

# STRATEGIC COMMUNITY PLAN

2017 – 2027

2019 Desktop Review

# LIVING LIFE



shire of Ashburton  
reef to range





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*"The Shire of Ashburton  
respectfully acknowledges the  
traditional custodians of this land."*



# 1. Foreword



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**The Shire of Ashburton is comprised of diverse towns and communities that stretch across pristine coastal and inland Pilbara environments. Our communities consist of people from a range of backgrounds whom enjoy the economic and employment opportunities on offer, while also relishing the unique lifestyle that this part of the world provides.**

The Shire of Ashburton has the responsibility as a Local Government Authority to effectively plan for the future interests of the communities it serves, to create vibrant places to live life. The Strategic Community Plan 2017-2027 has been updated as a result of a desktop review of the 2017-2027 Plan, and seeks to provide a clear direction for the future advancement of the Shire, its towns and communities. The 2017-2027 Plan represented a full review of the 2012-2022 plan. The 2017-2027 Plan was informed by consultation with the community, relevant stakeholders and elected members.

This desktop review continues to provide a holistic approach to planning for the future development and growth across the Shire, while recognising and responding to the distinctive nature of each town and community. In reviewing and updating this plan, the Shire has endeavoured to reflect and respond to community needs and aspirations, whilst also considering the resources available to deliver quality services and facilities.

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**The Shire's Living Life - Strategic Community Plan 2017 to 2027 Desktop Review continues to capture the views of our diverse community, our vision for the future, our planning imperatives and provides direction for the next decade.**

The consultation process undertaken included community focus groups in each town, interviews with key stakeholders and a comprehensive community survey. This enabled a robust review of progress in meeting the priorities identified when the plan was originally formulated in 2012. The consultation reinforced the importance of a number of existing directions and identified others to be addressed in coming years.

The Shire recognises that it must work closely with the community and stakeholders to enhance our engagement processes in order to build their enthusiasm, ownership and the capacity so that the Shire and these groups can deliver the plan in partnership.

Our Elected Members and Shire Officers are committed to generating positive outcomes for all ratepayers, businesses and residents through the delivery of the best possible services and infrastructure that will ensure we have liveable and connected towns and communities.

This plan provides the direction we need to achieve this. We will continue to monitor progress towards the identified objectives and strategic directions to ensure tangible and sustainable outcomes are delivered.

Where some aspirations might be beyond the scope of Council, we are committed to advocating and responding to them in a way that can make a positive difference to our communities.

This plan belongs to everyone and I would like to recognise and sincerely thank all the stakeholders, community members and staff who contributed to its development. Your belief in building strong and unique communities and a responsive and well governed Shire is greatly appreciated.

I invite you all to read this document and encourage you to partner with us to positively influence the development of your community over the next decade.

**Kerry White**  
SHIRE PRESIDENT



## 2. Purpose of this Strategic Community Plan



**In 2010, the Department of Local Government and Communities introduced the Integrated Planning and Reporting Framework and Guidelines for all Local Governments in Western Australia. The framework aims to ensure the integration of community priorities into strategic planning for Councils.**

A key facet of the Integrated Planning and Reporting Framework and Guidelines is the production of a ten year Strategic Community Plan. The Strategic Community Plan is a long-term overarching document that sets out our community's vision and aspirations for the future. It also sets out the key strategies and actions required to achieve these aspirations. Councils are expected to prioritise community aspirations giving consideration to social, economic and environmental objectives, as well as factors such as demographics and land use. In essence, the purpose of a Strategic Community Plan seeks to:

- Identify and acknowledge community aspirations and priorities;
- Provide an opportunity for participation by the community in decision making processes;
- Coordinate decision making and the use of resources of the Shire and other organisations working with and in the community;
- Provide a long term focus for the delivery of facilities and services by the Shire and other organisations; and
- Provide a basis for accountability.

The Shire's inaugural Strategic Community Plan was developed in 2012, with a desktop review being conducted in 2015. In 2017, the Shire undertook a full review of the original plan and a further desktop review has now been undertaken in 2019. The 2019 review seeks to update important statistics as well as assessing how the Shire is tracking with the directions as outlined in the original 2017-2027 plan.

This Strategic Community Plan informs the development of a Corporate Business Plan, which describes the specific strategies and actions that will be implemented to realise the Shire's vision, goals and directions.

Resourcing implications are modelled in a Long Term Financial Plan and workforce implications are addressed in the Shire's Workforce Plan. The Shire manages a number of assets and the process for doing this is described in the Asset Management Plan. An annual planning cycle is also undertaken that consists of the Annual Budget, monitoring implementation, and the Annual Report.

## INTEGRATED PLANNING AND REPORTING FRAMEWORK



An aerial photograph of a river and coastal area. A boat is moving through the water, leaving a white wake. The shoreline is sandy and has some green vegetation. In the background, there are some buildings and a parking lot. The sky is blue.

# 3. Our Vision



*We will embrace our unique Pilbara environment and lifestyle through the development of vibrant, connected, inclusive and active communities that have access to quality services, exceptional amenities and economic vitality.*





The background of the page is a complex, colorful abstract pattern. It features a mix of organic and geometric shapes in shades of yellow, red, green, and black. A prominent blue rectangular box is positioned in the upper left, containing the section header. The overall aesthetic is reminiscent of traditional Indigenous Australian art.

## 4. Our Commitment to Aboriginal Australians



**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.





An aerial photograph of a community in a dry, hilly landscape. In the foreground, there are several small, single-story houses with various roof colors (white, blue, brown). A paved road runs through the middle ground. Beyond the road is a large, green sports field with a red running track. To the left of the field, there are some trees and a small building. In the background, there are more houses and a larger building, possibly a school or community center. The sky is clear and blue.

# 5. Our Evolving Communities



## A LARGE AND DIVERSE SHIRE

**The Shire of Ashburton is a local government area located in the spectacular and ancient Pilbara region of Western Australia. Comprising 105,647km<sup>2</sup> from ‘reef to range’, it is big – almost half the size of Victoria.**

The main centres of population are the administrative centre of Tom Price and the towns of Onslow, Pannawonica and Paraburdoo. The decommissioned town of Wittenoom also falls within the Shire’s boundaries. The Shire also encompasses the Aboriginal communities of Bindi Bindi, Wakathuni, Bellary, Youngaleena and Ngurawaana.

The Shire population was estimated to be 10,951 in 2015.

Our towns and communities are comprised of:-

### Tom Price

- Town established in 1966
- Main industries - Iron ore mining, tourism
- 2,956 residents\*

### Paraburdoo

- Town established in 1970
- Main industries iron ore mining
- 1,380 residents\*

### Onslow and Pannawonica

- Onslow Town gazetted in 1885  
Onslow main industries - gas extraction, salt, tourism, fishing
- Pannawonica town established in 1972  
Main industries iron ore mining  
Majority of services and infrastructure still managed by Rio Tinto Iron Ore
- Onslow residents - 857\* (population can swell to 3,000 - 4,000 during high season)
- Pannawonica residents – 695\*

### Pastoral / Tablelands

- Main industries – Pastoral and Mining
- 7,318 residents\*

In addition the following estimated populations exist in Aboriginal communities\*\*.

