police recorded crime data for the Town of Port Hedland. The total population in the Town of Port Hedland is estimated to be 16,978 people in 2023, which is about 23.4% higher than in 2016.

Town of Port Hedland
Total number of yearly offences recorded by police



It is important to recognise some limitations in public police recorded crime figures, including:

- There are other crime types that are not covered by police selected offences.
- Sub-categories exist within crime types that might highlight distinct crime issues.
- The specific location and time of crimes matters.
- The frequency of repeat offending and repeat victimisation (at both the individual and place level) matter.
- Proactive police work and targeted policing operations can have a direct influence on reported crime figures.

In addition to the police data, the *Hedland Community Health and Safety Survey 2022* provided further insight into local perceptions of crime and safety issues in the Town. Acknowledging that the survey results should be interpreted with caution given differences between the sample and the overall population in the area, respondents identified anti-social behaviour, unsafe streets and open spaces, burglary, and family and domestic violence as the most important community safety issues in the Town.

Emerging crime and safety trends evident in other Australian localities identify an increase in cyber-crime, online victimisation, package theft, and elder abuse. The Hedland community should be aware of these trends and remain vigilant.

Community safety priorities



This section outlines the Town's commitment to **four community safety priority areas**. Within each priority, strategic objectives are outlined, and relevant actions and performance measures are detailed.

Priority 1 Safer spaces and places

Our community strives to be a liveable and inclusive environment with accessible and safe public spaces, streets and surroundings

Strategic objectives	Actions	Measures	Timeline		
			Year 1	Year 2	Year 3
1.1 Maximising the utility of CCTV.	<ul style="list-style-type: none"> Provide local CCTV infrastructure, investment, and maintenance. 	<ul style="list-style-type: none"> Number of servicing and maintenance events of CCTV camera network. 	✓	✓	✓
	<ul style="list-style-type: none"> Partner with WA Police to strategically manage placement of CCTV and upgrading software. 	<ul style="list-style-type: none"> Increased presence of CCTV in council infrastructure. 	✓	✓	✓
	<ul style="list-style-type: none"> Fund the Home Safety & Security Rebate Scheme to increase coverage of local CCTV network. 	<ul style="list-style-type: none"> Number of Home Safety & Security Rebate Scheme applicants registered to CAM-Map WA. 	✓	✓	✓
1.2 Reducing graffiti vandalism.	<ul style="list-style-type: none"> Advocate for partnerships with appropriate property management entities for graffiti removal. 	<ul style="list-style-type: none"> Number of graffiti removal partnerships. Success of targeted efforts to reduce graffiti in repeat problem locations. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide awareness and encourage the reporting of graffiti through the Snap Send Solve phone application. 	<ul style="list-style-type: none"> Number of graffiti reports received. 	✓	✓	✓
	<ul style="list-style-type: none"> Continue to provide graffiti clean-up program. 	<ul style="list-style-type: none"> Volume, efficiency, and quality of graffiti removal. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide the Home Safety & Security Rebate Scheme. 	<ul style="list-style-type: none"> Number of residents accessing Home Safety & Security Rebate Scheme. 	✓	✓	✓
1.3 Increasing residents' home safety and security.	<ul style="list-style-type: none"> Advocate and raise awareness of the potential implementation of crime prevention through environmental design (CPTED) at residential properties. 	<ul style="list-style-type: none"> Implementation of CPTED by residents. Reductions in residential crime victimisation. 	✓	✓	✓

Strategic objectives	Actions	Measures	Timeline		
			Year 1	Year 2	Year 3
1.4 Ensuring clean streets and spaces.	<ul style="list-style-type: none"> Provide waste collection services for residents and businesses. 	<ul style="list-style-type: none"> Frequency and coverage of waste collection services, street sweeping, and litter collections across the community. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide street/footpath sweeping, litter collection, and recycling opportunities. 	<ul style="list-style-type: none"> Volume and frequency of engagement with recycling programs and initiatives. 	✓	✓	✓
1.5 Minimising needle-related health and safety issues.	<ul style="list-style-type: none"> Provide safe, discrete disposal units throughout community for needle users. 	<ul style="list-style-type: none"> Coverage and use of needle disposal units. 	✓	✓	✓
	<ul style="list-style-type: none"> Facilitate training for stakeholders to handle improperly discarded needles. 	<ul style="list-style-type: none"> Number of staff trained to handle improperly discarded needles. 		✓	✓
	<ul style="list-style-type: none"> Partner with health services to monitor and respond to needle-related issues. 	<ul style="list-style-type: none"> Reduction in reports of improperly discarded needles. 		✓	✓
1.6 Provision of ranger services to the community.	<ul style="list-style-type: none"> Provide core Ranger services and regulate local government by-laws. 	<ul style="list-style-type: none"> Ranger service delivery, response, and issue resolution. Reduction in local government by-law infringements. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide and partner to manage wildlife relocation and fire prevention. 	<ul style="list-style-type: none"> Number of wildfire relocation activities and fire prevention practices. 	✓	✓	✓
	<ul style="list-style-type: none"> Work in partnership with police to report suspicious activity. 	<ul style="list-style-type: none"> Number of suspicious activity reports to police by Rangers. 	✓	✓	✓
	<ul style="list-style-type: none"> Engage with the Eyes on the Street public safety campaign. 	<ul style="list-style-type: none"> Volume of reports to the "Eyes on the Street" platform. Promotional efforts to endorse platform and increase awareness. 	✓	✓	✓



