

COMMUNITY SERVICES

KEY STRATEGY ROAD MAP



shire of Ashburton
reef to range



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INTRODUCTION

With a robust economy and a strong recent track record of project delivery, particularly in a partnership model, the Shire of Ashburton is in an enviable position to support local community and economic growth.

The Shire has a Strategic Community Plan (2017-2027) in place which captures the community's vision and aspirations for the future. In order to achieve the outcomes of the Strategic Community Plan, supporting strategies are needed, these are referred to as "Issue or Areas Specific Plans".

These supporting strategies will in turn identify key opportunities and supporting projects and guide their 'initial project development' to 'shovel ready' packages – ready for funding, development, and delivery.

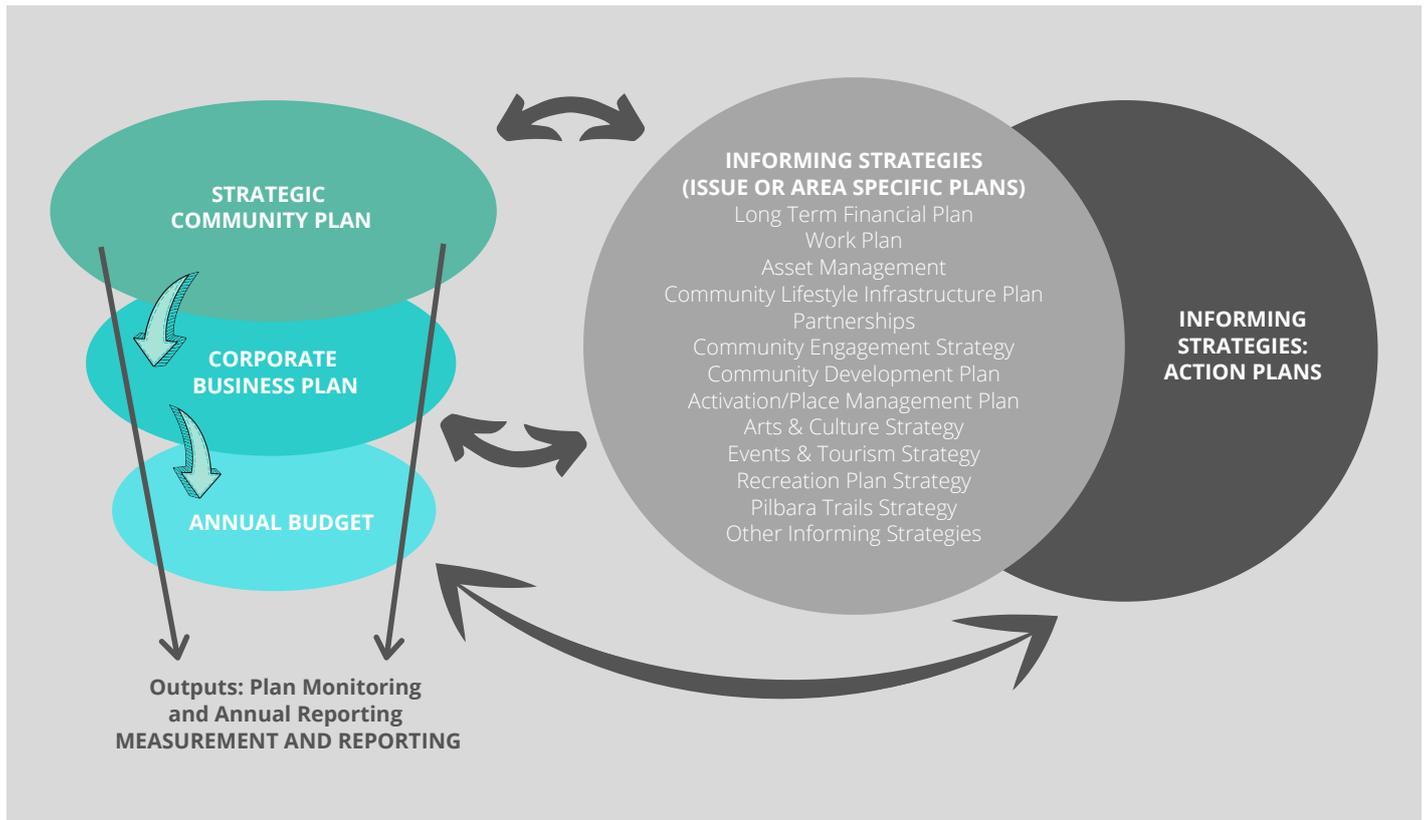
Key 'Community Services' related supporting strategies required to be developed include:

- Community Engagement Strategy
- Community Development Plan
- Activation/Place Management Strategy
- Reconciliation Action Plan
- Arts & Cultural Strategy
- Events and Tourism Strategy
- Recreation Plan Strategy
- Pilbara Trails Strategy – Regionally and Locally

This document provides a 'Project roadmap' which defines the scope, constraints and risks for each of the above, and the pathway for delivery.



INFORMING STRATEGIES



ROADMAP CONTEXT

The Shire's Strategic Community Plan (2017-2027) captures the Shire's vision:

"We will embrace our unique Pilbara environment and lifestyle through the development of vibrant, connected and active communities that have access to quality services, exceptional amenities and economic vitality" (page 9)

The plan acknowledges both traditional Aboriginal Australian heritage and development of townsites and industry since 1862.

"The land comprising the Shire of Ashburton has been home to Aboriginal Australians for millennia. Sustained by bonds of kinship, language, culture and connection to the land, the local Aboriginal people have demonstrated autonomy and innovation in adapting to a harsh environment. Council acknowledges the first custodians of this region, the richness of their culture and the responsibility of all Australians to respect Aboriginal heritage" (page 11)

The plan was developed with extensive community engagement and identifies that the Shire of Ashburton needs to be proactive in translating challenges into opportunities (page 25) through:

- Identifying opportunities for resource product value adding, to facilitate greater diversification of the local economy;
- Fostering other opportunities for economic diversification;
- Supporting small business;
- Investigating opportunities for local enterprise development; and
- Continuing innovative planning and building flexibility into provision of accommodation and facilities for visitors, residents, and workers.

Note: *The Strategic Community Plan is currently being reviewed and this document will be required to be amended once results and report is finalised.*



KEY STRATEGIES



IAP2 Core Values for the Practice of Community Engagement

Core Value	Indicators	Level of Quality			Evidence
		Rudimentary	Emerging	Exemplary	
1. Those affected have a right to be involved	<ul style="list-style-type: none"> Clear problem statement Decision making process clearly communicated Affected stakeholders have been identified 	No effort made to identify decisions to be made.	Engagement process intention identified. Decision maker identified. Sample of those affected participating in engagement	Emerging + successful engagement of hard to reach groups. Regular review and evaluation of project process.	<ul style="list-style-type: none"> Decision making framework developed. Challenges and decisions to be made are published
2. A promise that the public's contribution will influence the decision.	<ul style="list-style-type: none"> Appropriate level of engagement has been endorsed by decision maker. Level of stakeholder influence clearly communicated to stakeholders. 	No promise from project sponsor to participants	Commitment to the extent the outcome will be influenced by the engagement process.	High level of participation with those stakeholders most affected by the potential decisions.	<ul style="list-style-type: none"> Promise to participants. Level of engagement identified on IAP2 Spectrum. Sponsor aspirations clearly stated for engagement process.
3. Public participation promotes sustainable decisions.	<ul style="list-style-type: none"> Understanding of participants values and interests Engagement techniques identified to support interests and needs. 	No understanding of current concerns of participants	A range of techniques have been identified to encourage effective engagement	Barriers to participation have been identified & efforts made to overcome them	Techniques aligned to stakeholder interest and level of engagement.
4. Public participation seeks out participation of those affected by a decision	<ul style="list-style-type: none"> Participation opportunities enable contribution Thorough stakeholder analysis completed 	Unrealistic expectation from the sponsor	Existing resources and networks have been effectively utilized.	Stakeholder input sought for engagement methods. Project sponsor facilitated additional support resources	Blocks to participation have been identified and overcome.
5. Public participation seeks input from participants on how they participate.	<ul style="list-style-type: none"> Dialogue between representatives on the most suitable way of engaging participants. 	Assumptions on engagement techniques made without stakeholder dialogue.	Reasonable efforts have been made to seek feedback on the potential engagement processes with all stakeholder groups.	Project sponsor has enabled the participants to have a key role in determining the engagement processes and techniques.	Demonstrate how the stakeholders influenced the process for the project
6. Public participation provides participants with the information they need to participate.	<ul style="list-style-type: none"> A balanced set of information has been provided. Communication tailored for audiences and channels appropriately identified. 	Limited information provided to participants prior to the engagement process.	Balanced information provided reflecting all sides of the argument relating to the decision to be made.	Expert, objective and independent content has been openly made available to all participants.	The range, quality, format and timing of materials that are made available to inform participants in advance of the engagement process.
7. Public participation communicates how their input affected the decision.	<ul style="list-style-type: none"> Clearly demonstrate how participant input has influenced the process. 	Little of no feedback is offered or promised to participants.	All feedback is collated and made freely available to the participants	Opportunities are provided to explore the feedback in depth, discuss its implications and determine the future steps.	<ul style="list-style-type: none"> Statement of feedback promised to all participants. Processes identified for feeding back the results to the stakeholders.