- Bindi Bindi – 120
- Wakathuni – 75
- Bellary – 50
- Youngaleena – 50
- Ngurawaana – 30

\* Usual residents –2016 Census data

\*\* Population figures are approximate and mainly reported by individuals working in the communities. Remote community populations can fluctuate due to people movements

## OUR PROUD HERITAGE

After tens of thousands of years of occupancy by Aboriginal Australians, colonial pastoralists moved into the Ashburton region following exploration by Frank Gregory in 1862. A shipping enterprise established at the mouth of the Ashburton River to service wool output in the area led to the gazettal of the Onslow town site in 1885, and the Ashburton Road Board was established there in 1887.

In 1888, proclamation of the Pilbara Goldfield brought many small-time prospectors to the region, and gold was discovered on the Ashburton River in 1889. The Ashburton Goldfield was a modest producer relative to other Western Australian goldfields, but among its consequences was an increase in government investment at Onslow. The port grew busier over the ensuing decades and, by the outbreak of the 1914-18 war, four shipping companies were making regular calls. Cyclonic weather gave rise to a cycle of battering down, destruction and reconstruction, but the Onslow community proved resilient and retains that character today.

In the 1930's Wittenoom became one of the first areas in WA to be the focus of large scale, industrial mining. Wittenoom was established as a private town in 1947. It grew to become the Pilbara's largest town in the 1950's before the associated blue asbestos mine was closed in 1966.

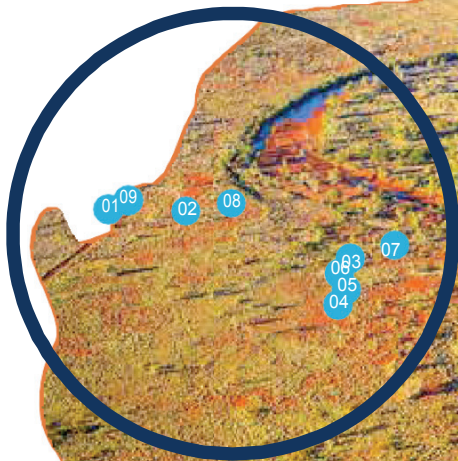
The Ashburton Road Board area became the Shire of Ashburton in 1961, and its council merged with the Tableland Shire Council in 1972 to form the Shire of West Pilbara. This was an exciting period for the region, witnessing the commencement of iron ore mining at Mount Tom Price in 1966, the establishment of Tom Price as a private town in 1967 (not gazetted until 1985) and the gazettal of Pannawonica and Paraburdoo in 1972 also as private towns.

Iron ore put the entire region firmly on the world's resources map. The Shire of West Pilbara was renamed the Shire of Ashburton in 1987, with Onslow retaining its mantle as chief administrative centre until the transfer of the council to Tom Price in 1990.

In the 21st century, the demand for iron ore and the development of offshore gas reserves promise the Shire continued economic opportunity, despite the recent resource sector challenges.



- 1 Onslow
- 2 Pannawonica
- 3 Tom Price
- 4 Paraburdoo
- 5 Bellary
- 6 Wakathuni
- 7 Youngaleena
- 8 Ngurawaana
- 9 Bindi Bindi





## 6. Partnering for Success





**Since the drafting of the Shire’s inaugural Strategic Community Plan in 2012, a range of essential infrastructure and community services projects have been delivered in partnership with industry and government to supply community infrastructure and town upgrades. The Shire was able to secure funding for several major projects from this source.**

The Pilbara Development Commission’s Regional Blueprint recognises the role of the Shire of Ashburton in coordinating investment in much needed infrastructure and services to support more liveable urban centres in Ashburton’s towns, to attract people wanting to live and work in the region.

Unfortunately, the downturn in the iron ore industry in recent times has seen a reduction in mining revenue to Government due to lower commodity prices. This has seen a flow through effect and subsequent tightening of funding available through the State Government’s Royalties for Regions program and other sources.

It has also impacted on the populations within the Shire’s inland towns.

Despite these challenges a number of significant projects and outcomes have already been delivered from the inaugural plan that was devised in 2012. These include:-

- Onslow
- Pannawonica
- Paraburdoo
- Tom Price
- Aboriginal Communities
- Other



## ONSHOW

- Development of a new airport– with direct flights from Perth
- Multi-Purpose Courts and Centre
- Playground/Water spraypark
- Increase early childhood services and facilities
- Increased water availability to support residential development
- Staffing and activation of the Multi-Purpose Centre
- Caravan Park upgrade
- Skate park
- Community swimming pool

In addition construction of the new \$42million Onslow Health Service (hospital) funded by State Government and Chevron has been completed, that includes an expanded three-bed emergency department; six-bed inpatient facility; and a new digital imaging department, with a dedicated pathology collection room. There will also be world-class telehealth links for rapid video access to emergency specialists in Hedland, Karratha and Perth.



## PANNAWONICA

- Upgrade and expansion of activities at the Youth Centre
- Activation of sport and recreation facilities



## PARABURDOO

- New Childcare Centre with after school care
- Redevelopment of a state of the art skate park, inclusive of junior activities
- Town Centre upgrades – including the shopping mall carpark and new streetscape
- Parenting room in shopping mall
- Visitor information bay and toilets (due to be completed in late 2019)
- Upgrade to shopping centre surrounds
- \$15M Community Sporting Hub (associated with an upgrade to the swimming pool)
- New softball diamond and dog park (due to be completed in late 2019)





## TOM PRICE

- Release of residential land in Tom Price for development
- Upgrades to Clem Thompson Memorial Oval including a new sports pavilion and a shared-use club-house facility for sporting clubs
- Revitalised sports stadium
- Upgrades to the skate park
- Upgrades to the shopping mall
- Upgrades to the public toilets
- Upgrades to public open spaces in the town centre to provide quality civic and event spaces and parks suitable for families and youth
- Upgrades to Tom Price Swimming Pool
- Increased opening hours of the swimming pool and implementation of activation programs

## ABORIGINAL COMMUNITIES

- Discussions have been undertaken with Aboriginal communities to determine how services can be provided, even though the Shire does not have responsibility for their services nor receive rates from these communities

NOTE: The future of Aboriginal Communities is currently under review by the WA State Government. Until such time as a clear direction is provided, the Shire will continue with the current level of service.



## OTHER

- Improved road standards between towns
- Infrastructure improvements - drainage, footpaths, curbing



## 7. Serving Our Community





**The Shire of Ashburton recognises the importance of working with our community and stakeholders to develop a vision and plan for its future. It's all about putting our heads together to take stock and think ahead.**

The Shire is governed by nine Councillors elected by the local community. Councillors seek to understand local aspirations and concerns, and lead the Shire to ensure effective delivery of its plans.

The Shire of Ashburton works hard to ensure the balanced physical, social and economic development of local communities. It is the Shire's role to:

- Lead boldly and plan effectively
- Understand changing global and local contexts
- Listen to, and be fully informed on local issues
- Balance the competing demands of the local environment, economy and community
- Ensure equitable allocation of community resources
- Foster civic pride, respect and cooperation
- Forge partnerships to ensure the affordable and equitable delivery of local projects, programs and infrastructure
- Cooperate regionally and broadly with Government to ensure effective intergovernmental relations



**Kerry White**  
Shire President



**Cr Douglas (Doug) Diver**  
Deputy Shire President, Tom Price Ward



**Cr Douglas (Ivan) Dias JP,**  
Paraburdoo Ward



**Cr Peter Foster JP,**  
Tom Price Ward



**Cr Matthew Lynch**  
Tom Price Ward



**Cr Linton Rumble, JP**  
Paraburdoo Ward



**Cr Melanie Gallanagh**  
Pannawonica Ward



**Cr Jamie Richardson**  
Tableland Ward



**Cr Rory de Pledge**  
Ashburton Ward

## 8. Recent Challenges





**Much has changed in the seven years since the original version of this plan was produced in 2012. While the pastoral industry, with some of Australia's largest cattle stations being located in the Shire, remains robust– there has been significant changes in the resources sector which has impacted the towns and communities within the Shire – all of which are host communities to major resource sector projects.**

At the time of developing the original plan in 2012 it was envisaged that resource projects would generate a significantly increased population and enhanced economic growth.