Priority 2 Community education and capacity building

Our community is strengthened through education, awareness and collaborative engagement.

Strategic objectives	Actions	Measures	Timeline		
			Year 1	Year 2	Year 3
2.1 Enhancing road safety by collaborating with the community to promote safe driving, vehicles, roads, and speeds.	<ul style="list-style-type: none"> Facilitating the delivery of education programs relating to safe road use. 	<ul style="list-style-type: none"> Frequency of delivery of education programs relating to unsafe road use. 		✓	✓
		<ul style="list-style-type: none"> Number of road safety workshops and attendance held within the community. 	✓	✓	✓
		<ul style="list-style-type: none"> Enhanced community awareness about safe road use. 		✓	✓
	<ul style="list-style-type: none"> Continue to partner with Main Roads WA in the implementation of the 'Black Spots' program to address poor-quality road surfaces. Advocate for reduced unsafe road practices such as unsecured loads, speeding, and use of off-road vehicles in residential areas. 	<ul style="list-style-type: none"> Number of 'black spots' and poor-quality road surfaces upgraded/repaired. 	✓	✓	✓
		<ul style="list-style-type: none"> Adoption of traffic calming strategies. 	✓	✓	✓
		<ul style="list-style-type: none"> Reduction in incidents related to unsafe road practices. 	✓	✓	✓
2.2 Assist community reporting of safety hazards and disorder	<ul style="list-style-type: none"> Facilitate and advocate for the community to report issues such as vandalism, hazardous material, illegal dumping, littering, illegal parking, and abandoned vehicles, via the Snap Send Solve phone application. 	<ul style="list-style-type: none"> Utilisation of, and engagement with, the Snap Send Solve phone application. 	✓	✓	✓
		<ul style="list-style-type: none"> Efficiency of response to reports made to the Snap Send Solve phone application. 	✓	✓	✓
		<ul style="list-style-type: none"> Reduction in reoccurring reports of the same issue. 	✓	✓	✓
2.3 Promote responsible consumption of alcohol.	<ul style="list-style-type: none"> Advocate, partner, facilitate, and fund a range of measures to encourage responsible alcohol consumption including regulating licensing, supporting alcohol-free events, conducting community education and awareness campaigns, and offering addiction support programs. 	<ul style="list-style-type: none"> Frequency of alcohol-free events supported. 	✓	✓	✓
		<ul style="list-style-type: none"> Engagement with, or delivery of, education and awareness campaigns. 	✓	✓	✓
		<ul style="list-style-type: none"> Endorsement of addiction support programs. 	✓	✓	✓
2.4 Raising community awareness about safety and crime prevention.	<ul style="list-style-type: none"> Facilitate campaigns to raise community awareness about effective crime prevention strategies and methods to reduce crime. 	<ul style="list-style-type: none"> Increased community engagement and promotion of Town's approach and strategies. 	✓	✓	✓
		<ul style="list-style-type: none"> Number of information sessions and presentations delivered. 		✓	✓
		<ul style="list-style-type: none"> Enhanced community awareness and understanding of effective crime prevention strategies. 		✓	✓

Strategic objectives	Actions	Measures	Timeline		
			Year 1	Year 2	Year 3
2.5 Reducing theft of micro-mobility vehicles.	<ul style="list-style-type: none"> Advocate and facilitate bike registrations through the Bikelinc network. 	<ul style="list-style-type: none"> Engagement with Safe Cycles program and uptake of free bicycle locks. 	✓	✓	✓
		<ul style="list-style-type: none"> Reduction in micro-mobility vehicle theft incidents. 		✓	✓
	<ul style="list-style-type: none"> Provide free bike locks for new Bikelinc registrations. 	<ul style="list-style-type: none"> Increased recovery of lost/stolen micro-mobility vehicles. 		✓	✓