COMMUNITY ENGAGEMENT

AIMS

- Identify relevant stakeholder groups in the community
- Identify the best way to engage with groups and individuals in the community in a range of different circumstances;
- Identify the way we can ensure genuine engagement with the community for every activity that we do, with sufficient time to effectively undertake each engagement;
- Develop a framework to support the following:
 - Set engagement requirements
 - Set principles that can deliver performance outcomes to ensure that engagement must be genuine, inclusive and respectful, fit for purpose, informed and transparent, and process must be reviewed and improved
 - Set methods to measure performance
- Identify best practice for the organisation by creation of staff training, elected member review and support by ELT (Executive Leadership Team)
- Provide templates and processes for the organisation
- Identify platforms for community engagement with social media;
- Be linked to the outcomes that are identified in the Marketing Strategy that is currently in development;
- Informing our elected members on the best engagement strategy to support community engagement on all levels; and
- Consider Partnership agreements that will also be supported by the Strategy for reporting and data analysis as per agreements.

CONSIDERATIONS

The strategy will give regard to Integrated Planning and Reporting (IPR) considerations and International Association of Public Participation (IAP2) 'Core Values for the Practice of Community Engagement' (see next page).

The Strategy will also give consideration to the high level of population mobility in the region; and the need for the Shire and partners to maintain project momentum to capitalise on opportunities for the region.

DELIVERABLES

An attractively presented document suitable for public distribution. Should include use of infographics and images for readability. The document will also have sufficient technical detail to address the aims and include:

- Introduction, purpose, vision and supporting objectives;
- Engagement - Strategic goals and our commitment;
- Community and stakeholder profile;
- Engagement approach/activities;
- Engagement method improvement tasks (actions), costs and time frames;
- Links to supporting information; and
- Internal Engagement Toolkit for employees to easily engage internal and external as required.

A key follow-on action of the Strategy will be development of a 'hands on' engagement guide which provides a practical resource for all aspects of engagement activity by Shire personnel.

SHIRE PRIORITY AND ADOPTION

Category 1 - Adoption by February 2021



COMMUNITY DEVELOPMENT PLAN

AIMS

- Be derived from sound engagement with our community building on our strengths;
- Define the concept of community development and how this is relevant for our community context;
- Clarify and define the Shire's role in community development;
- Identify existing resources and opportunities for local/ organisational skill development and ownership relating to community development;
- Identify Key Performance Indicators and projects, with associated costs, to achieve Shire and community aspirations relating to community development; and
- Link to CLIP, Community Engagement Strategy, Recreation Plan, Events & Tourism Strategies.