This predicted impact has been most evident in Onslow with the continued construction of the Chevron's Gorgon and Wheatstone LNG Projects and the operationalising of BHP Billiton's Macedon Gas Project. These projects have resulted in significant government and industry investment in key infrastructure, state of the art community facilities and the revitalisation of the town's housing stock. Currently a large Fly In Fly Out (FIFO) population is housed on the outskirts of the town and with the development of the new airport to service a high transport demand, regular direct flights to the town are now available.

With Chevron's Wheatstone Project to be operational within the next eighteen months, this will provide a new challenge for Onslow and the Shire in how to best adapt to there being less workers accessing the town and a potential decrease in demand for air travel and a likely lower level of social investment from the resource sector. Additionally the Shire will need to manage and maintain a suite of new facilities that have been developed in the last five years.

Paraburdoo, Tom Price and Pannawonica which have economies that are dominated by servicing the iron ore industry have been affected by the global downturn in the minerals sector that has continued since 2014. This has resulted in retrenchments of workers and some families having to move from the towns. This has

impacted the social fabric of these communities, in particular Paraburdoo where the largest impacts were felt. Some residents who were proactive community members and volunteers of clubs and groups have subsequently left the region. Additionally some services have been impacted with partners of workers who provided key services via local employment also leaving town. A number of small businesses have also closed or relocated to other towns.

The economic reality has resulted in some workers choosing to relocate their family to Perth, while they maintain a self-funded FIFO lifestyle, in order to insure against the potential family impacts of the risk of further retrenchments.

This downturn has impacted the psyche and confidence of some members of the community, who have expressed the need for a renewed focus on community development to build stronger communities.

Early 2019 has seen a Bill put before parliament to propose an Act to facilitate the closure of the former Townsite of Wittenoom by providing for the compulsory acquisition of land. This would also include the removal of all remaining houses and structures within the townsite.

Asbestos contamination, and the risks to public health and safety, extend beyond the immediate townsite and the Shire of Ashburton continues to lobby both the State Government and the Opposition to establish a cooperative approach to dealing with these issues.

## 9. Harnessing Opportunities





**Stakeholders and community have provided clear feedback that greater attention is needed to support the diversification of the economy, in particular harnessing the opportunity that tourism provides via improved access to pristine and unique environments and landforms.**

The Shire of Ashburton however understands that it needs to be proactive in translating the challenges into opportunities and endeavour to mitigate impacts on communities from economic changes. This includes:

- Identifying opportunities for resource product value adding, to facilitate greater diversification of the local economy.
- Fostering other opportunities for economic diversification in the areas such as primary production, tourism and hospitality, community, business and consulting
- Supporting small business so it can continue to bolster and diversify local economies
- Investigating opportunities for local enterprise development
- The Shire to continue to conduct innovative planning and building flexibility into the provision of accommodation and facilities for visitors, residents and workers.




# 10. Informing the Plan

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A close-up photograph of a young girl with long, curly brown hair. She is wearing a pink zip-up hoodie with small white and blue patterns. Her face is painted to look like a cat, with white paint around her eyes, black whiskers, and a pink nose. She is looking down and to the left. The background is blurred, showing other people and what appears to be a community event.

**The Shire of Ashburton consults regularly with the community and its stakeholders and took a comprehensive approach to the development of the inaugural Strategic Community Plan in 2012 and in this review and update of the plan.**

## PHASE ONE CONSULTATION: DEVELOPMENT OF THE INAUGURAL PLAN (2012)

A comprehensive approach was undertaken to inform the development of the inaugural Strategic Community Plan in 2012. The following table summarises the multiple mechanisms used in this process.

TOWN	Visioning Engagement Process*	Community Survey **	Shopping Centre Displays	Focus Group 1 Shire of Ashburton Councillors and Staff	Providers Focus Group 2 Community Groups Government Agencies and Service Providers	Youth Focus Group or Dialogue Café	Community Groups and Businesses Dialogue Café	Community Dialogue Café	Stakeholder Meetings
<b>Onslow</b>	X	X							<ul style="list-style-type: none"> <li>• V-Swans</li> <li>• Onslow School,</li> <li>• Onslow TAFE,</li> <li>• Onslow Community Resource Centre</li> <li>• Onslow Visitors Centre</li> <li>• Aboriginal Leaders</li> </ul>
<b>Paraburdoo</b>		X	X	X	X	X	X	X	<ul style="list-style-type: none"> <li>• Karingal Neighbourhood Centre</li> <li>• Police, Hospital</li> <li>• Primary School,</li> <li>• Rio Tinto Iron Ore</li> </ul>
<b>Pannawonica</b>		X	X	X	X	X		X	
<b>Tom Price</b>		X	X	X	X	X	X		<ul style="list-style-type: none"> <li>• Visitors Centre</li> <li>• Small Business Centre</li> <li>• Aboriginal Leaders</li> </ul>

\* It is important to recognise that the Onslow visioning engagement process was conducted in the months prior to the engagement of the development of the Shire's Strategic Community Plan - in order to set the future direction for Onslow, which was about to be impacted by significant growth from resource sector projects. It was deemed appropriate to use the data from the Onslow Visioning process to inform the Strategic Community Plan – rather than conduct more consultation with the community within a short time period. The Onslow visioning engagement process involved over 80 community members and stakeholders in Dialogue Cafes, interviews and focus groups including health, education, youth, sport and recreation, community services, tourism and business and members of Indigenous communities. Youth consultation was also conducted through the school and a Shire stall at the Passion of the Pilbara festival which allowed people of all ages, including the tourists to contribute. 39 online community surveys were also completed (In total 5.6% of the population contributed to the Onslow visioning engagement).

\*\* A survey was made available online and in hard copy. The online survey was available on the Shire of Ashburton website and an email link was distributed by the Shire of Ashburton to their email database. The hard copy survey was available from the Shire of Ashburton for people without internet access. 86 surveys were completed and returned.



## PHASE TWO CONSULTATION: REVIEW AND UPDATE OF THE PLAN (2016)

A succinct approach was undertaken to review the existing plan and inform the development of the revised plan.

TOWN	Community Survey *	Daytime Community Workshop	Evening Community Workshop	Shire Executive and Elected Members Workshop (Onslow)	Industry and Stakeholder Interviews **	Indigenous Stakeholder Interviews	Pastoralists Interviews
Onslow	X	X	x	X	X	X	
Pannawonica	X	X	x		X		
Paraburdoo	X	X			X	X	
Tom Price	X	X	X		X		
Pastoralists	x						X

\* A survey was made available online and at community events. The online survey was available on the Shire of Ashburton website and an email link was distributed via an email "blast" to key stakeholders and registered community members. 196 fully completed surveys were received.