Priority 3 Meaningful partnerships and participation

Our community benefits from strong partnerships, aligned efforts and sharing of resources of key stakeholders and the broader community

Strategic objectives	Actions	Measures	Timeline		
			Year 1	Year 2	Year 3
3.1 Enhancing the Town's Environmental health.	<ul style="list-style-type: none"> Provide and partner with stakeholders to protect public health by conducting regular compliance inspections, responding to public concerns, and providing technical advice relating to facilities and site management. 	<ul style="list-style-type: none"> Volume and focus of reports made to Environmental Health Officers (EHOs). 	✓	✓	✓
		<ul style="list-style-type: none"> Compliance inspections conducted by EHOs. 	✓	✓	✓
		<ul style="list-style-type: none"> Reduction in non-compliance of regulations. 	✓	✓	✓
3.2 Undertaking hazard and emergency management planning and preparation.	<ul style="list-style-type: none"> Partner with stakeholders and facilitate implementation of emergency management plans for natural and man-made disasters, coordinating responses for evacuation procedures, emergency shelters, information dissemination, and recovery efforts in collaboration with State and Commonwealth agencies. 	<ul style="list-style-type: none"> Increased community preparedness through education and awareness campaigns. 	✓	✓	✓
		<ul style="list-style-type: none"> Response measures to hazard and emergency situations. 	✓	✓	✓
3.3 Delivering community services and amenities that benefit the community.	<ul style="list-style-type: none"> Provide programs that focus on connection, participation, and integration of children, young people, and families into the local community and culture. 	<ul style="list-style-type: none"> Frequency of programs. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide 24-hour gym access at two gyms, group fitness classes, and a range of sporting programs, competitions, and wellness activities throughout the year that cater to all interests, age groups, suiting all needs and abilities. 	<ul style="list-style-type: none"> Utilisation of leisure facilities. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide swim schools, lifeguard training courses, and other water safety programs at the Town's two public aquatic centres to reduce drowning incidents and other aquatic injuries. 	<ul style="list-style-type: none"> Participation in aquatic programs. 	✓	✓	✓
	<ul style="list-style-type: none"> Provide and partner with stakeholders to deliver free prosocial youth engagement activities at night, multiple times each week, including access to food. 	<ul style="list-style-type: none"> Frequency of relevant youth engagement activities and events delivered. 	✓	✓	✓
		<ul style="list-style-type: none"> Number of attendees at programs for youth. 			
<ul style="list-style-type: none"> Provide the Senior Adults Living Triumphant and the Older Wiser Library Seniors programs, both aimed towards reducing social isolation of senior residents. 	<ul style="list-style-type: none"> Frequency of programs or events targeting senior adults. 	✓	✓	✓	
	<ul style="list-style-type: none"> Number of attendees at programs for senior adults. 	✓	✓	✓	

Strategic objectives	Actions	Measures	Timeline		
			Year 1	Year 2	Year 3
3.4 Support family and domestic violence awareness initiatives.	<ul style="list-style-type: none"> Advocate, through internal process and external collaborations, for a respectful culture and provide resources to engage with local organisations. 	<ul style="list-style-type: none"> Utilisation of relevant campaigns. 	✓	✓	✓
		<ul style="list-style-type: none"> Engagement with educational materials. 	✓	✓	✓
	<ul style="list-style-type: none"> Ongoing advocacy and partnerships with community groups. 	<ul style="list-style-type: none"> Improved community awareness of prevention and support resources available for family and domestic violence. 	✓	✓	✓
3.5 Strengthening community collaborations and partnerships.	<ul style="list-style-type: none"> Partner with stakeholders to find effective solutions to complex local issues, with these relationships based on trust, transparency, and shared goals. 	<ul style="list-style-type: none"> Collaborate and contribute to improving outcomes driven through community groups and network initiatives. 	✓	✓	✓
		<ul style="list-style-type: none"> Engagement with Justice Reinvestment initiatives in community. 		✓	✓
3.6 Funding to improve the community.	<ul style="list-style-type: none"> Provide and fund community improvements, including crime prevention, skill development, partnerships, and pride-building projects. 	<ul style="list-style-type: none"> Number of grants applied for and awarded, and dollar-value of awarded grants. 		✓	✓
		<ul style="list-style-type: none"> Fund projects and identify specific impact metrics prior to implementation. 		✓	✓



Priority 4 Innovative response framework

The Town intends to become an advocator, facilitator, partner, and funder for new, targeted approaches in crime prevention.