CONSIDERATIONS

The plan will give regard to best practice and be developed within community development research-based framework and identify opportunities for innovation to maximise the benefits in return for the Shire and partner investment (maximising leverage). Other considerations include:

- Embedding a sound understanding of what is a strong vibrant, community and how this applies to our region;
- Embracing diversity, inclusivity and community growth and maturity;
- Understanding the capacity for collective action to achieve the development of new projects, activities and other opportunities;
- Understanding the value of and embedding opportunities for local decision making, involvement and ownership across the spectrum of local activity;

- Building understanding of the links between a strong, highly functional community to long term Economic Prosperity; in Council, the business community, partners and local residents;
- The Plan will also need to give due consideration to the high level of population mobility in the region; and the need for the Shire and partners to maintain project momentum to capitalise on opportunities for the region.

DELIVERABLES

An attractively presented document suitable for public distribution. Should include use of infographics and images for readability. The document will also have sufficient technical detail to address the aims and include:

- Introduction, purpose, vision and supporting objectives;
- Region and 'Place' profile and engagement (Community development related);
- Community development - Strategic goals and our commitment;
- Community development KPI's, improvement tasks (actions), costs and timeframes;
- Links to supporting information;
- Existing resources and local skill development and ownership; and
- Links to supporting information.

SHIRE PRIORITY AND ADOPTION

Category 1 - Adoption by February 2021



ACTIVATION/PLACE MANAGEMENT

AIMS

The Shire of Ashburton's Activation/Place Management approach to service delivery recognises that the Shire is made up of four local communities (Places).

Planning for such a diverse area requires creative solutions. The main objective of the place approach is to ensure that the Shire is working as one in its planning and delivery of services, programs, and infrastructure unique to each Place. It shifts the focus from organisational outputs to community outcomes.

The delivery of the Activation/Place Approach is the responsibility of all Shire staff led by your local Place Management team.

The Activation/ Place Management Strategy will:

- Identify the Shire's vision and goals relating to Place Management;
- Identify community and stakeholder's aspirations relating to place activation and management;
- Identify existing resources and opportunities for local/ organisational skill development and ownership relating to place management;
- Identify Key Performance Indicators and projects, with associated costs, to implement a 'Place Led Approach' and achieve Shire and community aspirations relating to activation; and
- Link to CLIP, Recreation Plan, Events & Tourism Strategies.

Place management is: A coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources of those in the private, public and voluntary sectors.

www.placemanagement.org

CONSIDERATIONS

The strategy will give regard to best practice in relation to activation and place management, and in particular, identify opportunities for innovation to maximise the benefits in return for the Shire and partner investment (maximising leverage). Other considerations include:

- Ensuring connectiveness between towns and design elements/facilities within towns;
- Providing opportunities to for financial return to the Shire for re-investment;
- Optimising use of existing and future facilities, including but not limited to resource and space sharing;
- Integrating planning between places and facilities;
- Maximising broader economic development opportunities for the Shire and Region;
- Building community capacity; and
- Continuing to foster and grow individual Town identity within the greater Shire and regional context.

DELIVERABLES

An attractively presented document suitable for public distribution. Should include use of infographics and images for readability. Will have sufficient technical detail to provide the scope for each sub-project within the strategy.

- Introduction, purpose, vision/ community aspirations and place activation goals;
- Community and stakeholder profile and engagement;
- Region and 'Place' profile;
- Place activation and management KPI's, improvement tasks (action plan), costs and timeframes;
- Existing resources and local skills development and ownership;
- Links to supporting information; and
- Link to the SCP & CBP along with the CLIP.

SHIRE PRIORITY AND ADOPTION

Category 1 - Adoption by June 2021.