\*\* A number of industry interviews were conducted in Perth with industry representatives that service towns within the Shire of Ashburton

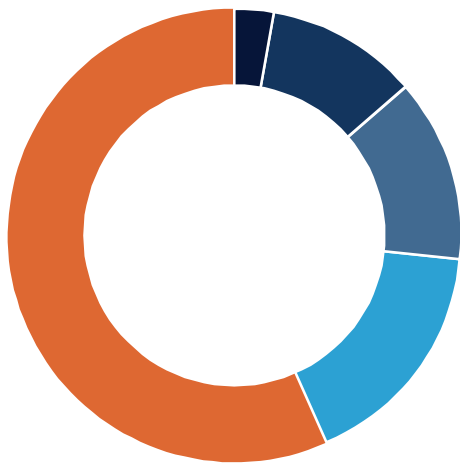
# 11. What — You Said



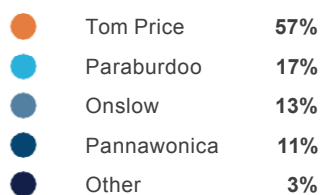


The following key findings were derived from the stakeholder and community consultation (survey) that was conducted for the review of the inaugural plan in December 2016. The findings have helped to inform the development of the plan.

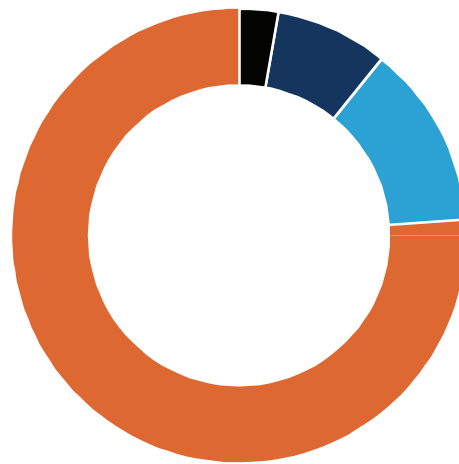
## WHO COMPLETED THE SURVEY?



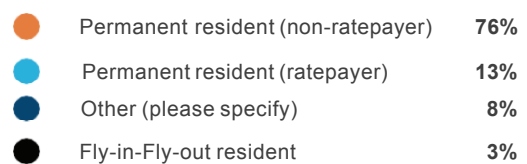
### Place of residence



Responses were received from all towns (and small number of others – e.g. pastoralists), however the majority of respondents (56%) reside in Tom Price.



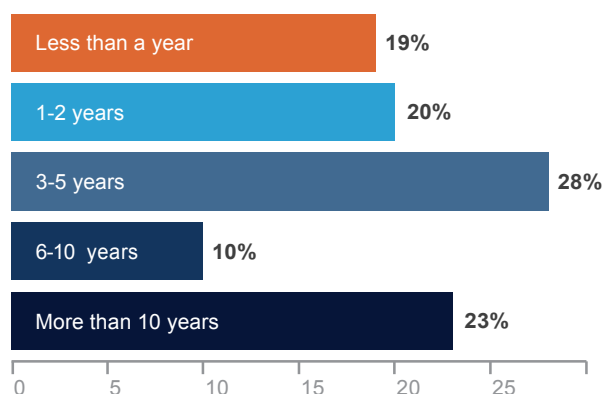
### Residential status



The majority of respondents are permanent residents who are not rate payers. This indicates the high level of the population that reside in accommodation that is either provided by their employer or they privately rent.

## Length of time residing in the Shire

There is quite a diversity in the length of time respondents have resided in the Shire, however almost half have lived in the Shire for between 1-5 years.



## COMMON PERCEPTIONS

The following data represents the key findings from the Community Survey conducted in December 2016 and January 2017. Further details of consultation findings are contained in the review of each goal in Section 13.

### All Towns

Most positive aspects (All towns)

- Community spirit; sense of community; close knit community
- The people (friendly; welcoming)
- Good place for children; family friendly
- Safe
- Natural environment; great lifestyle
- Good facilities
- Events and activities

Main concerns or challenges (All towns)

- Cost of living, including cost of goods and services
- Lack of/poor quality/availability of fresh produce
- Lack of services and facilities, especially health services
- Not enough to do; lack of events and activities
- Transient/FIFO workers
- Remoteness/isolation

### Individual Towns

#### Onslow

Most positive aspects

- Community spirit/sense of community
- Natural environment
- The people, friendly
- Good facilities, e.g. pool, library
- Events and activities

Main concerns or challenges

- Cost of living, including cost of goods and services
- Crime, including youth crime/misbehaviour
- Lack of local services, including health and aged care
- Lack of choice/options for retail and also recreation
- Maintenance of facilities and townscape



## Pannawonica

### Most positive aspects

- The people
- Good for children; family friendly
- Close knit community; community spirit; sense of community
- Safe

### Main concerns or challenges

- Lack of and poor quality of fresh produce
- Lack of services and facilities, e.g. health
- High costs

## Paraburdoo

### Most positive aspects

- Sense of community; good community spirit; close knit community
- Safe
- Good for children; family friendly
- Natural environment

### Main concerns or challenges

- Lack of retail services and/or choice
- Lack of services
- Not enough to do; lack of events and activities
- Cost of living
- Lack of health services
- Transient/FIFO workers

## Tom Price

### Most positive aspects

- Community spirit; sense of community; 'mateship'
- The people (friendly, welcoming, everyone knows everyone)
- Safe
- Neat; tidy; well maintained
- Sports groups
- Family friendly; good for kids and families
- Volunteering; community involvement
- Good facilities, e.g. pool
- Lifestyle
- Good activities
- Environment

### Main concerns or challenges

- FIFO/Transient workers
- Remoteness/isolation
- Lack of health services
- Cost of living; price of goods
- Not enough to do; lack of events and activities
- Lack of work/jobs; mining downturn
- Lack of services and facilities
- No support for local/small business; lack of small businesses
- Lack of childcare
- Lack of things to do for teenagers and youth
- Youth unemployment; no casual jobs
- Lack of fresh produce; particular goods e.g. bread
- Lack of mental health support
- Travel costs

## WHAT THE SHIRE SHOULD DO MORE OF

- Beautification of streetscapes/town, including improving footpaths and street lighting
- Improve communication and engagement with the community
- Focus on youth engagement and provision of more programs, initiatives and activities
- Maintain facilities
- Support local clubs and groups
- Support or provide more activities and programs for children and families

## WHAT THE SHIRE SHOULD STOP OR DO LESS OF

- Nothing - keep doing what they're doing
- Stop funding facilities - infrastructure used by a small proportion of community and focus on social engagement/ community development