Strategic objectives	Actions	Measures	Timeline
4.1 Scanning two local problems (identifying the problems)	<ul style="list-style-type: none"> Being specific and concise about the problem being addressed, and identifying the recurring harmful events that impact the community. 	<ul style="list-style-type: none"> Clarity about what problems are going to be the target of this approach. Ensuring key stakeholders are briefed on this problem-focused, novel approach. 	Months 1 to 3 of plan implementation
4.2 Analysing two local problems (understanding the problems)	<ul style="list-style-type: none"> Investigating responses to similar problems and developing hypotheses about the causes of the problems. Where possible, seek new data sources that provide deeper insight. Consider the sequence of events leading to the problem. Try to answer the what, where, when, who, why, and how of the problem. 	<ul style="list-style-type: none"> Answering the what, where, when, who, why, and how of the problems that are being addressed. Understanding why previous efforts may have been unsuccessful. Identifying, collecting, and analysing relevant data to give insight into the current rate of the problems. Analysing the sequence of events leading to the problem, understanding factors before, during, and after the problem occurs. 	Months 4 to 6 of plan implementation
4.3 Responding to the two local problems (novel, partnership-based, targeted intervention)	<ul style="list-style-type: none"> Simultaneously initiate appropriate and feasible intervention actions to increase the risk and effort involved, reduce the reward and provocations for crime, and remove the excuses for offending. Manage multiple interventions simultaneously to address the problem comprehensively and involve different stakeholders for shared responsibility. Crime prevention research has demonstrated the most sustainable interventions are those that move beyond a focus on apprehension or punishment and operate in partnership with non-crime agencies. 	<ul style="list-style-type: none"> Clearly defining the implementation process, along with relevant metrics, ensuring there are mechanisms that link the proposed interventions to the problem. Clearly articulating what successful implementation would look like with respect to the problem(s). Clearly defining the respective roles of the key partner agencies involved with the implementation. Anticipating and mitigating against the detrimental impact of potential barriers to successful implementation. 	Months 7 to 18 of plan implementation

Strategic objectives	Actions	Measures	Timeline
4.4 Assessing the results of the intervention (process and impact evaluation)	<ul style="list-style-type: none"> The assessment requirements for a process and impact evaluation of the interventions should be considered prior to commencing the Response phase. This will mean that the necessary data is being collected during implementation and that evaluation can commence after the first 12-months of intervention delivery. Clarity about what success would look like is crucial, as this influences what the baseline for the problem is prior to intervention and determines what needs to be measured before, during, and after the targeted changes are implemented. 	<ul style="list-style-type: none"> Process evaluation to ensure programs have been implemented as intended. Impact evaluations to determine whether the interventions have impacted on the problems as intended. Process evaluation to ensure programs have been implemented as intended. 	Months 19 to 24 of plan implementation

This section explains some important background to crime and criminality before explaining how this innovative response framework will operate.

• Important things to know about crime and criminality

Understanding the following points can help the community become more informed about crime and its underlying factors. This enhanced awareness and understanding will contribute to the development of effective strategies to address and deter criminal behaviour:

1. Crime is concentrated in specific areas: approximately 80% of crimes occur at just 10% of the locations where police respond. This pattern has been termed by Criminologists to be the Law of Crime Concentration at Place.
2. Certain individuals are more likely to be victims of crime: approximately 10% of the population experiences 74% of victimisation, and the most victimised 10% experiences around 35% of all incidents.
3. Prior victimisation increases the risk of future victimisation: people who have been victimised before are more likely to experience further victimisation in the future.
4. A small number of repeat offenders commit a significant portion of crimes. Around 10% of the population is responsible for 66% of all crime, and within the offender group, the most active 10% commit over 40% of the crime.
5. There is a strong correlation between being a victim and becoming an offender. Research shows significant overlap between individuals who have experienced victimisation and those who later engage in criminal behaviour.
6. Adverse childhood experiences are linked to both victimisation and crime. Experiences that fall within the categories of abuse, neglect, and household dysfunction can lead to negative health outcomes, risky behaviours, and an increased likelihood of engaging in criminal behaviour.
7. Children in care have a higher risk of ending up in the youth justice system. A significant proportion of young people under youth justice supervision were also in the child protection system. These children are also disproportionately likely to be Aboriginal.
8. Acquired brain injuries, including Foetal Alcohol Spectrum Disorder, can contribute to criminal behaviour. Research suggests these injuries may affect an individual's ability to understand cause and effect, potentially influencing their involvement in criminal activities.