RECONCILIATION ACTION PLAN

AIMS

- Identify the Shire's vision and goals relating to reconciliation;
- Identify community and stakeholder's aspirations relating to reconciliation;
- Identify existing resources and opportunities for local/ organisational skills development and ownership relating to Reconciliation;
- Identify projects, with associated costs, to effectively continue the regions journey towards reconciliation;
- Develop TOR for the working group; and
- Work with local aboriginal stakeholders, state government agencies, mining sector and aboriginal corporations.

CONSIDERATIONS

The strategy will give regard to best practice and be developed within and with reference to the Reconciliation Australia framework: 'Reflect'; 'Innovate'; 'Stretch' and 'Elevate'. Other considerations (identified from www.reconciliation.org.au) include:

- Building and encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations, and the broader Australian community;
- Fostering and embedding respect for the world's longest surviving cultures and communities;
- Develop opportunities within the Shire and Region to improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities;
- Development and implementation through a tried and tested (RAP) framework, that is proven to drive reconciliation through practical actions; and
- Ensure more effective and relevant service delivery to Aboriginal and Torres Strait Islander peoples and communities

DELIVERABLES

An attractively presented document suitable for public distribution. Should include use of infographics and images for readability. The document will have sufficient technical detail to provide the scope for each sub-project within the strategy and include:

- Introduction, purpose, vision/ community aspirations and reconciliation goals;
- Community and stakeholder profile and engagement;
- Reconciliation actions, deliverables, costs and timeframes;
- Existing resources and local skill development and ownership;
- Links to supporting information;
- Identify actions and budget allocations including partnership programs; and
- Identify the current stakeholders and their delivery of service to the region and identify any areas of improvement.

SHIRE PRIORITY AND ADOPTION

Category: 1. Adoption by December 2021

Note: The terms 'Reconciliation Action Plan' and 'RAP' are 'valued trademarks' of Reconciliation Australia. Reconciliation Australia state "We are proud to share the RAP logo with organisations that work with us through our feedback and quality assurance process to develop a RAP that meets quality requirements."
www.reconciliation.org.au

ARTS & CULTURAL STRATEGY

AIMS

- Responds to important messages we have heard from the community, builds upon our strengths, and cement our commitment to arts and culture for the future.
- Identify how arts and cultural programs can support greater community engagement thereby strengthening the overall social, cultural and economic development of the region;
- Guide the Shire's investment in building community arts and cultural capacity and implementing key projects; and
- Ensure that's Council's arts and cultural offerings are in line with community need and industry best practice.
- This Strategy is concerned with arts and cultural activities expressed in the known forms of visual arts, music, theatre, performance, literature, public art, design, digital arts, film and craft, as well as the unknown and undefined forms.

CONSIDERATIONS

The strategy will give regard to best practice and be developed within a research based framework and identify opportunities for innovation to maximise the benefits in return for the Shire and partner investment (maximising leverage). Other considerations include:

- Recognising that a creative community concept is inclusive of all arts forms, and also has a broader reach to include professions such as architects, engineers, town-planners, landscapers, performers, artists musicians and all those who are creative in their life and work;
- Ensuring art and cultural linkages to the actions within all other relevant strategies, relating to both culture and built form "Art and culture is within all places and people";
- Recognises the role the arts play in developing social wellbeing across all age levels and abilities;

- Recognises opportunities to showcase our places, diversity and strong heritage;
- Recognises the role of Art and Culture in promoting community resilience and recovery in times of crisis;
- Maximises opportunity for sustained economic development through a range of Art and Culture initiatives and approaches; and
- Identifies opportunities for financial return to the Shire for re-investment.

DELIVERABLES

An attractively presented document suitable for public distribution. Should include use of infographics and images for readability. Will have sufficient technical detail to provide the scope for each sub-project within the strategy.

- Introduction, purpose, vision/ community aspirations and Art and Culture related goals;
- Community and stakeholder profile and engagement;
- Region and 'Place' profile (Art and Culture focus);
- Existing resources and local skill development and ownership;
- Art and culture KPI's, improvement tasks (action plan), costs and timeframes. This will include opportunities linked to Tourism & Economic Strategy; and
- Links to supporting information.