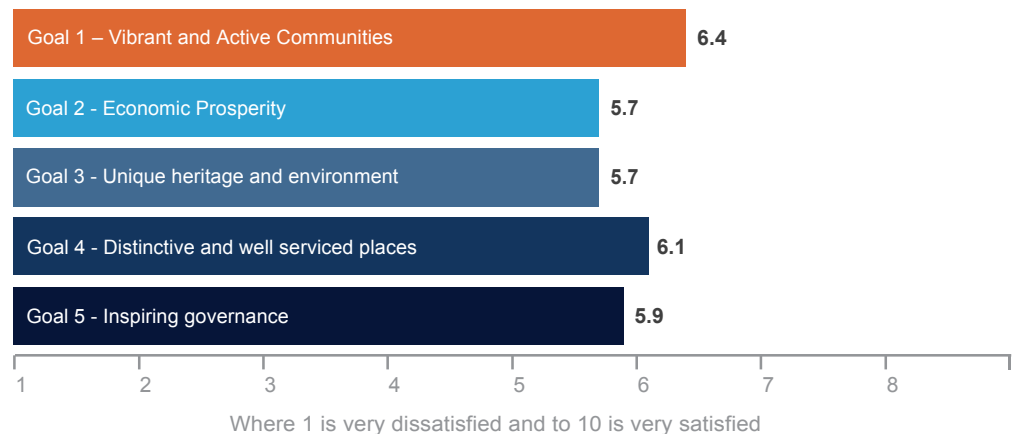


## MOST IMPORTANT INITIATIVE FOR THE FUTURE

- Reduce cost of living
- Improve transport links to neighbouring regions and Perth, including better access to air travel and roads
- More community events and activities
- Improve aquatic facilities

## FEEDBACK ON PROGRESS IN ACHIEVING GOALS

Overall ratings of performance in achieving planned goals



Overall the highest performance satisfaction rating was Goal One – Vibrant and Active Communities (6.4 out of 10). The areas with the lowest performance satisfaction ratings were Goal Two – Economic Prosperity and Goal Three – Unique Heritage and Environment.

When comparing the ratings given by respondents of different towns, Pannawonica residents were the most satisfied with the Shire's performance and Paraburdoo residents were less satisfied.



## COMMUNITY FEEDBACK – FOCUS FOR THE FUTURE

### Goal One – Vibrant and Active Communities

- More engagement with community; keep people informed
- Continue to maintain good facilities
- Continue with events and activities, and promote these proactively
- Continue to support local clubs and groups

### Goal Two – Economic Prosperity

- Invest in and focus on tourism and improve tourism infrastructure, such as accommodation, foreshore, landscaping, information signs
- Improve; continue to improve facilities
- Continue to partner; strengthen relationship with businesses
- Invest in/support local business
- Communicate with community and proactively promote/communicate successes

### Goal Three – Unique Heritage and Environment

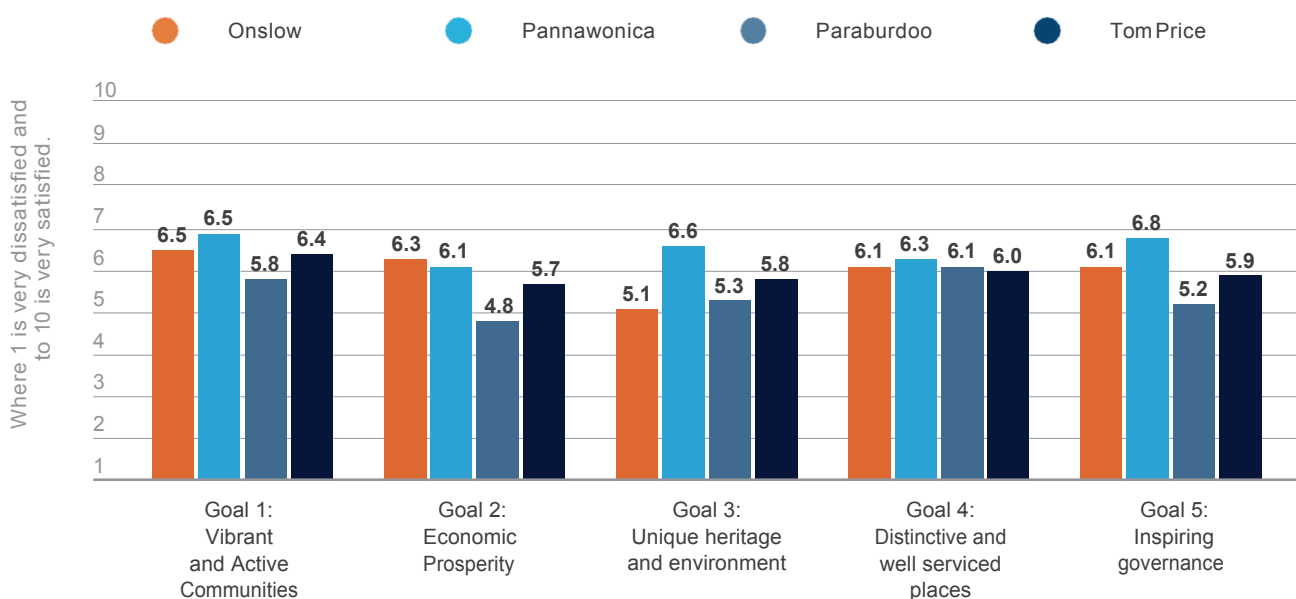
- Promote, celebrate and recognise Aboriginal culture and history
- Engage, collaborate or partner with the local Aboriginal community
- Improve communication and promotion of what Shire is doing in this area

### Goal Four – Distinctive and Well Served Places

- Improve public transport
- Improve roads, street lighting and pedestrian pathways
- Continue to maintain good facilities and infrastructure

### Goal Five – Inspiring Governance

- Continue to improve communication with community
- Improve on-the-ground presence in the community



A man in a red and grey striped shirt and a young girl in a pink shirt are flying kites on a large green grassy field. In the background, there is a colorful striped tent, trees, and a parking lot with several cars under a clear blue sky. A semi-transparent blue banner is overlaid on the top left of the image.

# 12. Strategic Directions

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**The Shire of Ashburton is committed to achieve its vision and will do this by courageously imagining the future, and partnering with the government, industry and the community to build strong communities and robust economies where we live life to the fullest.**

The following goals are updated from those developed in 2012 to deliver the Shire's vision.

The 2019 review of the Plan continues to embrace these Goals.

- 1. Vibrant and  
Communities**
- 2. Economic  
Prosperity**
- 3. Unique Heritage  
and Environment**
- 4. Quality Services  
and Infrastructure**
- 5. Inspiring  
Governance**

## GOAL 01

# VIBRANT AND ACTIVE COMMUNITIES

### Objective 01: Connected, caring and engaged communities

#### DESIRED OUTCOME:

People feel connected and actively involved in the community

#### KEY CONTRIBUTORS

Shire of Ashburton; government agencies; community organisations and representatives; Aboriginal communities; key industry stakeholders; local businesses and residents associations.

#### STRATEGIC DIRECTIONS

- Encourage and provide a range of opportunities to community members and stakeholders to inform and participate in decision making
- Establish a strategic approach to community development planning that focusses on building social capital, developing community capability and addresses social isolation and dislocation all residents across the Shire.
- Continue to develop programs that welcome and induct new residents and transient workers into their host communities; Engage and celebrate local culture, both Aboriginal and non-Aboriginal.
- Continue to work collaboratively with the community to deliver town events.

### Objective 02: Sustainable Services, Clubs, Associations and Facilities

#### DESIRED OUTCOME:

High levels of community involvement in supporting clubs and organisations to be successful and sustainable, while optimising community facility use

#### KEY CONTRIBUTORS

Shire of Ashburton; local clubs and associations; key industry stakeholders; government agencies (e.g. Department of Sport and Recreation and Department of Local Government and Communities: Volunteering WA; Aboriginal communities; Education and training providers and facility managers.