• *Monitoring implementation of the Plan*

The Town is committed to informing the Hedland community on the progress of the Community Safety Plan by comprising undertaken initiatives, discernible impacts, and the evolving strategies delivered to enhance safety. To enable this, the Town will present an annual progress report to the Council throughout the duration of the Plan, as a means of measuring the outcomes that are outlined

in actions of Priority One, Two, and Three. To assess the success of each action, it is to be expected that there will be a varying nature of impact metrics and other considerations. By providing this overview to the Council, the Town aims to foster a collaborative dialogue and ensure that our shared commitment to community safety remains at the forefront of our collective efforts.

• *Rethinking and redefining the Town's role in prevention and safety*

In addition to the three priorities outlined above, in this iteration of the Community Safety Plan, the Town is going to adopt a problem-focused approach that targets the most significant two or three local crime and safety issues. This approach builds on the non-randomness of crime across time/space/people and the reasons why some people offend extensively. In seeking to focus community

safety and crime prevention goals on factors that the Town can manage, this iteration will implement the problem-oriented policing framework for developing and implementing targeted prevention strategies. The intent of this strategy is that the Local Government will become a facilitator for the implementation of a problem-focused approach to local crime and safety problems.

• *Brief background on problem-oriented policing*

The problem-oriented policing approach is an effective approach to prevent crime by focusing on specific issues through analysis, developing innovative solutions, and evaluating the effectiveness of the strategies that have been implemented. This approach has worked for over 40 years to reduce a wide range of crime problems and its success has not depended on detection, apprehension, or punishment of offenders. Meta-analysis has demonstrated this approach results in a 34% decline in

crime, achieved without displacing the crime and often having an extended positive impact beyond the focus of the targeted interventions. Problem-oriented policing is most effective and sustainable when nonconventional prevention strategies are partnership-based and do not rely exclusively on the criminal justice system. This approach suggests four stages for implementation: scanning, analysis, response, and assessment (SARA), with these stages expanded, below.

• *Implementing a problem-focused approach to local problems in the Town of Port Hedland*

The Town is committed to facilitating the implementation of the problem-focused framework to address predominate local crime and safety problems. As part of implementing this problem-focused approach, the Town will need to work with relevant local stakeholders to answer the following:

1. What are the problems that the community wants to address?
2. What has been done so far (and is not working)?
3. What mechanisms link the proposed interventions to the problem?
4. What does the delivery of the prevention strategy involve (clearly defining the implementation process, along with metrics)?

5. What would success look like?
6. Who are the key partner agencies that need to be part of a sustainable solution?
7. What are the potential barriers to successful implementation?

It is not possible within the Community Safety Plan to detail exactly what the problem focuses will be or how they will be responded to, but it is possible to commit to the process and allocate timeframes to the relevant stages, with a view to commencing interventions within 6 months of establishing the Community Safety Plan.

For each specific problem that is deemed to be a community priority for this approach, the intent would be to proceed in line with strategic objectives 4.1 through to 4.4.

Following this methodology, outcome data could be reviewed and synthesised within 24 months of commencing these targeted approaches. The results of these reviews will then enable the Town to determine if programs need to be adjusted and continued, redesigned, or if alternative problems have emerged as greater priorities in the face of implementation success.

It is important to explain that these problem-focused approaches are typically used when 'traditional' prevention responses have failed. Therefore, it is

unreasonable to expect quick and perfect fixes. Committing to this alternative, evidence-based process is unlikely to be linear and will probably involve multiple attempts. To maximise the possibility for success, the Town is committing to completing all four necessary steps (scanning, analysis, response, and assessment). The timelines for implementation will ensure it is not possible to jump directly to responding without clarifying and understanding the problem. Furthermore, the Town urges the community to avoid discarding the approach if it does not work after the first attempt. This framework is a way to find effective, sustainable solutions moving forward, relative to business as usual.

Additional free resources for interested residents

- Crime analysis for problem solvers in 60 small steps: <https://popcenter.asu.edu/content/crime-analysis-problem-solvers-60-small-steps>
- UK College of Policing, Crime Reduction Toolkit: <https://www.college.police.uk/research/crime-reduction-toolkit>
- Reducing crime podcasts by Jerry Ratcliffe: <https://www.reducingcrime.com/podcast>
- ASU Center for Problem-Oriented Policing: <https://popcenter.asu.edu/>
- Center for Evidence-Based Policing Matrix: <https://cebcp.org/evidence-based-policing/the-matrix/>
- Australian Institute of Criminology Crime Prevention: <https://www.aic.gov.au/subject/crime-prevention>
- Jill Dando Institute briefing notes on crime and security problems: <https://www.ucl.ac.uk/jill-dando-institute/study/jdibrief>



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