SHIRE PRIORITY AND ADOPTION

Category1 - Adoption by June 2021.



EVENTS AND TOURISM STRATEGY

AIMS

- Identify the Shires vision and goals relating to events and tourism;
- Identify community and stakeholders; aspirations relating to events and tourism;
- Identify existing resources and opportunities for local/ organisational skills development and ownership relating to events and tourism; and
- Identify Key Performance Indicators and projects, with associated costs, to achieve Shire and community aspirations relating to events and tourism.

CONSIDERATIONS

The strategy will give regard to best practice and be developed within a research based framework and identify opportunities for innovation to maximise the benefits in return for the Shire and partner investment (maximising leverage). Other considerations include:

- Identify both existing and emerging opportunities to target new markets. Driving demand: increasing the desirability of the Shire of Ashburton region as a travel destination, inspiring more people to visit, stay longer and spend more;
- Working collaboratively – to effectively work together with and build collaboration amongst our stakeholders to grow tourism in the region;
- Supporting our tourism industry to enhance and continually improve the visitor experience – ensuring every visitor has a positive, memorable experience and building the experience base in the Shire of Ashburton;
- Using events to drive visitation – to make visiting the Shire of Ashburton a year-round proposition for leisure travellers.
- A sound understanding of markets, product and service delivery; continually maturing consumer needs and wants; and sustainability;
- Optimising use of community and partner facilities and resources;
- Maximising economic development opportunities including for financial return to the Shire for reinvestment and continual growth;

- Building a strong understanding of the value of the tourism industry among Council, the business community, partners, and local residents.

DELIVERABLES

An attractively presented document suitable for public distribution. Will use infographics and images to enhance readability. Will have sufficient technical detail to provide the scope for each sub-project within the strategy.

- Introduction, purpose, vision/ community aspirations and events and tourism related goals;
- Community and stakeholder profile and engagement – including existing resources and local skill development and ownership;
- Region and 'Place' profile (events and tourism related);
- Events and tourism KPI's, improvement tasks (actions), costs and timeframes;
- Methodology to encourage local business, partnerships and residents to provide support and lead on the strategy.
- Links into the Tourism and Economic Development Strategy; and
- Links to supporting information.

SHIRE PRIORITY AND ADOPTION

Category 1 - Adoption by February 2021



RECREATION PLAN STRATEGY

AIMS

- Identify the Shires vision and goals relating to sport and recreation;
- Identify community and stakeholder's aspirations relating to sport and recreation;
- Identify existing resources and opportunities for local/ organisational skill development and ownership relating to sport and recreation; and
- Identify Key Performance Indicators and projects, with associated costs, to achieve Shire and community aspirations relating to sport and recreation in the Shire.

CONSIDERATIONS

The strategy will give regard to best practice and be developed within a sport and recreation industry and research based framework and identify opportunities for innovation to maximise the benefits in return for the Shire and partner investment (maximising leverage). Other considerations include:

- A sound understanding of the physical, mental, emotional, cultural and long-term benefits of regular participation in appropriate sport and recreation activities;
- Building community capacity and a strong understanding of the value of the sport and recreation industry among Council, the business community, partners, and local residents;
- A sound understanding of the role local government can and should play in sport and recreation provision;
- Commitment to ensuring provision is appropriate to real need;
- Ensuring sport and recreation linkages to the actions within all other relevant strategies;
- Optimising use and shared use of Shire, community and partner facilities and resources;
- Maximising economic development opportunities including for financial return to the Shire for reinvestment and continual growth;

- Understanding risk and ensuring appropriate provision, sustainable funding streams, with sound contingency planning;
- Identifying areas of infrastructure, renewal assets and long term development as identified in the LTFFP;
- Investing in outdoor recreation programs, facilities and infrastructure and providing access to places and spaces, to meet the demands of diverse user groups;
- Enhancing the skills, capacity and capability of the outdoor sector to provide safe, enjoyable outdoor recreation experiences and keep pace with growing demand; and
- Motivating all stakeholders to act to increase participation, to encourage diversity and ensure access to outdoor recreation for people of all ages, backgrounds and ability.