#### STRATEGIC DIRECTIONS

- Develop and implement a cohesive, whole of Shire strategy to encourage and support club and community group development through a focus on increased volunteerism and capacity building that utilises the skills and experience of residents and visitors.
- Review existing club and community organisations' governance and operating processes to identify possible synergies, collaborations or alternative models that can increase community involvement, reduce workloads and increase sustainability.
- Collaborate with industry to encourage FIFO participation in their host communities through a concerted campaign to increase engagement in community activities; leisure and recreation pursuits.
- Prepare plans, programs and schedules that provide cost effective access and optimisation of existing community facilities - and provide new or upgraded facilities to accommodate future needs.





## Objective 03: Quality education, healthcare, childcare, aged care and youth services

### DESIRED OUTCOME:

A cohesive approach to service development, delivery and access to quality education, healthcare, childcare, aged care and youth services and facilities.

### KEY CONTRIBUTORS

Shire of Ashburton; Pilbara Development Commission; government agencies; providers of education, health care, childcare, aged care youth services; community representatives; Aboriginal communities; key industry stakeholders and Aboriginal corporations.

### STRATEGIC DIRECTIONS

- Play a leadership role in advocating to, and engaging with, relevant government and private sector stakeholders to foster a whole of Shire approach to the provision of quality education, training, healthcare, childcare, aged care, youth services and facility provision.
- Ensure the needs of changing communities are understood, planned and budgeted for and contributed to by government, industry and the private sector.

## Objective 04: A rich cultural life

### REVISED OUTCOME:

High levels of community appreciation for, and involvement in Arts and Cultural activities

### KEY CONTRIBUTORS

Shire of Ashburton; local artists; Aboriginal communities; arts groups and organisations; government agencies; Pilbara Development Commission; key industry stakeholders and community representatives.

### STRATEGIC DIRECTIONS

- Encourage and support community involvement with and appreciation of, arts and culture.
- Develop and deliver a whole of Shire Cultural Plan that includes 'place management' approaches.
- Increase opportunities for children, youth and Aboriginal residents to be part of the wider community.
- Continue to foster industry and government social investments and participation in community arts and cultural initiatives.

## GOAL 02

# ECONOMIC PROSPERITY

### Objective 01: Strong local economies

#### DESIRED OUTCOME:

**A diverse and strong economy**

#### KEY CONTRIBUTORS

Shire of Ashburton; key industry stakeholders; chambers of commerce and industry; business associations; Aboriginal corporations; education and training providers; Pilbara Development Commission; and government agencies (e.g. LandCorp; Tourism WA; Department of State Development).

#### STRATEGIC DIRECTIONS

- Develop local capability and capacity to understand and adapt to economic trends and better meet needs of local businesses
- Develop policies and programs to support existing businesses and encourage business attraction to meet the changing needs of local and regional areas
- Proactively engage with government and industry to support business development and community enterprise and to plan for present and future training and employment needs.
- Facilitate timely release of land to support the local economy.

### Objective 02: Enduring partnerships with industry and government

#### DESIRED OUTCOME:

**Industry and government actively engaging with local communities and economies**

#### KEY CONTRIBUTORS

Shire of Ashburton; key industry stakeholders; Pilbara Development Commission; government agencies (e.g. Department of Mines and Petroleum; Department of State Development).

#### STRATEGIC DIRECTIONS

- Partner with industry and government to target their investment in stimulating more diversified business and economic development to benefit communities and the local economy.
- Develop a Shire Economic Development Strategy that includes engagement with industry and government to support local economic development initiatives.





## Objective 03: Well-managed tourism

### DESIRED OUTCOME:

**Sustainable tourism activity  
benefitting local economies  
and the Shire as a whole**

### KEY CONTRIBUTORS

Shire of Ashburton; tourism operations;  
visitor centres; Pilbara Development Commission;  
Tourism WA and chambers of commerce  
and industry.

### STRATEGIC DIRECTIONS

- Work with the tourism industry, key stakeholders and agencies to collaboratively develop a regional Tourism Strategy that promotes the unique Pilbara offering of distinctive landscapes, seascapes and communities.
- Continue to plan for, invest in, and advocate for the development of key tourist infrastructure including increased accommodation options; tourism attractions and signage.
- Explore Aboriginal tourism opportunities.
- Plan for improved tourism accommodation, camping grounds and associated facilities.
- Engage with industry to manage the interface with tourism to optimise opportunities and minimise competing interests.

## GOAL 03

# UNIQUE HERITAGE AND ENVIRONMENT

### Objective 01: Flourishing natural environments

#### DESIRED OUTCOME:

The integrity of the Shire's natural environments are maintained

#### KEY CONTRIBUTORS

Shire of Ashburton; government agencies (e.g. Department of Environmental Regulation); Aboriginal communities; Aboriginal corporations; key industry stakeholders; local environmental groups and local schools.

#### STRATEGIC DIRECTIONS

- Partner with government agencies, industry, traditional owners, non-government organisations, local governments, research institutions, pastoralists and the community to better manage natural assets and deliver improved conservation outcomes that reflect the region's high biodiversity and landscape values.
- Improve recreational access to natural environments with a focus on signage, access and safety.

### Objective 02: Leading regional sustainability

#### DESIRED OUTCOME:

The Shire of Ashburton supports and implements best practice sustainability practices

#### KEY CONTRIBUTORS

Shire of Ashburton; government departments (e.g. Department of Environmental Regulation; Pilbara Development Commission; key industry stakeholders; community organisations; community representatives and local schools.

#### STRATEGIC DIRECTIONS

- Promote and encourage protection of natural assets and sustainable use of resources and utilities.
- Collaborate with State Government and Rio Tinto (the providers of water resources in the Shire) to promote water-wise practices across the Shire.
- Encourage and implement improved waste minimisation practices, including proactive approaches to recycling and reuse.





## Objective 03: Celebration of history and heritage

### DESIRED OUTCOME:

The Aboriginal and European history and heritage of the Shire is celebrated and valued

### KEY CONTRIBUTORS

Shire of Ashburton; key industry stakeholders; Aboriginal communities; Government agencies (e.g. Department of Culture and the Arts and Department of Indigenous Affairs); Aboriginal corporations; libraries; local schools and community groups.

### STRATEGIC DIRECTIONS

- Develop strategies to recognise and celebrate the Aboriginal and Non-Aboriginal history and heritage of the Shire, including providing cultural awareness training opportunities

## GOAL 04

# QUALITY SERVICES AND INFRASTRUCTURE

### Objective 01: Quality public infrastructure

#### DESIRED OUTCOME:

**Adequate, accessible and sustainable public infrastructure**

#### KEY CONTRIBUTORS

Shire of Ashburton; Key industry stakeholders; Pilbara Development Commission; government agencies; chambers of commerce and industry; community organisations; Aboriginal communities and Aboriginal corporations.

#### STRATEGIC DIRECTIONS

- Advocate to, and partner with, government to facilitate the development of the Tom Price to Karratha Road to link Tom Price and Paraburdoo to the Pilbara Cities.
- Provide and maintain affordable infrastructure that serves the current and future needs of the community, environment, industry and business.
- Actively engage with State Government, Aboriginal Corporations and communities to support strategies to effectively manage the planned transition of municipal services in Aboriginal communities (upon the completion of the Aboriginal Communities Review by the WA State Government).
- Actively advocate for the effective supply of utilities and services that meet commercial, industrial and retail needs.

### Objective 02: Accessible and safe towns

#### DESIRED OUTCOME:

**Transportation into and throughout towns are improved**

#### KEY CONTRIBUTORS

Shire of Ashburton; key industry stakeholders; Pilbara Development Commission; government emergency service agencies (Police; FESA) transport agencies (e.g. Public Transport Authority and Department of Planning); and community volunteers (e.g. SES).

#### STRATEGIC DIRECTION

- Advocate to, and partner with, key government and industry to develop an air strip at Tom Price and improve public transport and roads between the Shire's towns.
- Continue to improve and maintain condition of footpaths cycleways, curbs and signage to provide enhanced amenities and connections with towns.
- Maintain and improve existing public lighting and increase coverage of lighting where appropriate.
- Shire to continue to work with police, stakeholders and the community to promote positive crime prevention and safety initiatives.
- Effectively communicate and manage natural hazards, risks and other community emergencies through the development of an emergency management strategy that includes educating stakeholders and community on how to prevent and address emergencies.





## Objective 03: Well-planned towns

### DESIRED OUTCOME:

### Distinctive and well-functioning towns

#### KEY CONTRIBUTORS

Shire of Ashburton; key industry stakeholders, Pilbara Development Commission; and government agencies (e.g. WA Planning Commission and Department of Planning).

### STRATEGIC DIRECTIONS

- Continue to monitor industry and economic trends and ensure town planning schemes respond appropriately to future housing, accommodation and commercial needs.
- Ensure any new buildings and developments are sensitive to and integrate appropriately with the natural and built environments.
- Incorporate social planning and ecological sustainable development principles in planning strategies and policies.
- Continue to provide and maintain a range of public open spaces with high quality amenities.

## GOAL 05

# INSPIRING GOVERNANCE

### Objective 01: Effective Planning for the Future

#### DESIRED OUTCOME:

Ensure that Shire resources are optimally applied to achieving community outcomes, whilst maintaining financial sustainability

#### KEY CONTRIBUTORS

Shire of Ashburton; local communities and local stakeholders (including Aboriginal communities and corporations).

#### STRATEGIC DIRECTIONS

- Ensure the Strategic Community Plan and Corporate Business Plan are used effectively to guide all planning and decision making in the delivery of quality services and facilities.
- Regular Communication and engagement with stakeholders and community to generate a sound understanding, support and buy-in to the Shire's plans and strategies.
- Monitor trends, anticipate needs and capitalise on opportunities to build strong communities.
- Develop a Reconciliation Action Plan and seek greater Aboriginal engagement and representation in decision making
- Regularly monitor, review and Revise the Strategic Community Plan and develop a four year Corporate Business Plan that reflects the evolving community needs and aspirations.

### Objective 02: Community ownership

#### DESIRED OUTCOME:

An engaged and well-informed constituency

#### KEY CONTRIBUTORS

Shire of Ashburton; community organisations; community representatives and key industry stakeholders.

#### STRATEGIC DIRECTIONS

- Ensure equitable and broad representation on committees and in community engagement activities to ensure there is well informed decision making.
- Ensure broad participation and diverse representation in research, planning and decision making.
- Develop a communications and engagement strategy that ensures the provision of quality information on Shire activities and uses modern methods to foster high levels of community awareness and involvement.
- Be a strong voice and advocate for the local community in regional, state and federal settings





## Objective 03: Council leadership

### DESIRED OUTCOME:

Council effectively governing the Shire, demonstrating effective governance and town leadership.

### KEY CONTRIBUTORS

Shire of Ashburton; community organisations; schools; Aboriginal communities and corporations.

### STRATEGIC DIRECTIONS

- Support and strengthen the effectiveness of Councillors, and educate the community on their roles, responsibilities and achievements.
- Improve civic engagement and leadership to increase the involvement of under-represented groups including youth, the Aboriginal community and seniors.

## Objective 04: Exemplary team and work environment

### DESIRED OUTCOME:

Highly-functioning Shire team that effectively manages the Shires resources to build strong communities

### KEY CONTRIBUTORS

Shire of Ashburton.

### STRATEGIC DIRECTIONS

- Develop an inspired and engaged workforce through the provision of a targeted workforce development plan that includes strategies to attract and retain skilled and capable staff.
- Promote an innovative and engaging corporate culture underpinned by the organisation's vision.



## Making It Happen

**To achieve the goals of this plan, partnerships and relationships with a diverse range of individuals, organisations, industry, neighbouring local governments, government agencies and other key stakeholders need to continue to be built and strengthened.**

The success of this strategy will depend on the ability of our Shire to continue to leverage partnership and alliances. Shire leadership in promoting, encouraging and coordinating these partnerships will be important.

The community is the most important of all Shire partners. Their role in planning, implementing, participating and reviewing this Strategic Community Plan is essential to its delivery. The Shire is committed to embedding better methods of engagement and involvement in order to build enthusiasm, ownership and the capacity of the community to deliver the plan in partnership with us.





## Measuring Our Success

**The Shire of Ashburton is committed to effectively monitoring and reviewing our progress in achieving the vision, goals and directions of this Strategic Community Plan in order to maintain the momentum and direction of the plan.**

To do this the Shire of Ashburton will:

- Conduct biennial community survey tracking progress of desired outcomes and community satisfaction
- Hold stakeholder and community review workshops
- Track the delivery of operational projects, asset management projects and infrastructure projects
- Track the level of delivery and cost for community services

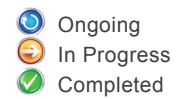
These measures will provide the opportunity for assessment of the progress of strategic directions and provide flexibility to amend our planning as the context changes. It will ensure effective use of funding and resources and inform future planning and budgeting processes.

This will ensure the strategic directions continue to be of the highest quality, encouraging stakeholders to maintain a unified vision.



# 13. Town Specific Facility and Service Priorities





## ONSLOW

### SHORT TERM PRIORITIES (2017 – 2022)

#### PLAN AND DELIVER

- Update Onslow Town Site Strategy
- Improved footpaths and dedicated cycle paths on keyroads (15 Year Urban Roads and Pathways Plan) ✓
- Youth services and youth development activities that utilise new community facilities 🔄

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Higher education facilities 🔄
- Safe houses for victims of domestic violence and family breakups 🔄
- Development of TAFE facilities 🔄
- Establishment of a Men's Shed

### MEDIUM/LONGER TERM PRIORITIES (2022 ONWARDS)

#### PLAN AND DELIVER

- Street scape improvements in main street
- Increase and upgrade street lighting
- Visitors Centre upgrade

#### ADVOCATE TO PARTNERS FOR INVESTMENT

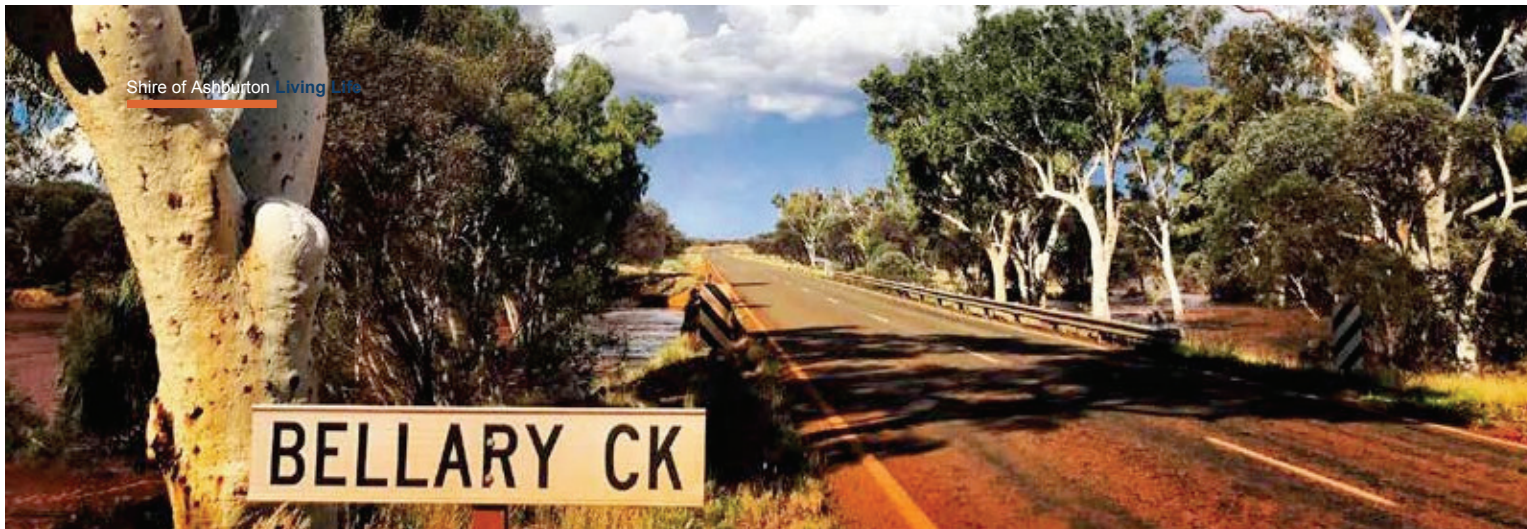
- Higher education facilities
- Safe houses for victims of domestic violence and family breakups
- Development of TAFE facilities




#### POTENTIAL OPPORTUNITIES TO EXPLORE

- Safe beach swimming area
- Aged care facilities and respite care
- Community bus







-  Ongoing
-  In Progress
-  Completed

## PARABURDOO

### SHORT TERM PRIORITIES (2017 – 2022)




#### PLAN AND DELIVER

- Upgrades to Peter Sutherland Oval 
- Development of a new multipurpose sports complex to replace existing Sports Pavilion and Squash Courts 
- Improve footpaths and dedicated cycle paths on key roads (15 Year Urban Roads and Pathways Plan) 
- Dog exercise area (Due for completion late 2019) 
- Additional shades structures over existing shopping centre carpark (Due for completion Mid 2019) 

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Upgrade shopping centre
- Upgrade drive in movie theatre

#### POTENTIAL OPPORTUNITIES TO EXPLORE

- Solar lighting Paraburdoo Camp Road
- Improve maintenance of netball and tennis courts (Netball courts renewed and fencing upgrade 2018) 
- Improve street lighting (Additional Street lighting infrastructure Anzac Place) 
- Upgrade Ashburton Hall (Minor works) 
- Establishment of a BMX Track

### MEDIUM/LONGER TERM PRIORITIES (2022 ONWARDS)

#### PLAN AND DELIVER

- Extension of the waste facility to accommodate general landfill and rubbish recycling
- Community fitness track through the parks
- Shaded walkway to the pool
- Shire administration upgrades
- ANZAC Memorial Park upgrades

#### ADVOCATE TO PARTNERS FOR INVESTMENT




- Recycling facilities

#### POTENTIAL OPPORTUNITIES TO EXPLORE

- Water play park







-  Ongoing
-  In Progress
-  Completed

## TOM PRICE

### SHORT TERM PRIORITIES (2017 – 2022)

#### PLAN AND DELIVER

- Childcare Centre (Preferred location identified, third party funding is continuing to be sourced) 
- Youth Centre
- Pump Track (Community consultation to be undertaken in 2019 along with partial funding) 

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Aboriginal Cultural Centre
- TAFE College with Trade Training Facilities
- Upgrade/redevelop Tom Price Hospital including new Triage facilities (Discussions continuing with WACHS and RIO TINTO)
- Increased afterschool and childcare facilities (Preferred location identified, third party funding is continuing to be sourced)

#### POTENTIAL OPPORTUNITIES TO EXPLORE

- Improve Street Lighting
- A network of well-lit walking and cycle paths
- Upgrade lighting and facilities at Minha Oval

### MEDIUM/LONGER TERM PRIORITIES (2022 ONWARDS)




#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Improved visitor accommodation
- Expand the Caravan Park
- Upgrade visitors centre include a museum/Art Gallery
- New airstrip/s for RFDS

#### POTENTIAL OPPORTUNITIES TO EXPLORE

- Upgrade netball courts to enable inter-town competitions
- Develop an aged care facility
- Improve floodlights and oval maintenance on Tiljuana Oval



-  Ongoing
-  In Progress
-  Completed

## PANNAWONICA

### SHORT TERM PRIORITIES (2017 – 2022)

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Safe house for victims of domestic violence and family break ups
- Upgrade Swimming Pool and water play options (Inflatable devices donated by the Shire)
- Increase childcare facilities
- Improve street lighting

### MEDIUM/LONGER TERM PRIORITIES (2022 ONWARDS)

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Recycling facilities
- Longer term visitor accommodation

#### POTENTIAL OPPORTUNITIES TO EXPLORE

- Caravan Park Upgrade (Council approved lease 2019, awaiting execution by Rio Tinto)





## ABORIGINAL COMMUNITIES

*NB: The future of Aboriginal Communities is currently under review by the WA State Government.  
Until such time as a clear direction is provided, the Shire will continue ONLY the current level of service.*

### SHORT TERM PRIORITIES (2017 – 2022)

#### PLAN AND DELIVER

- Effective engagement with community leaders;
- Shire Leadership in facilitating annual forums between service providers
- Aboriginal Health programs
- Aboriginal environmental health assistance
- Aboriginal community dog program

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Developing effective and responsive relationships with Aboriginal corporations, government, service providers and NGOs to pursue
- Shire representation at Aboriginal Corporation meetings
- Women's, men's and youth development programs
- Additional housing and housing upgrades
- Reliable and daily transport to Towns
- Access to play groups early learning and schools
- Respite housing
- Relevant training programs linked to employment
- Leadership development
- Enterprise development
- Back to country camps
- Projects to strengthen culture and language
- Improve water quality
- Continue to advocate for Aboriginal Communities

### MEDIUM/LONGER TERM PRIORITIES (2022 ONWARDS)

#### ADVOCATE TO PARTNERS FOR INVESTMENT

- Improved road maintenance to/ in communities
- Provision of shade structures
- Upkeep of community infrastructure including:
  - Basketball
  - Skate parks
  - Seating
  - Recycling
  - Signage
  - Improve street lighting

#### PHOTO CREDITS:

Pages 2, 6, 19, 20, 24, 30, 49, 54: Julie Anne Glover  
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 Page 19: Shell Australia (Tom Price Pool)  
 Page 47: Peter Bellingham  
 Page 52: Sarah Falthum  
 Key2Creative



shire of Ashburton  
reef to range

Lot 246, Poinciana Street  
Tom Price WA 6751

**T** (08) 9188 4444

**E** [soa@ashburton.wa.gov.au](mailto:soa@ashburton.wa.gov.au)

**W** [www.ashburton.wa.gov.au](http://www.ashburton.wa.gov.au)