DELIVERABLES

An attractively presented document suitable for public distribution. Will use infographics and images to enhance readability. Will have sufficient technical detail to provide the scope for each sub-project within the strategy.

- Introduction, purpose, vision/ community aspirations and sport and recreation related goals;
- Community and stakeholder profile and engagement;
- Existing resources and local skill development and ownership;
- Region and 'Place' profile (sport and recreation related);
- Club Development, Community Services, Property and Facilities and Leasing/Licensing business units to support and develop achievable outcomes;
- Sport and recreation KPI's, improvement tasks (actions), costs and timeframes; and
- Links to supporting information.

PRIORITY AND ADOPTION

Category 1 - Adoption by December 2021 - aligned with CLIP and AMP.

PILBARA TRAILS STRATEGY

AIMS

- Identify the Shire's vision and goals relating to trails;
- Identify community and stakeholder's aspirations relating to trails;
- Incorporate (as an appendix) an asset management snapshot of current Shire trails as well as information relating to trails managed by other entities;
- Identify existing resources and opportunities for local/ organisational skill development and ownership relating to Trails; and
- Identify Key Performance Indicators and projects, with associated costs, to achieve Shire and community aspirations relating to Trails planning, development, and management.

CONSIDERATIONS

- Ensuring the trail network design is based on soundly researched need and market demand;
- Ensuring development of a high-quality trails network, delivering social, economic and tourism related benefits to the community;
- Ensuring maximum value for money and return on the Shires investment through highly effective planning, design and management;
- Optimise governance and management structures across local government, trail landowners and stakeholder groups to ensure the region is positioned as a trails' destination and the impact of all stakeholders resources are maximised;
- Where possible maximising economic development opportunities including for financial return to the Shire for reinvestment and continual growth; and
- Understanding risk and ensuring appropriate provision, sustainable funding streams, with sound contingency planning.

Deliverables

An attractively presented document suitable for public distribution. Should include use of infographics and images for readability. The document will have sufficient technical detail to provide the scope for each sub-project within the strategy and include:

- Introduction, purpose, vision/ community aspirations and trails related goals;
- Community and stakeholder profile and engagement;
- Region and 'Place' profile (trails related), includes an asset management snapshot of current Shire trails – type, length, construction, condition, renewal value, required and actual annual maintenance costs. Includes capturing the type, length and location of other entity managed trails, subject to their cooperation;
- Existing resources and local skill development and ownership and identify key stakeholders to assist with delivery of trails within the local and the regional sectors;
- Link into local and regional tourism and economic groups;
- Collaboration with Department of Sport and Recreation, cultural and industry and with the Pilbara Trails Advisory Group;
- Trails KPI's, improvement tasks (actions), costs and timeframes; and
- Links to supporting information.

SHIRE PRIORITY AND ADOPTION

Category 1 - Adoption by December 2021

HIGH LEVEL RISK ASSESSMENT

Risk	Current Risk Rating	Mitigation / Control	New Risk Rating
Insufficient community buy-in and activation	High (12)	Prepare Community Engagement Strategy first and utilise that Strategy for development of the Pilbara Trails Strategy	Low (3)
Negative public perception (that the Shire will not achieve the Strategy)	High (12)	PR (Public relations) as part of engagement	Low (3)
Do not issue the appropriate/ sufficiently comprehensive scope	High (12)	Research best practices strategies and use in scope Ensure appropriate peer review/ technical advice	Low (3)
Selected consultant does not deliver quality/fit-for-purpose	Moderate (9)	Ensure sound selection, engagement, and contract management process	Low (3)
Community do not approve of the final plan	Moderate (9)	Ensure sufficient engagement and PR in developing strategy to appropriately involve community	Low (3)

NEXT STEPS

The following process is recommended for implementation of the community services road map:

